



H A R V A R D U N I V E R S I T Y

Office of the Senior Vice Provost
Faculty Development & Diversity

2010 ANNUAL REPORT





HARVARD UNIVERSITY | Office of the Senior Vice Provost

Faculty Development & Diversity

Dear Colleagues,

As we celebrate the fifth anniversary of the establishment of Harvard's Office of the Senior Vice Provost for Faculty Development and Diversity (FD&D), I am very pleased to share our 2010 Annual Report. This year's report highlights many of FD&D's programmatic initiatives and presents up-to-date data on the composition of Harvard's ladder faculty. Of particular interest are the measureable changes in faculty composition that result directly from the University's move to a tenure track system. As Law School Dean Martha Minow noted in a March 2010 *New York Times* article, "Women Making Gains on Faculty at Harvard," "This is not your father's Harvard."

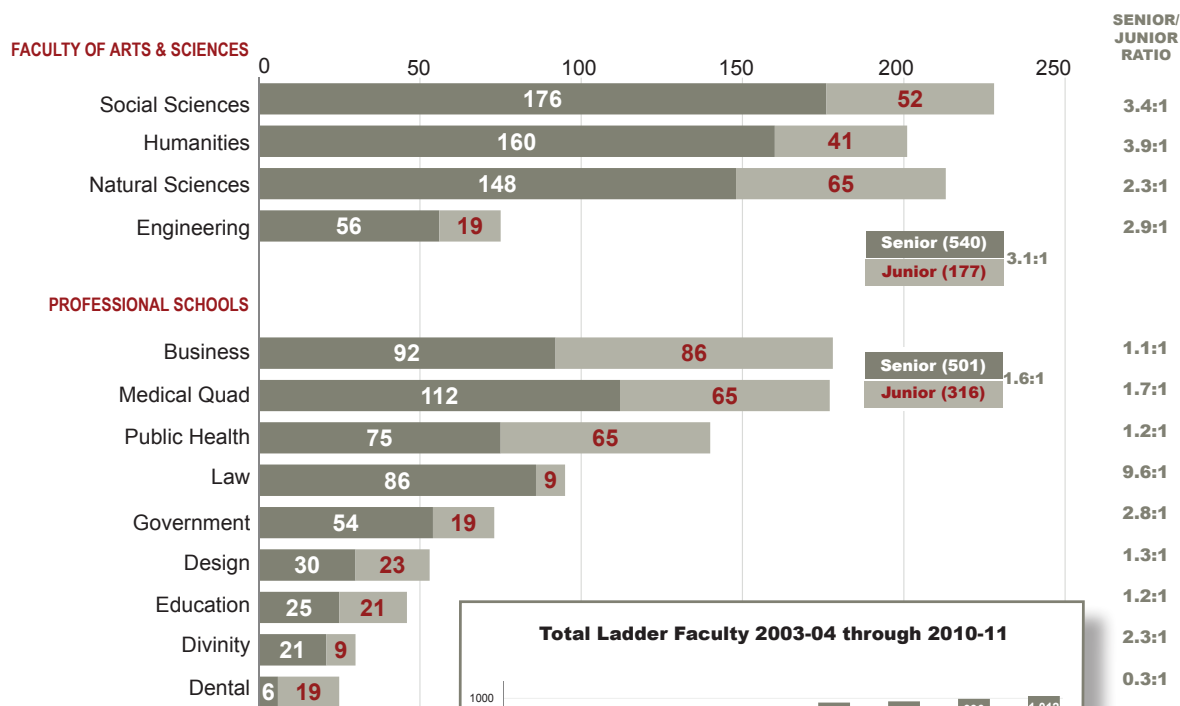
As we look ahead to the next five years, FD&D is developing new initiatives to address the ever more complex needs of our faculty. We will be working closely with colleagues across Harvard's Schools and at our peer institutions to develop and implement more effective practices and policies about a wide array of issues directly affecting faculty development and diversity: search processes and hiring systems, mentoring, work-life resources, leadership and management training, better targeted pipeline initiatives, and social networking opportunities.

Collaborations across Harvard and with peer institutions allow us to leverage resources in more strategic and synergistic ways. I believe strongly that more engaged cooperation is essential for the future of our academic community. I look forward to hearing from you about this Annual Report and any aspect of our work in FD&D. We are grateful to all of you for your commitment to the work of developing and sustaining our community of scholars.

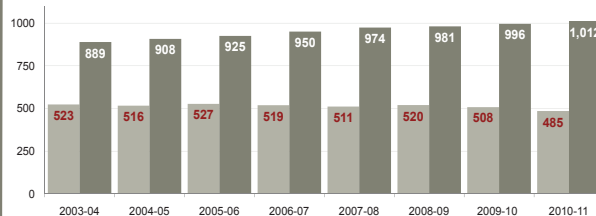
Judith D. Singer
Senior Vice Provost for Faculty Development and Diversity
James Bryant Conant Professor of Education

Number of Ladder Faculty by School and Rank

2010-11, NUMBER =1,497



Total Ladder Faculty 2003-04 through 2010-11



Harvard has 1,497 assistant, associate, and full professors, up 85 (6%) from seven years ago (but down, by 7, from 2009-10). This year, we welcomed 64 brand new faculty: 44 assistant professors, 7 associate professors, and 13 full professors.

The *entire* increase in faculty size has been in the tenured ranks, which grew from 889 in 2003-04 to 1,012 in 2010-11 (a 14% increase). During this period—and especially during the past three years—the number of junior faculty has decreased slightly, a result of all-time high internal promotion rates (62% of all tenure approvals last year were for internal candidates) and reduced junior hiring.

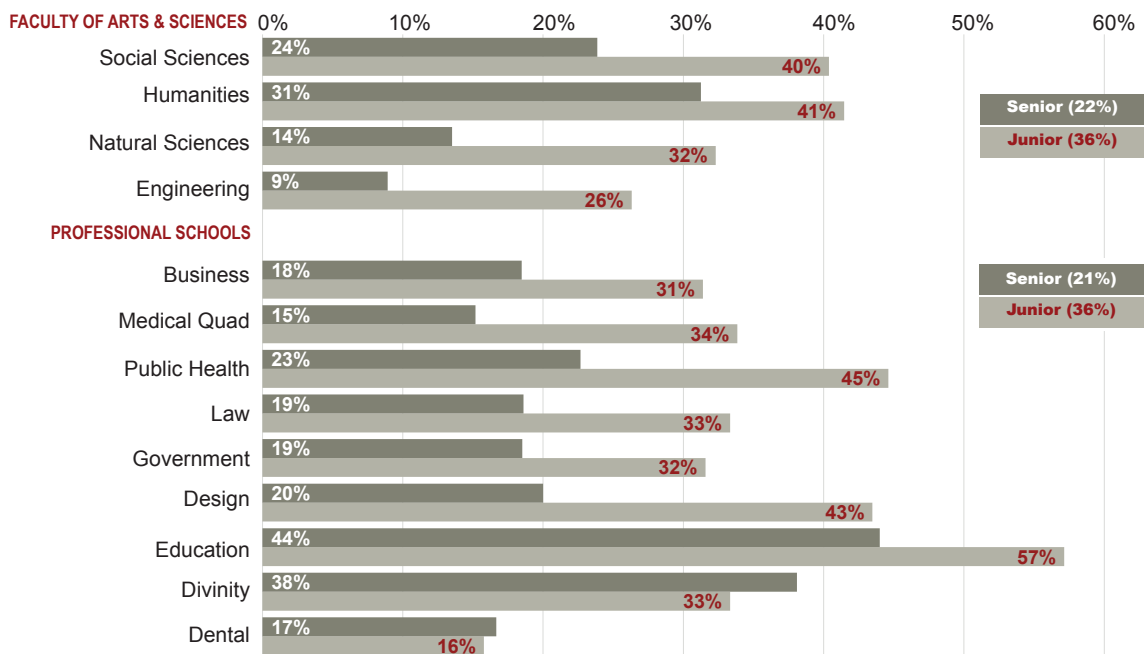
Although two-thirds of the University's ladder faculty are tenured, Senior/Junior ratios, which have important implications for faculty development and mentoring, vary tremendously across Schools. In FAS, the average ratio is 3.1:1 (from a high of 3.9 in Humanities to a low of 2.3 in the Natural Sciences). In the Professional Schools, the ratios are generally lower, with an average of 1.6:1.

Hospital-Based Ladder Faculty

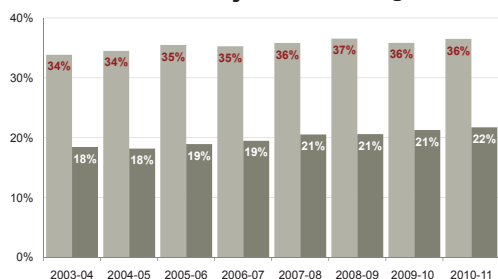
Approximately 8,100 (796 senior, 7,306 junior) faculty are employed by one of the 18 Harvard affiliated hospitals (over 5 times as many as are employed by the University itself). But unlike the rest of the University, where there are generally twice as many senior faculty members as junior faculty members, the Senior/Junior ratio at the hospitals is reversed, with approximately 9 junior faculty members per senior faculty member.

Percentage of Women Ladder Faculty by School and Rank

2010-11, NUMBER = 397, 27%



Women Ladder Faculty 2003-04 through 2010-11



Hospital-Based Ladder Faculty

Approximately 3,260 women faculty are employed by one of the 18 Harvard affiliated hospitals (over 8 times the number of women faculty employed by the University itself). Notably, the percentage of women in the junior ranks at the Hospitals (43%) is higher than almost everywhere else at the University, but the percentage of women in the senior ranks (14%) is among the lowest. Cognizant of this imbalance, HMS Dean Jeffrey Flier charged a Task Force on Faculty Development and Diversity to make concrete recommendations for attracting, retaining and supporting a more diverse cadre of HMS faculty. Additional information about the Task Force and its recommendations can be found at

<http://www.hms.harvard.edu/aca/developmentdiversity/>

NOTES FOR ALL DATA

Source: Harvard Data Warehouse and School-based systems - July 1, 2003-09 and September 1, 2010. In cases when the University's system of record for appointments (PeopleSoft) varies from School-based data (due to timing and local appointment practices), the School-based data supersedes University data. The counts in this report may therefore differ from other University reports. The counts in this report do not include the small number of faculty on long-term disability.

At the University, ladder faculty include full-time professors, associate professors, assistant professors, and convertible instructors. At the Hospital

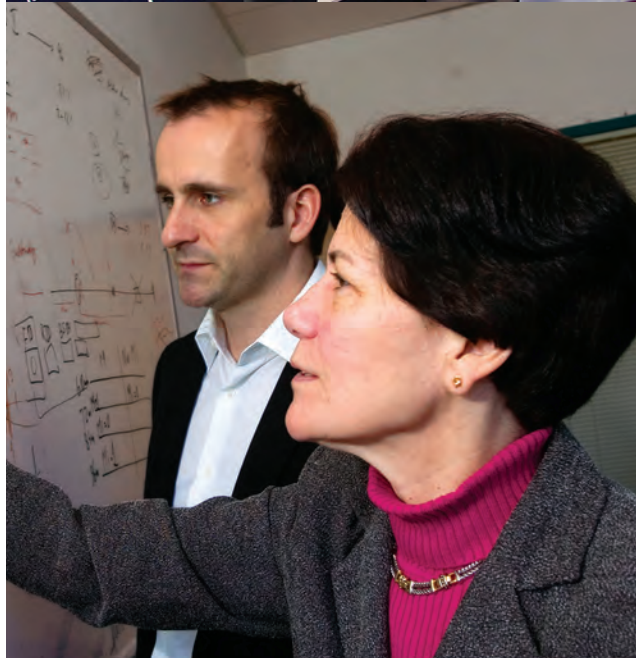
Affiliates, ladder faculty include full-time professors, associate professors, assistant professors, instructors, and clinical faculty. Ladder faculty who have multiple appointments across Schools are counted in each of the School counts. At the University level, these individuals are counted only once.

Changes in longitudinal data from the 2009-10 Office of Faculty Development and Diversity (FD&D) annual report are the result of corrections made to entries in Harvard's PeopleSoft system.

Just over one-quarter (27%) of the Harvard faculty are female, an all-time high, up 56 individuals, or 16%, from seven years ago.

As with the general longitudinal faculty trends, the *entire* increase in the number of women has been in the tenured ranks, which grew from 164 in 2003-04 to 220 in 2010-11 (a 34% increase). For the first time in history, women now comprise 22% of the Harvard senior faculty. As in years past, the percentage of senior women varies tremendously by field: it is highest in Education (44%), Divinity (38%), and FAS Humanities (31%), with FAS Social Sciences (24%), and Public Health (23%) close behind. The percentage of senior women remains stubbornly low across the sciences, including Engineering (9%), FAS Natural Sciences (14%), the Medical Quad (15%), and Dental (17%).

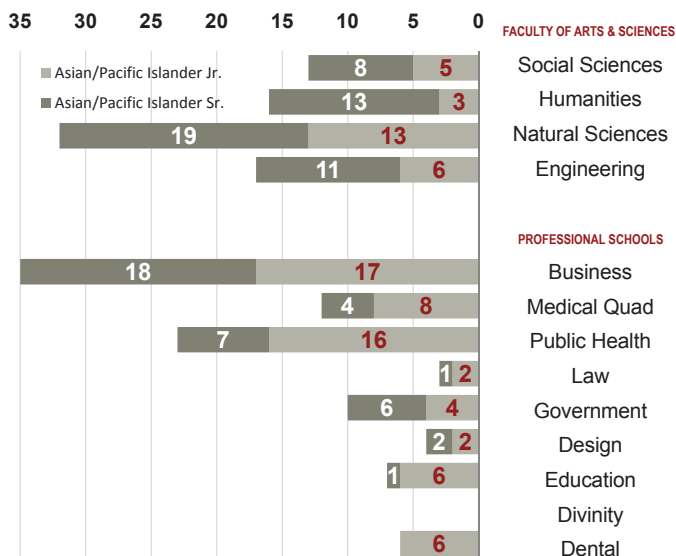
Between 2003-04 and 2010-11, the number of junior women has remained remarkably stable (at 177 in both years), but because the total *number* of junior faculty has declined slightly, the *percentage* of women has risen slightly (to 36%). Once again, field differences are pronounced, with women now comprising and in some cases exceeding 40% of the junior faculty in Education (57%), Public Health (45%), Design (43%), FAS Humanities (41%), and FAS Social Sciences (40%), with near comparable percentages at the Medical Quad (34%), Divinity (33%), Law (33%), Government (32%), FAS Natural Sciences (32%), and Business (31%). Even in Engineering (26%) and Dental (16%) the percentages of women, while lower, are at or near all-time highs.



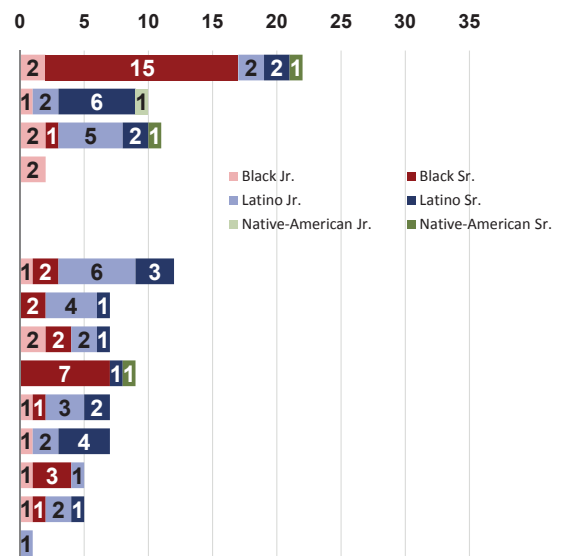
Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity

2010-11, NUMBER = 276, 18%

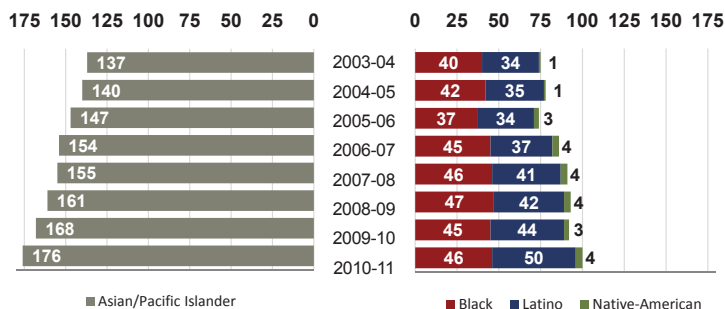
ASIAN/PACIFIC ISLANDER FACULTY
NUMBER=176, 12%



BLACK, LATINO, AND NATIVE AMERICAN FACULTY
NUMBER=100, 7%



Minority Ladder Faculty 2003-04 through 2010-11



Hospital-Based Ladder Faculty

Approximately 1,950 minority faculty are employed by one of the 18 Harvard affiliated hospitals (7 times the number of minority faculty employed by the University itself). In comparison to the rest of the University, Asian/Pacific Islanders account for an even greater percentage of this group (78%). That said, because of their sheer size, the hospitals have 3 to 5 times as many underrepresented minorities than the rest of the University: 164 Blacks, 240 Latinos, and 11 Native Americans.

Approximately 18% of the Harvard faculty are minorities, up 64 individuals, or 30%, from seven years ago. Two-thirds of the increase during this period has been in the number of Asian/Pacific Islander faculty, from 137 in 2003-04 to 176 in 2010-11. During this same period, the number of Black faculty increased by 6, the number of Latino faculty increased by 16, and the number of Native American faculty increased by 3.

Before celebrating this progress—however limited it may be—we must note that interpretation of longitudinal trends is complicated by recent methodological changes in the way in which Harvard—and all other federal contractors—gather and report race/ethnicity data. For this reason, we separately report the race/ethnicity data for the 64 new ladder faculty: 12 Asian faculty, 4 Black faculty, 4 Latino faculty, 43 White faculty, and 1 faculty member belonging to two or more racial/ethnic groups.

Focusing on the entire current minority faculty, approximately two-thirds (64%) are Asian/Pacific Islanders. They are particularly well represented in Business (N=35), FAS Natural Sciences (N=32), and Public Health (N=23) and less well represented in FAS Social Sciences, FAS Humanities, and many of the smaller Professional Schools.

Blacks, Latinos, and Native Americans represent just 17%, 18%, and 1% of the minority faculty respectively. As a fraction of the entire faculty, these percentages are just 3%, 3%, and 0.3%. In this graph, we present numbers, not percentages, to highlight just how few underrepresented minorities are on the Harvard faculty. Each “1” in this graph represents only one individual of that race/ethnicity at that rank in that School (or FAS division).

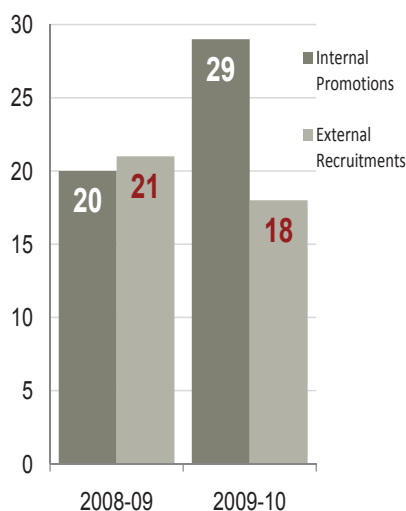
The Office of Faculty Development and Diversity (FD&D) is committed to providing detailed longitudinal data for Harvard faculty on a School by School basis in order to highlight changes in demographic composition over time. Complete data tables are available for download from the FD&D website (www.faculty.harvard.edu), including a detailed listing of all notes and assumptions. Also available for download are detailed peer demographic comparisons for Ladder Faculty, and individual School reports highlighting accomplishments made toward advancing faculty development and diversity at the School level.

The Office of Faculty Development and Diversity (FD&D) is committed to helping inform, motivate, and prepare undergraduates, graduate students, and postdoctoral fellows interested in pursuing academic careers. Our goal is to increase the pipeline of well-qualified students—many from underrepresented communities—who, in time with support, will become the faculty of the future.

FD&D’s flagship pipeline program, in partnership with the national **Leadership Alliance Consortium** and dozens of Harvard faculty is the **Summer Research Opportunities at Harvard (SROH)**. Now in its third year, SROH is open to students who are considering Ph.D. careers in the humanities, social sciences, and sciences, who have already completed at least one summer of research experience (or similar experience during term-time) and have taken at least one upper-level course in their major discipline. The program has become incredibly competitive, with nearly 300 students applying for the 12 spots offered in the Summer of 2010. Twenty-five students have participated to date and of the 12 who have graduated from college, 10 have enrolled in doctoral programs in the humanities, social sciences, or sciences.

In addition to directing the SROH program, FD&D helps coordinate the many other summer research programs offered across the University. Until this past summer, each program operated independently. Now, through the efforts of FD&D, the University is able to offer co-located on-campus housing and joint activities to better meet the needs of participating students. In summer 2010, FD&D worked with 17 undergraduate research programs (from nearly every School at the University) serving a total of more than 300 undergraduates. If you’re thinking of hosting a summer program in 2011, please get in touch with Liza Cariaga-Lo, Assistant Provost for Faculty Development and Diversity, who will be happy to help you join the developing University-wide consortium.

NUMBER OF TENURE APPROVALS



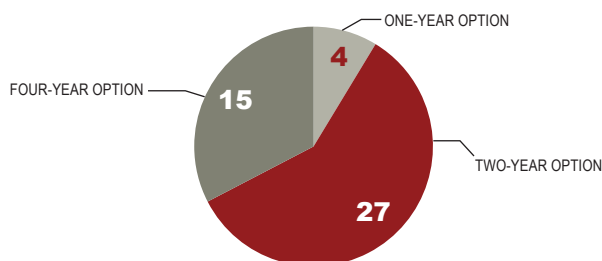
Over the last five years, Harvard's system for appointing tenured professors has changed dramatically. For decades, most new senior faculty were hired laterally from elsewhere and limited duration junior faculty stays were the norm. In today's Harvard, assistant and associate professors (both untenured ranks) are hired on a formal, clearly defined tenure track.

For years, the University didn't even keep track of internal promotion statistics to full professor. But even in the absence of historic data for explicit comparison, there's no doubt that the patterns have changed. During the 2008-09 academic year, the University approved 41 tenured appointments: just under half (20) were internal candidates. During 2009-10, the balance tipped even more strongly towards internal promotions: of the 47 appointments approved, 29 (62%) were internal candidates. As the *Chronicle of Higher Education* noted in its May 2010 article on the University's new tenure track: "At Harvard, tenure isn't just for old people anymore."

Last year, five Harvard Schools—FAS, the Medical Quad, Public Health, Education, and Divinity—offered customized voluntary one-time faculty retirement programs. The programs, designed in response to faculty interest, were crafted with the understanding that faculty seek in retirement not an end to their relationships with Harvard, but rather a new beginning, marked by opportunities for personal and intellectual renewal following years of dedicated service.

Eligibility was contingent upon having at least 10 years of University service and being 65 or older on September 1, 2010. Of the 127 eligible faculty in FAS, 32 (25%) participated; of the 49 eligible faculty across the four professional Schools, another 14 (29%) did so. Forty of the 46 participants (87%) were white men, 4 were white women (9%), and 2 were minorities (3%). In addition to the program, 10 more faculty members in these Schools had previously signed other retirement agreements. Older faculty members were most likely to sign up. The median age of participants was 70; one-quarter were aged 74 or older.

PARTICIPATING FACULTY BY RETIREMENT OPTION



Each school designed its own version of the one-time program to meet the specific needs of its faculty members, some of whom were already contemplating the next stage of their academic careers. Across all five participating Schools, longer phased retirement options were overwhelmingly the most popular choice. More than half of the participants elected to take a two-year option that offered two years half-time teaching and service for full-time pay. Another third took a four-year option, which offered four years half-time teaching and service for full-time pay in the first year and half-time pay in subsequent years, plus additional cash payments to help compensate for diminished retirement contributions. Less than 10 percent of participants took the one-year option that offered retirement after a one-year paid sabbatical.

Because of the program's attractiveness to faculty, the FAS, along with several Professional Schools, is developing a new steady state faculty retirement program. Details of the new program, which builds upon lessons learned from this one-time program, will be announced in December 2010.

Faculty parents need access to affordable, high-quality childcare — there's no other way for them to succeed. Harvard is committed to establishing effective policies and providing benefits and services to help faculty achieve their career goals while meeting their family responsibilities.

Ladder ACCESS—The Ladder ACCESS program, begun in January 2009, helps ladder faculty meet their family caregiving needs. Ladder ACCESS makes means-tested awards (ranging from \$5,000 to \$20,000) to parents of children under the age of six. Applications are reviewed on a rolling basis and childcare expenses are reimbursed twice per year. In just two years, the Ladder ACCESS Program has awarded nearly \$1.5 million to a total of 72 faculty members representing eight schools.

Research Enabling Grants (REGs)—The REGs program supports junior faculty whose research would suffer if interrupted to attend to dependent care responsibilities. The competitive one-year grants can be used to hire additional research staff, purchase equipment, or support bringing dependents on extended field work. Applications are accepted twice per year. Since its inception in 2007, the program has provided nearly \$2.0 million in funding. During the 2009-10 funding cycle, 19 faculty from six Harvard schools received awards.

Dependent Care Fund (DCF)—The DCF program provides grants to ladder faculty with dependent care responsibilities who need to travel to professional events that could advance their academic careers. These grants are for up to \$1,000 per scholar per academic year and provide funding to pay for the incremental dependent care costs associated with attending an academic conference or conducting off-site research. Applications for the DCF are accepted on a rolling basis. Since its inception in 2007, the program has provided over \$100,000 in funding. During the 2009-10 funding cycle, nine faculty from five Harvard schools received awards.

Childcare Centers—Six non-profit, independent childcare centers are located in Harvard University space. Five are on the Cambridge campus, and one is near the Business School Campus in the Allston neighborhood of Boston. Each center is an independent non-profit organization with its own board of directors. These six centers serve roughly 380 children, 40% of whom have at least one faculty parent. Harvard is renovating the Harvard Yard and Oxford Street Centers; work will be completed in academic year 2010-11.

WATCH (Web Access to Care at Harvard) Portal—The Office of Faculty Development and Diversity (FD&D) is working with Harvard's Office of Work-Life to create a website that will allow members of the Harvard community to offer and procure babysitting services. Development on this unique website is ongoing and a launch is anticipated for Spring 2011.



Many Harvard faculty members live near each other. But in our mobile fast-paced world, most faculty simply have no way of knowing. To facilitate the informal social connections that many faculty—especially new and younger faculty—seek, The Office of Faculty Development and Diversity (FD&D) is developing a Faculty Geomap: an online geographically organized networking tool that allows faculty to learn about and get in touch with each other.

Eligible faculty will be able to access the Geomap using their HUID/PIN. Once authenticated, faculty will be asked to opt in and create a user profile. The user profile will start with office address, home address, and other contact information, and faculty will be able to add other information, such as number (and ages) of children, commuting preferences, and personal/professional interests. The application allows faculty to search on these attributes and users can view results either by list or by map; it will also have an email feature allowing faculty to contact each other individually or in groups.

The Geomap will go live this winter. A separate launch announcement will be distributed once the application is available for use.



Faculty mentoring can address all aspects of academic life: from balancing professional and family obligations to advice about how to achieve professional milestones and advance successfully through the ladder ranks. Mentoring can include a range of activities: formal and informal check ins, providing constructive feedback on proposals and papers, and introducing mentees to leading scholars.

During 2009-10, The Office of Faculty Development and Diversity (FD&D) hosted a series of mentoring and faculty development events. For more information—including videos of event sessions—please visit our website at: www.faculty.harvard.edu/about-office/events/event-videos.

New Faculty Institute—Over 30 new pre-tenure faculty gathered in September to hear from faculty panels of recently promoted Associate Professors and distinguished senior faculty.

Junior Faculty Lunches—Senior Vice Provost Judith D. Singer hosts informal lunches throughout the academic year, enabling junior faculty to meet peers from across the University and to discuss concerns.

Media Training—Over 30 faculty attended a workshop run by Christine Heenan, Vice President of Public Affairs and Communications, designed to help faculty learn effective approaches to engaging with the media.

Mentoring Event—Over 80 faculty attended this standing room only event where both mentors and mentees discussed the opportunities and challenges of developing a more inclusive community of scholars.

Publish Your Book—or How to Meet the Challenges of the New Publishing Environment—Over 60 faculty turned out for a panel discussion on the current state of book publishing—both trade and academic—and its implications for faculty contemplating writing a book.

Dual-Career Symposium—Well over 100 people attended a day-long working conference highlighting current research and best practices designed to support the recruitment, promotion, and retention of dual-career academic couples. The event was sponsored by the Dual Career Research Initiative with generous support from the Dostart-Meers Fund.

FD&D's mentoring activities are directed by the University-wide Faculty Mentoring Initiative launched in 2008 with generous support from the Committee for the Equality of Women at Harvard (CEWH).

FACULTY ENRICHMENT ACTIVITIES

The Office of Faculty Development and Diversity (FD&D) hosts a variety of events throughout the year designed to introduce faculty to each other and the many intellectual and physical resources available to them at the University.

2009-10 highlights included:

An Evening with Jennifer 8. Lee—*New York Times* journalist, author, and Harvard College Alumna, read from her book *The Fortune Cookie Chronicles*, which takes readers around the world (and almost every American state) in her quest to understand Chinese food and the people who make it.

GATZ at the A.R.T.—a special two-part performance of the then Broadway-bound play, a fully staged theatrical production in which every word of *The Great Gatsby* is spoken, verbatim, by a cast of 13 actors, who speak the dialogue of the characters. The event included both parts of the show in one evening and an exclusive faculty dinner with the acclaimed director, John Collins and the A.R.T.'s artistic director, Diane Paulus.

An Evening at the Harvard Museum of Natural History—an introduction to the resources available at the Harvard Museum of Natural History and a lecture by Marc Kirshner, John Franklin Enders University Professor of Systems Biology, discussing his evolutionary theory of how rare and random mutation in organisms can lead to exquisite changes of form and function.

FD&D has planned an exciting series of events for the upcoming academic year. Please check our website at www.faculty.harvard.edu for frequent updates. FD&D recognizes that many groups across the University similarly host events that would either be of interest to Harvard faculty or deal with issues of diversity. We invite others from around the University to submit information regarding their events through our website.

Report photos courtesy of the Harvard Gazette;
cover photos © Suzanne Camarata Photography





HARVARD UNIVERSITY | Office of the Senior Vice Provost

Faculty Development & Diversity

The Office of Faculty Development and Diversity (FD&D)

serves as Harvard University's central faculty affairs office. Working closely with colleagues across the University, it oversees and guides institutional policies and practices in all areas of faculty affairs, providing intellectual leadership and coordination across the Schools with the twin goals of increasing accountability and fostering measurable progress in important domains. In all its activities, the FD&D office places a special emphasis on junior faculty and on women and minorities at all academic ranks.

Central to the FD&D mission is the systematic collection, analysis, and dissemination of data on faculty appointments and the development, implementation, and evaluation of University-wide programs designed to improve faculty life. Working closely with the President and Provost, the Senior Vice Provost for FD&D serves as a key adviser in the *ad-hoc* tenure process, chairs the Provost's Appointments Review Committee, and oversees the administration of funds designated to facilitate the appointment of outstanding scholars who increase the faculty's diversity.

Working closely with the Schools and the President/Provost, FD&D's purview includes:

- **Initial faculty appointments, from search authorization to accepted offer.**
Areas of focus include institutional policies, ongoing monitoring of search and appointments processes, review of prospective faculty appointments, and constructive feedback to the Schools to ensure both excellence and increasing diversity.
- **The quality of faculty members' experiences at the University.**
Areas of focus include cross-university convening, junior faculty mentoring and development, support for teaching, work/life balance, and institutional climate.
- **Faculty review, retention, and promotion.**
Areas of focus include institutional policies, ongoing monitoring of processes, review of prospective promotions, and constructive feedback to the Schools to ensure both excellence and increasing diversity.
- **Support for pipeline programs.**
Because tomorrow's faculty are today's students, the FD&D office also supports a variety of pipeline programs—for undergraduates, graduate students, and postdoctoral fellows—with the goal of increasing the pool of women and minorities who can become the faculty of the future.

Contact the Office of Faculty Development & Diversity

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For additional information
about FD&D, please visit
our website:
www.faculty.harvard.edu

Peer Comparisons

The following figures compare the demographic composition of the Harvard faculty with that of peer institutions for both junior and senior faculty. Each Harvard School selected its own peer comparison group based on the data that is available through the Association of American Universities Data Exchange (AAUDE). AAUDE is a public service organization whose purpose is to improve the quality and usability of information about higher education. AAUDE membership is comprised of all 62 Association of American Universities (AAU) institutions (36 public institutions and 26 private institutions). These institutions participate in the exchange of data to support decision-making at their institutions. All AAUDE institutions are encouraged to participate in an annual survey reporting faculty counts.

Note that AAUDE uses federal methodology for ascribing race/ethnicity. In this methodology faculty without U.S. citizenship or permanent residency are assigned to a non-resident category (which is omitted from the Peer Comparison charts) instead of a particular race/ethnicity. The AAUDE Faculty Profile Exchange item is roughly based on the IPEDS EAP (Employees by Assigned Position) survey and uses some of the definitions and inclusion criteria from that survey. The Harvard University race/ethnicity numbers presented in the FD&D Annual Report do not separate faculty without U.S. citizenship or permanent residency into a separate non-resident category, but instead assigns them to a particular race/ethnicity. As a result, the Harvard race/ethnicity figures submitted to the AAUDE faculty profiles exchange item will be slightly different from the Harvard race/ethnicity figures that appear in other sections of the FD&D annual report.

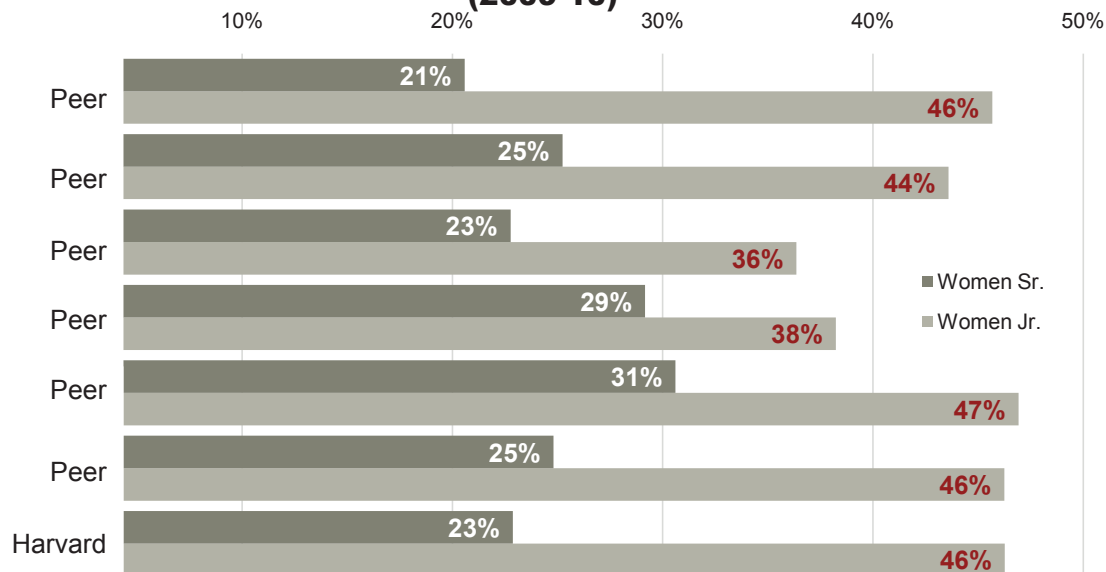
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PEER COMPARISONS FACULTY OF ARTS & SCIENCES: SOCIAL SCIENCES**

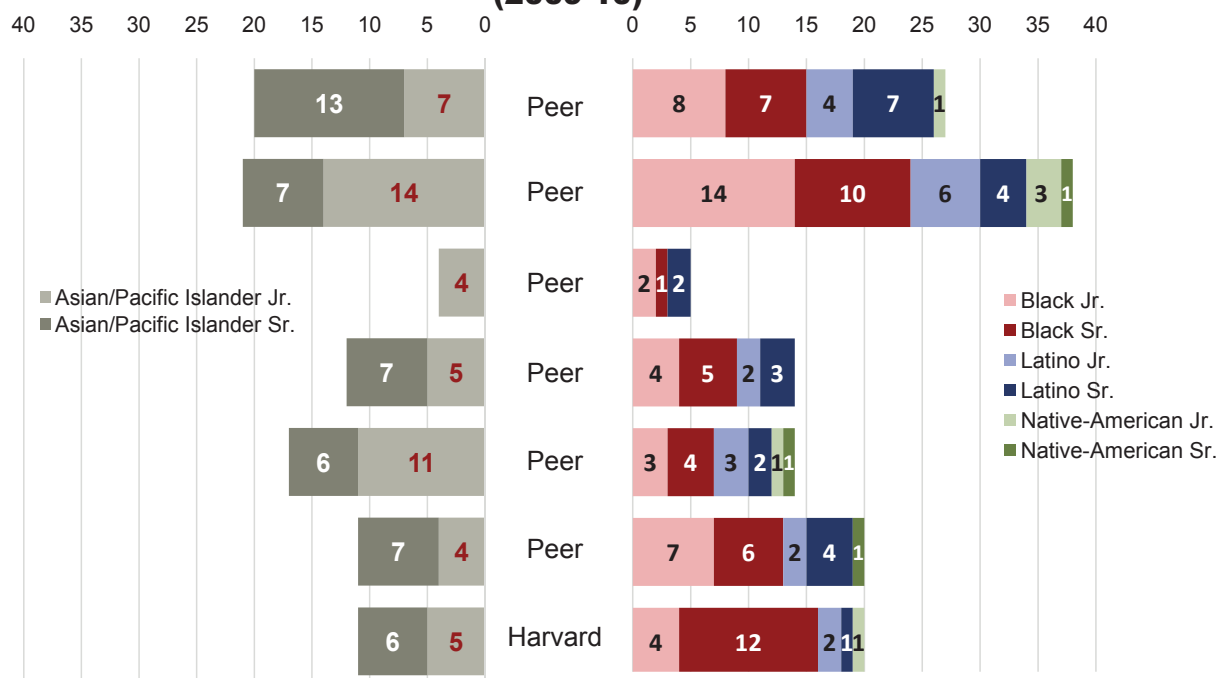
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Columbia University
Harvard University
Massachusetts Institute of Tecnology
PrincetonUniversity
Stanford University
University of Michigan
Yale University

* Data from peer institutions is masked to protect their privacy.

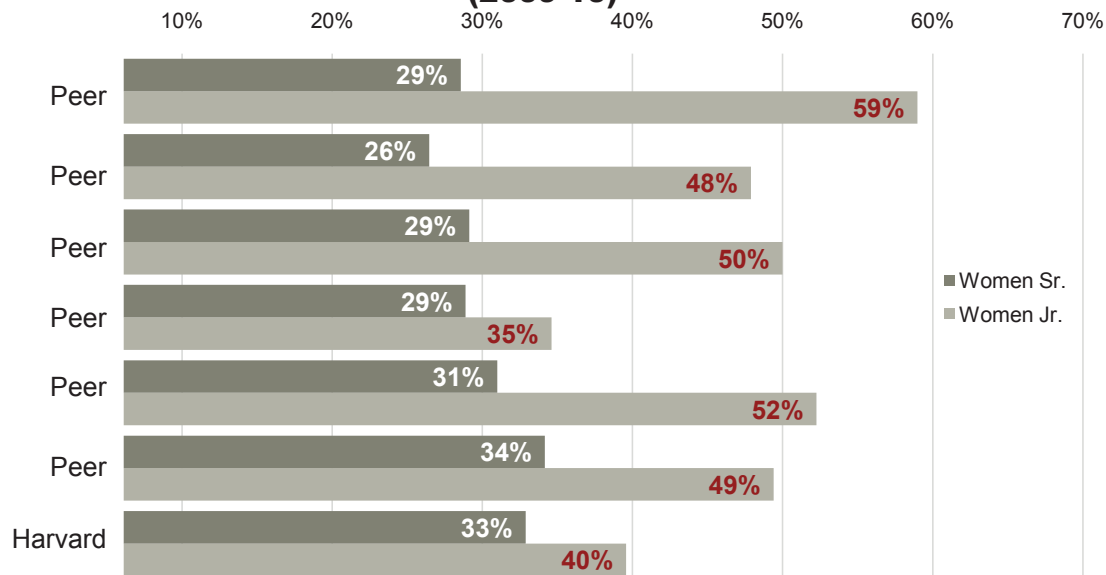
** Peer data for FAS Divisions are grouped using Harvard's divisional classification of departments.

PEER COMPARISONS FACULTY OF ARTS & SCIENCES: HUMANITIES**

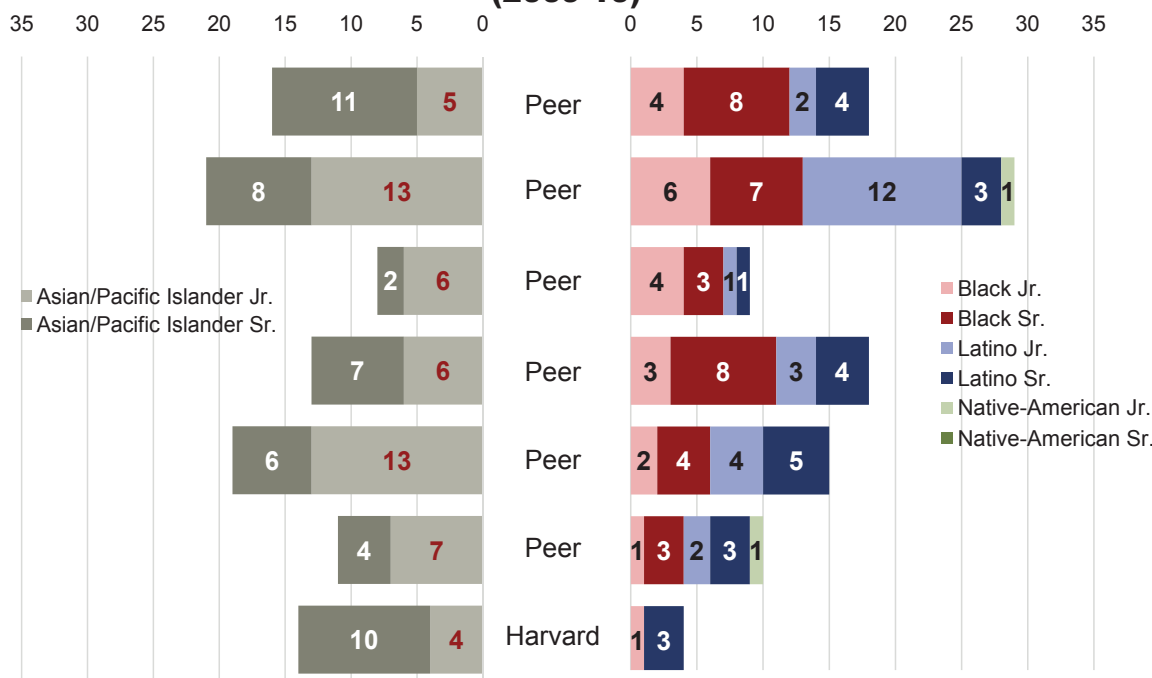
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Columbia University
Harvard University
Massachusetts Institute of Tecnology
PrincetonUniversity
Stanford University
University of Michigan
Yale University

* Data from peer institutions is masked to protect their privacy.

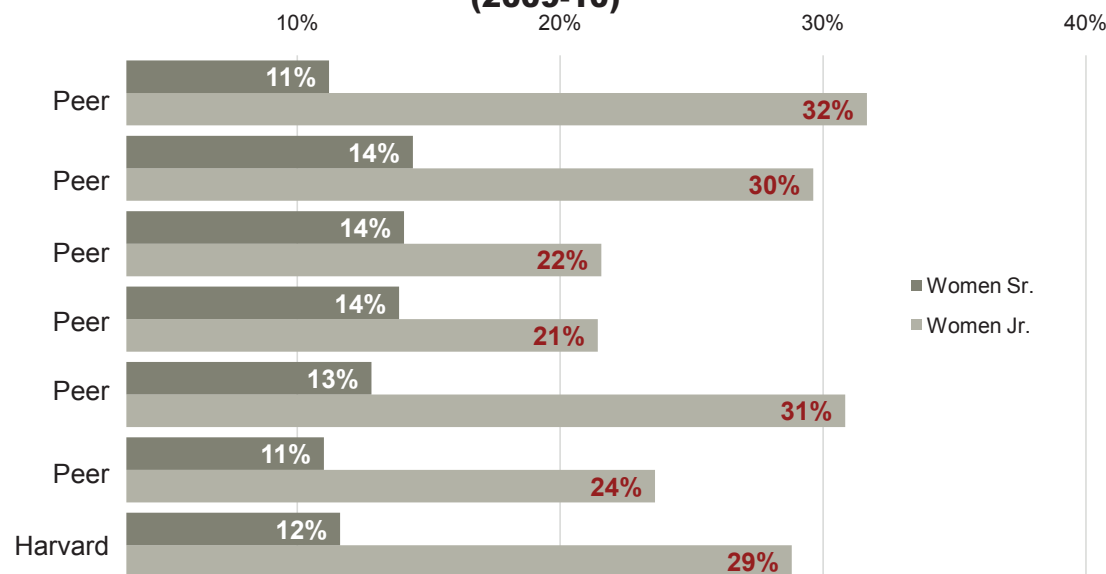
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PEER COMPARISONS FACULTY OF ARTS & SCIENCES: NATURAL SCIENCES**

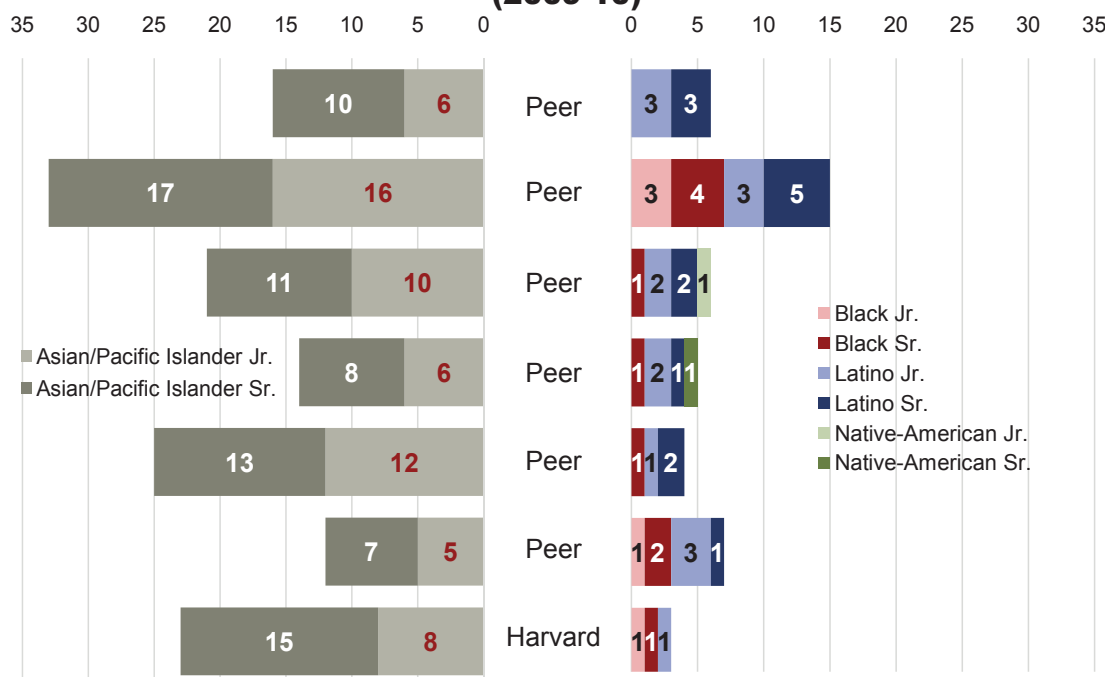
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Columbia University
Harvard University
Massachusetts Institute of Tecnology
PrincetonUniversity
Stanford University
University of Michigan
Yale University

* Data from peer institutions is masked to protect their privacy.

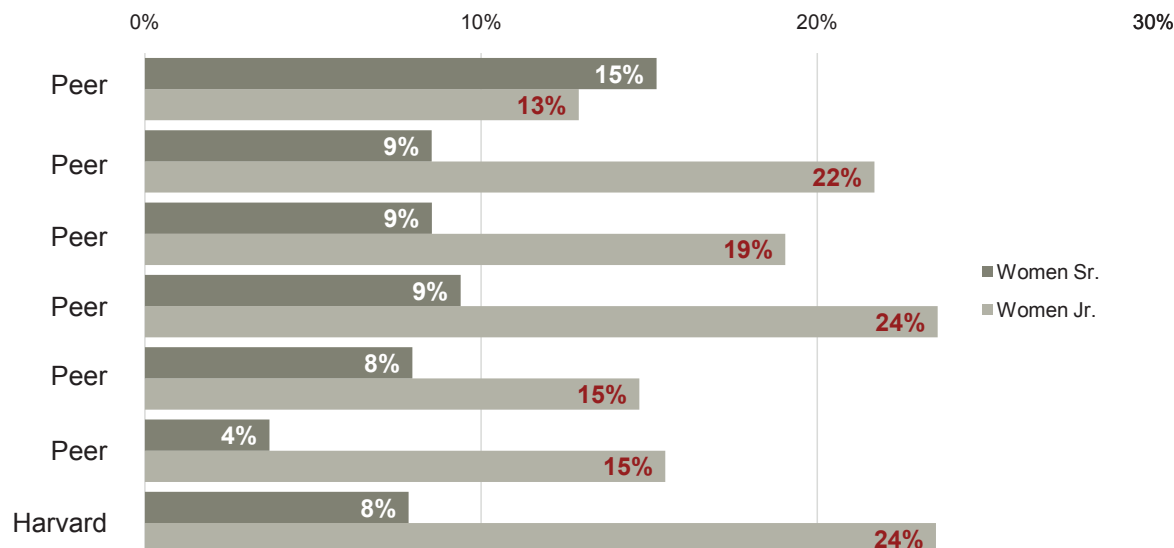
** Peer data for FAS Divisions are grouped using Harvard's divisional classification of departments.

PEER COMPARISONS SCHOOL OF ENGINEERING AND APPLIED SCIENCES

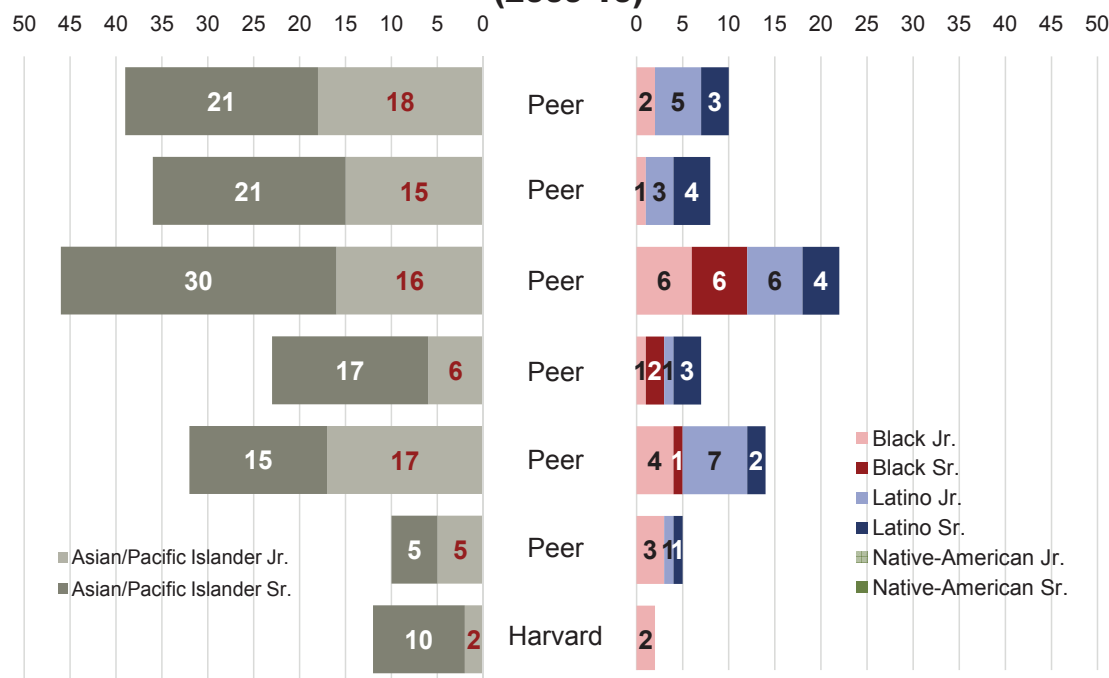
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Brown University
Columbia University
Harvard University
Massachusetts Institute of Technology
Princeton University
Stanford University
Yale University

Peer Schools with NO AAUDE Data:

California Institute of Technology

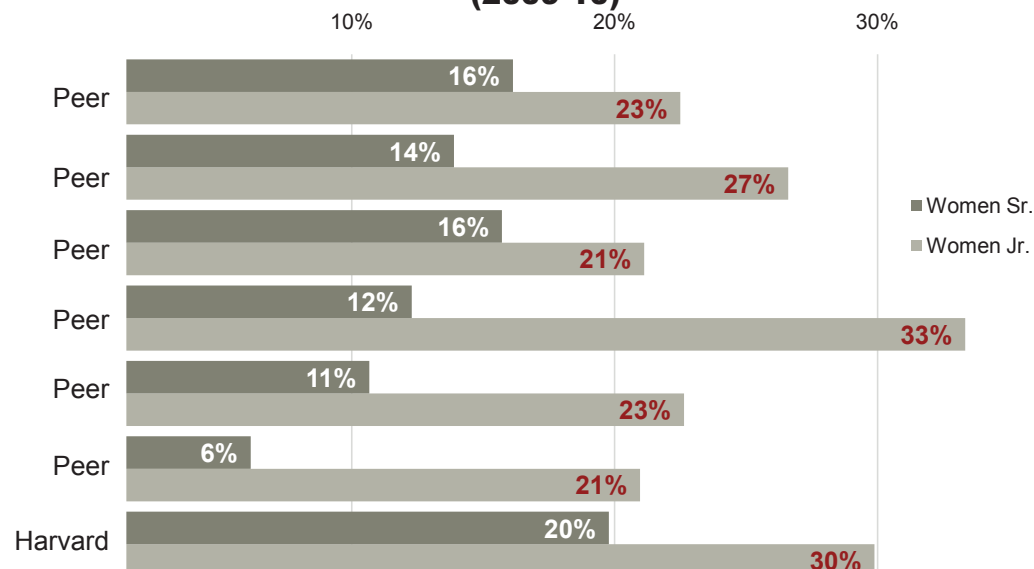
* Data from peer institutions is masked to protect their privacy.

PEER COMPARISONS HARVARD BUSINESS SCHOOL

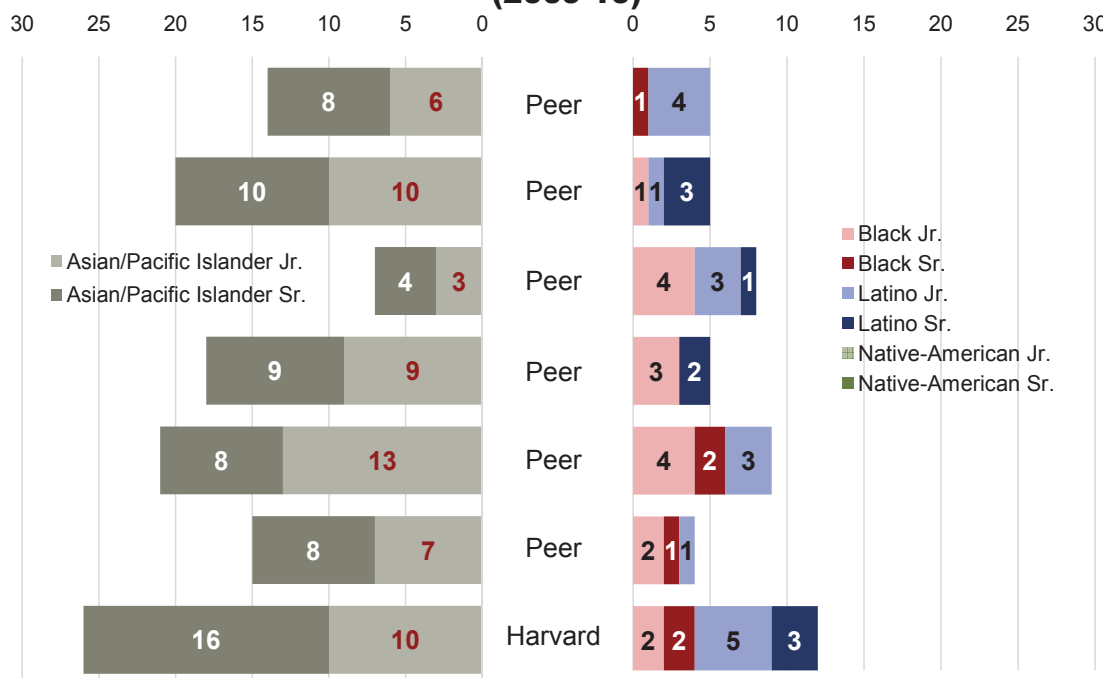
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Columbia University
Harvard University
Massachusetts Institute of Technology
Northwestern University
Stanford University
University of Chicago
University of Pennsylvania

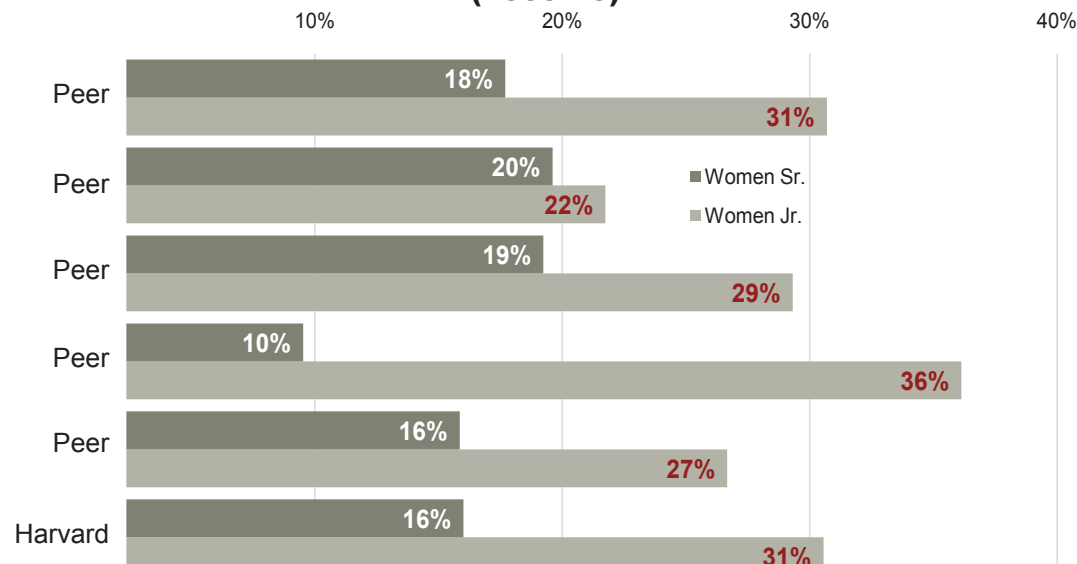
* Data from peer institutions is masked to protect their privacy.

PEER COMPARISONS HARVARD MEDICAL SCHOOL

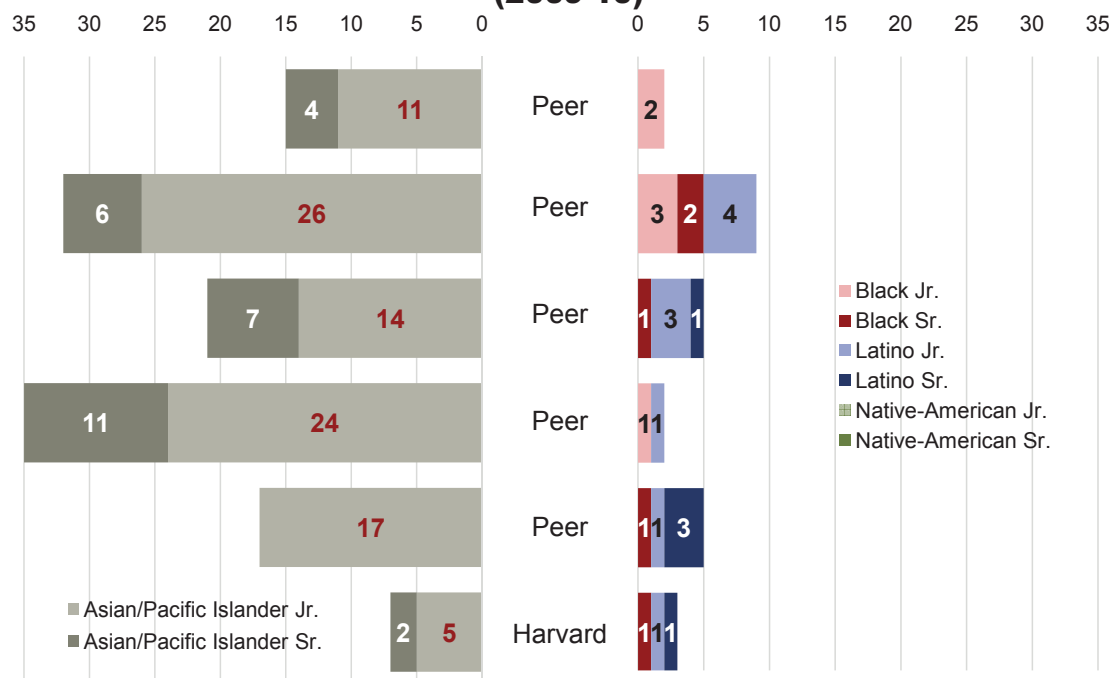
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Columbia University
Duke University
Harvard University
University of Pennsylvania
Stanford University
Washington University - St. Louis

Peer Schools with NO AAUDE Data:

Johns Hopkins University
University of California San Francisco

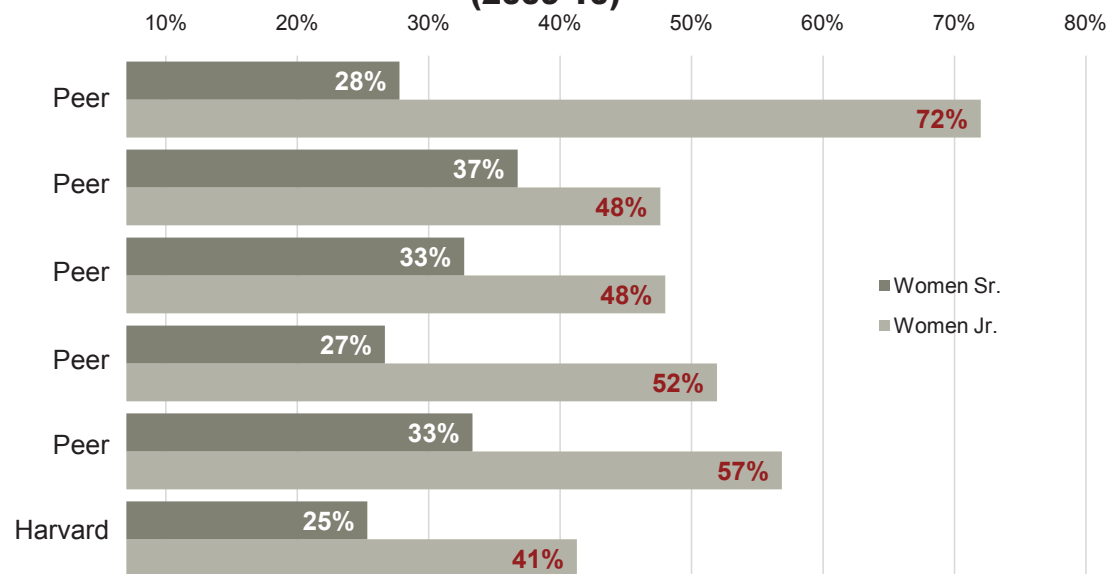
* Data from peer institutions is masked to protect their privacy.

PEER COMPARISONS HARVARD SCHOOL OF PUBLIC HEALTH

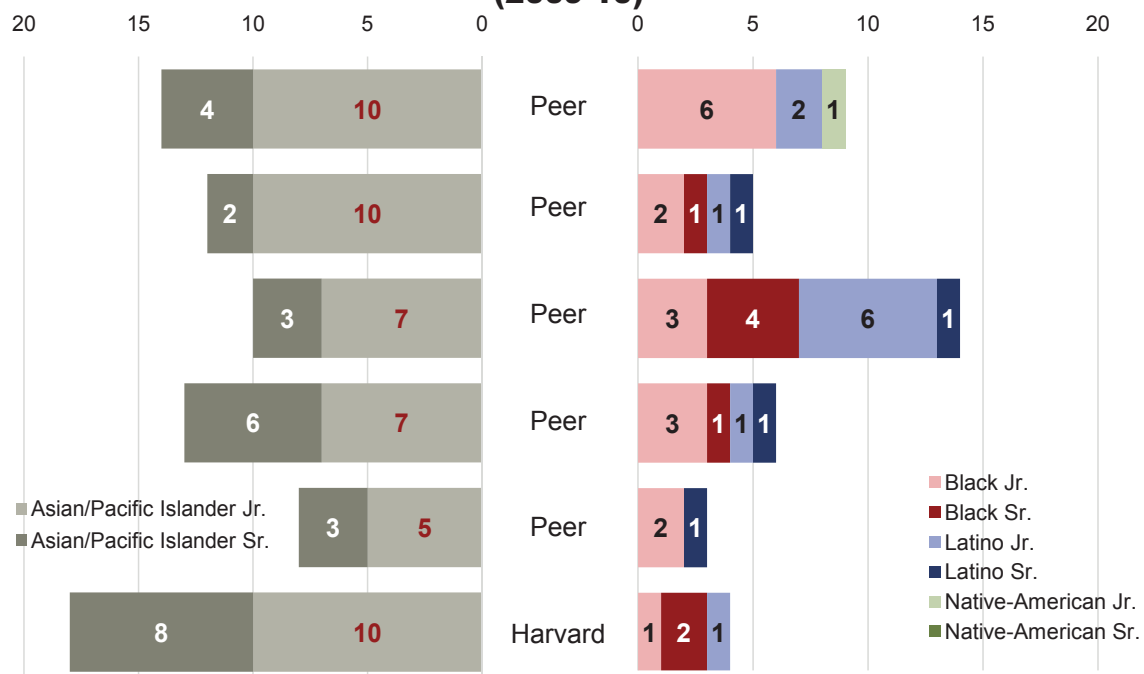
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Columbia University
Emory University
Harvard University
University of Michigan
University of North Carolina
University of Washington
Yale University

Peer Schools with NO AAUDE Data:

Johns Hopkins University

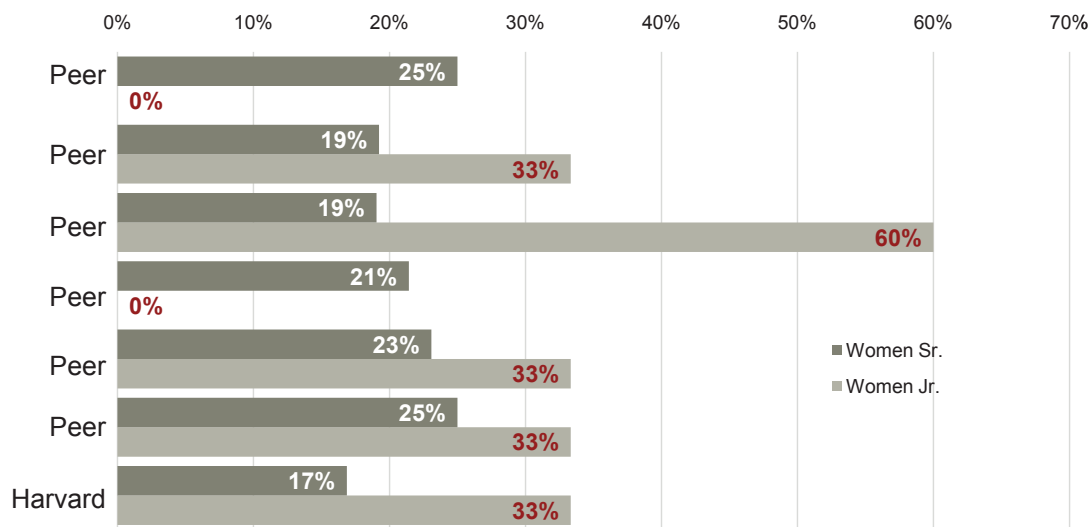
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PEER COMPARISONS HARVARD LAW SCHOOL

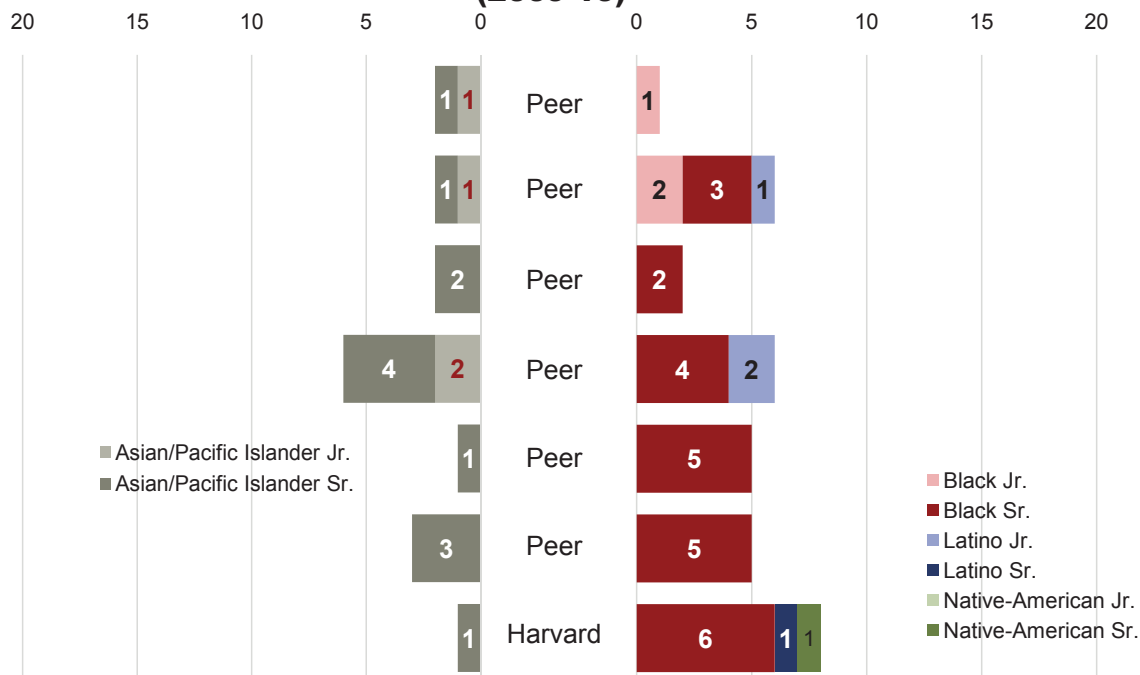
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)**



Peer Schools Represented*:

Columbia University
Duke University
University of Chicago
University of Pennsylvania
University of Virginia
Yale University

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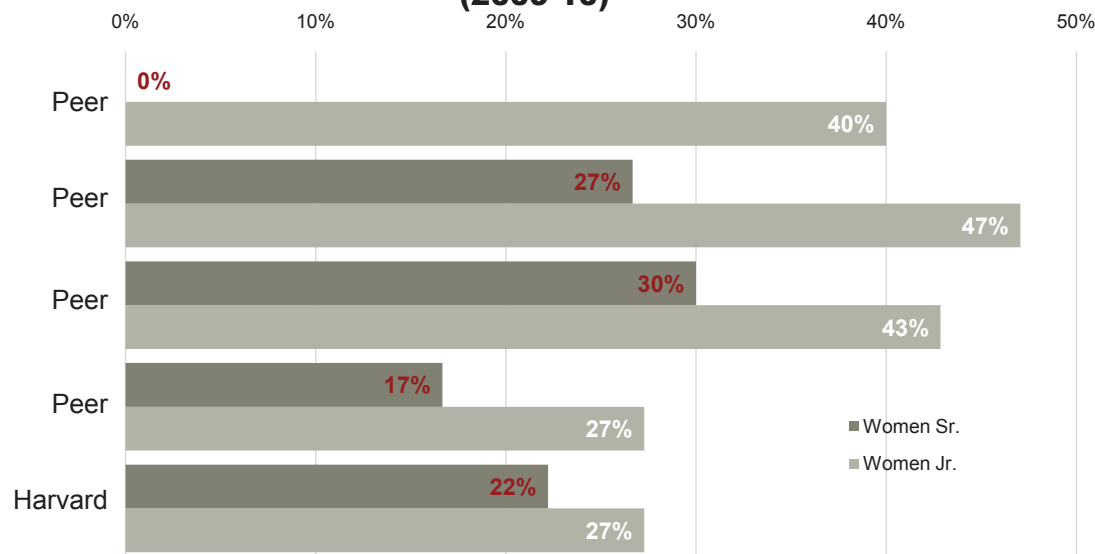
**AAUDE data missing one Asian/Pacific Islander Jr. faculty member.

PEER COMPARISONS HARVARD KENNEDY SCHOOL OF GOVERNMENT

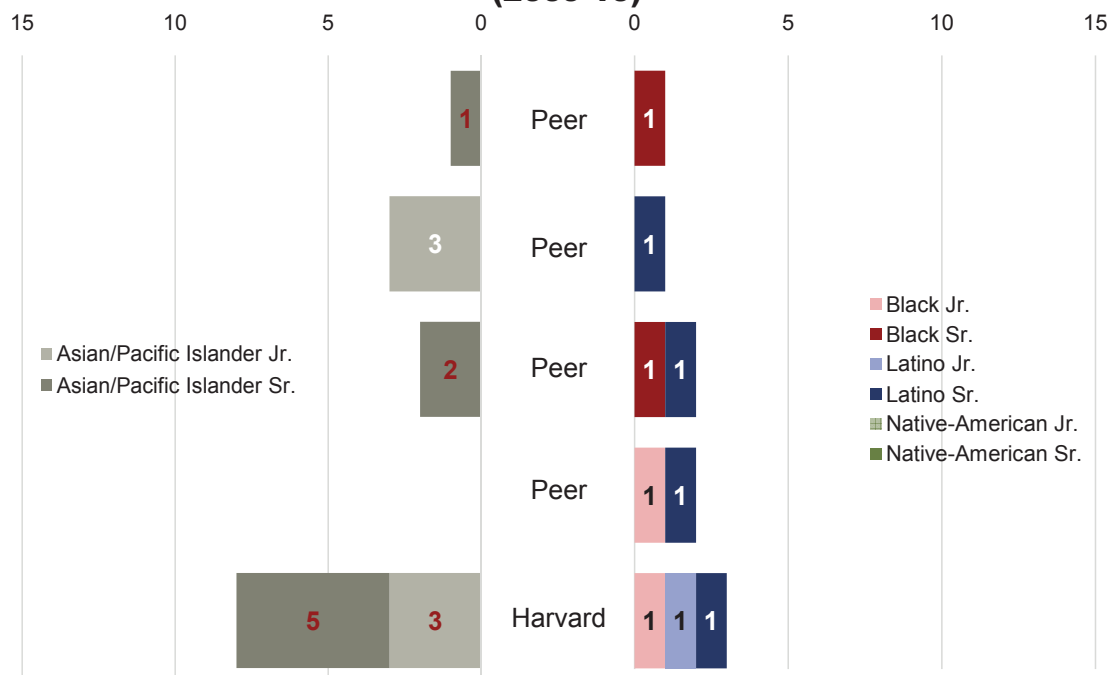
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Harvard University
Princeton University
University of Chicago
University of Michigan
University of California, Berkeley

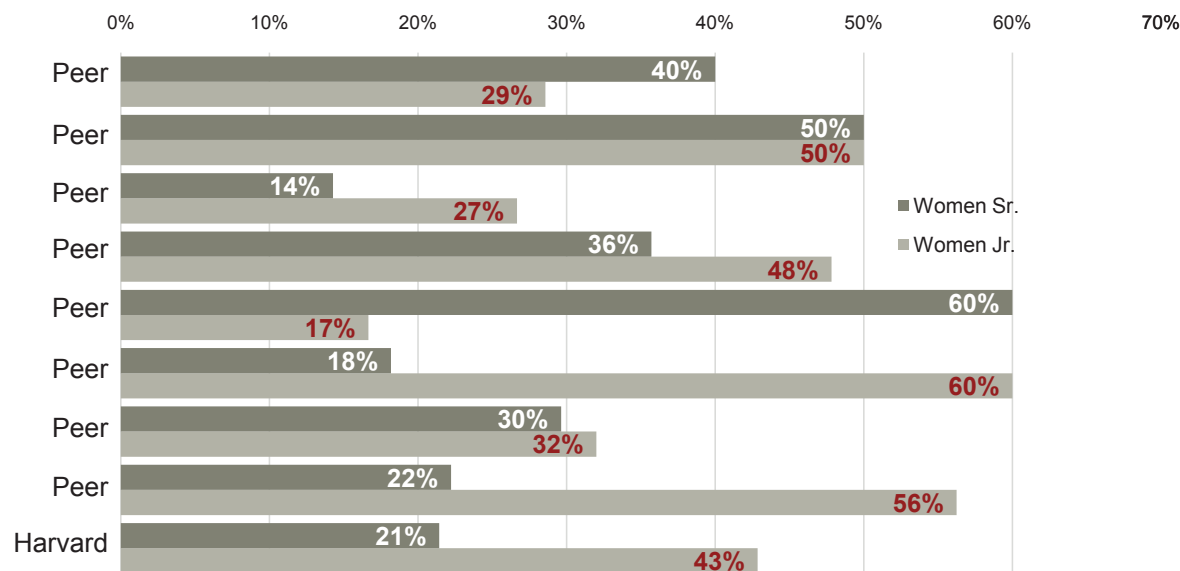
* Data from peer institutions is masked to protect their privacy.

PEER COMPARISONS HARVARD GRADUATE SCHOOL OF DESIGN

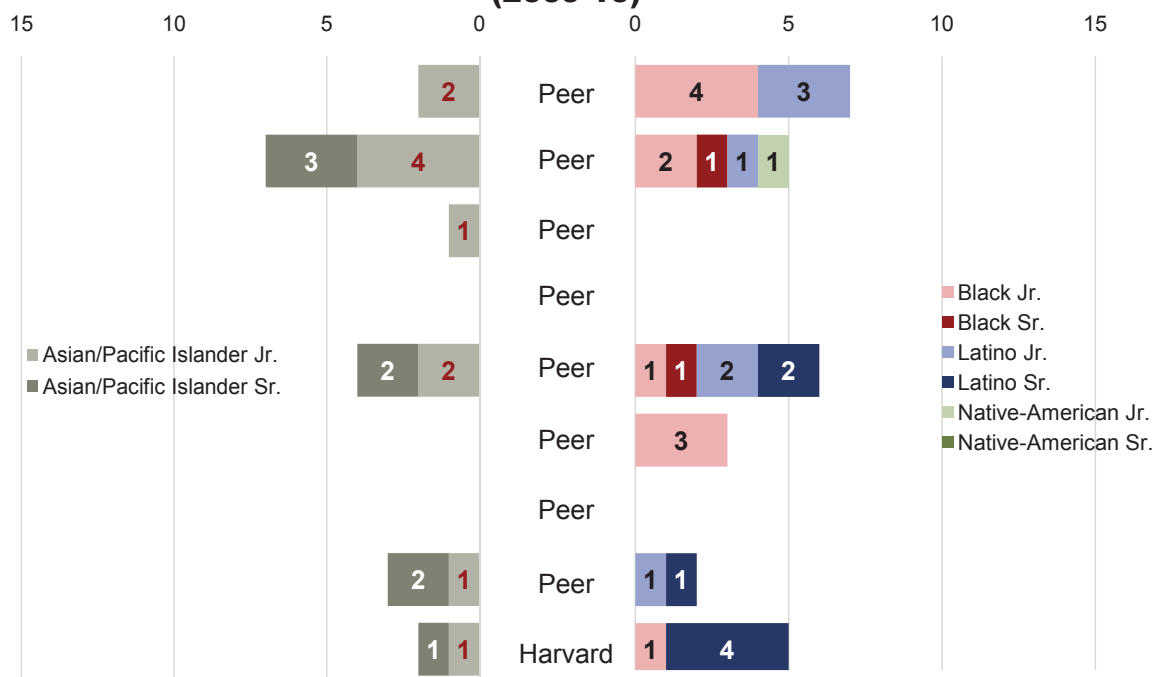
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Columbia University
Harvard University
Princeton University
Massachusetts Institute of Technology
University of California, Berkeley
University of California, Los Angeles
University of Pennsylvania
University of Virginia
Yale University

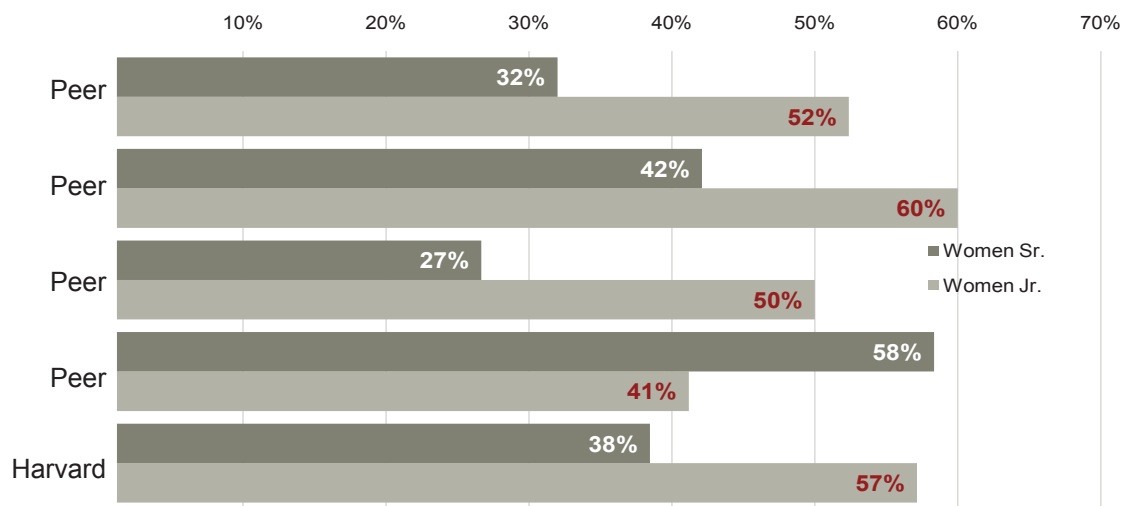
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PEER COMPARISONS HARVARD GRADUATE SCHOOL OF EDUCATION

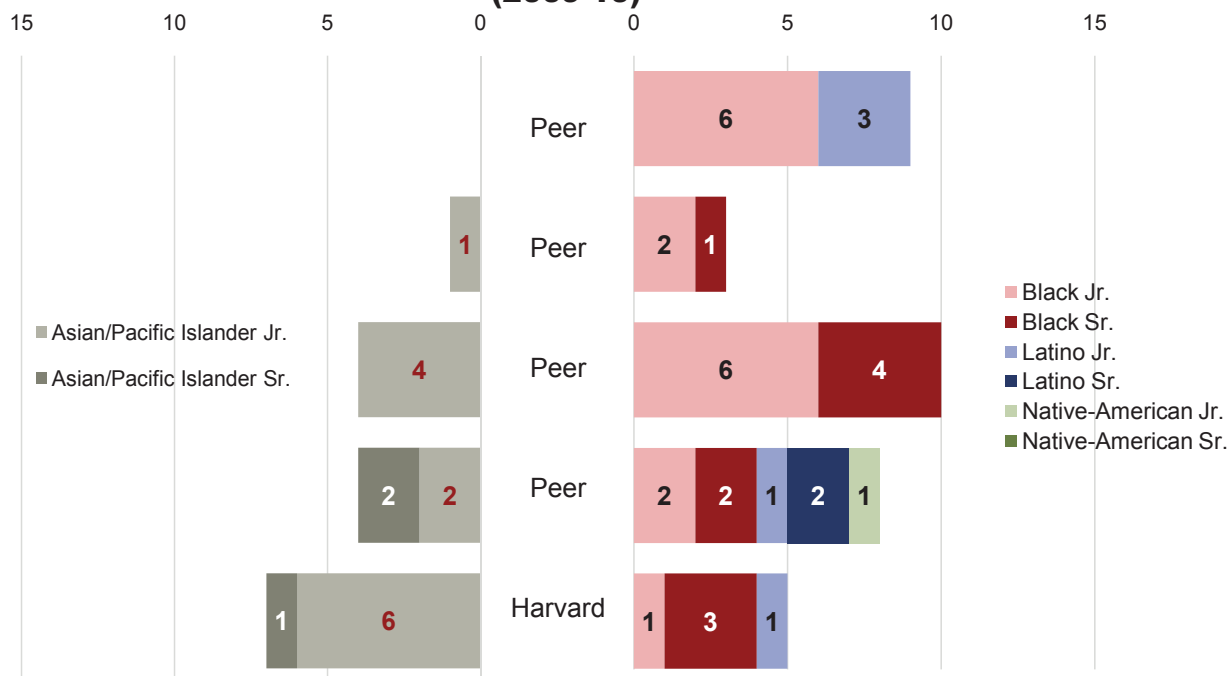
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

Harvard University
Northwestern University
University of Michigan
University of Pennsylvania
Stanford University

Peer Schools with NO AAUDE Data:

Columbia Teacher's College

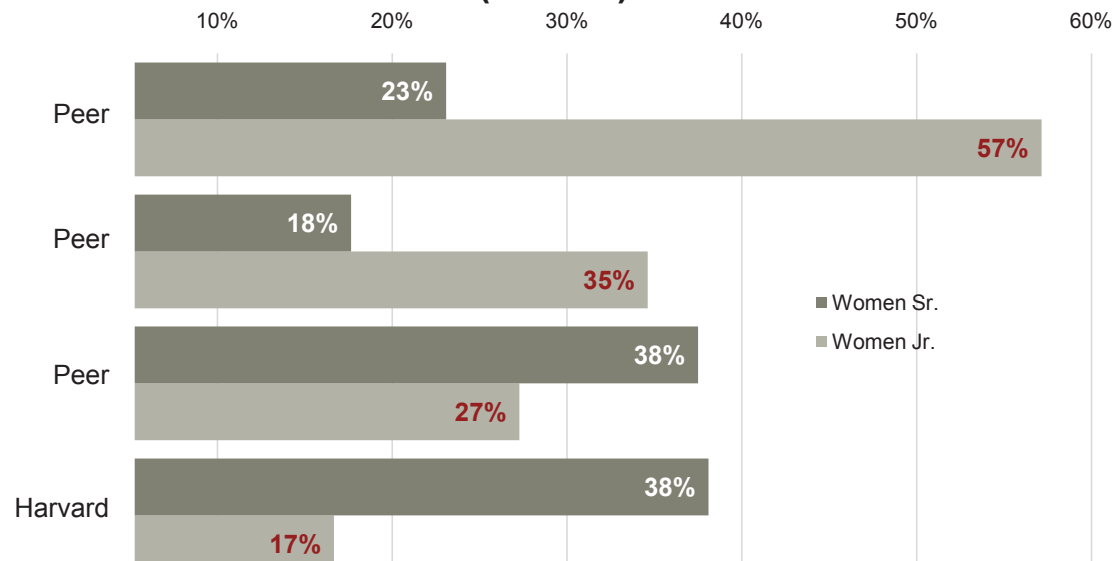
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PEER COMPARISONS HARVARD DIVINTY SCHOOL

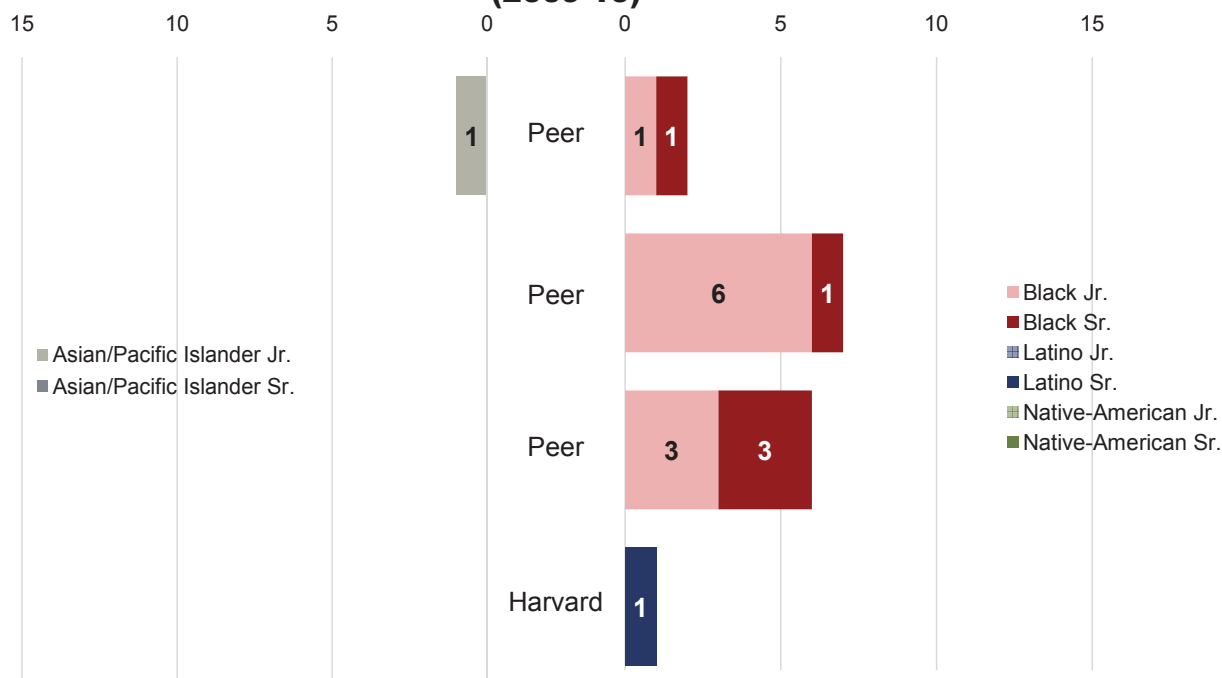
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



Peer Schools Represented*:

University of Chicago
Emory University
Harvard University
Yale University

Peer Schools with NO AAUDE Data:

Princeton Theological Seminary

* Data from peer institutions is masked to protect their privacy.

**TABLE 1: NUMBER OF HARVARD LADDER¹ FACULTY BY SCHOOL AND RANK
2003-04 THROUGH 2010-11**

	Assistants								Associates								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY²	331	304	313	309	311	310	299	278	192	212	215	210	202	210	211	207	888	908	927	951	975	982	997	1,012
Faculty of Arts and Sciences	123	110	118	121	122	121	115	100	44	56	64	65	60	66	67	58	414	423	432	448	463	464	467	484
Humanities ³	49	46	46	43	40	31	29	26	12	18	24	24	21	25	19	15	129	134	139	143	147	148	155	160
Social Sciences ⁴	48	42	45	48	48	46	37	34	26	31	29	26	26	30	30	18	166	166	165	174	179	181	175	176
Natural Sciences ⁵	26	22	27	30	34	44	49	40	6	7	11	15	13	11	18	25	119	123	128	131	137	135	137	148
Life Sciences	14	10	12	13	18	25	29	24	5	6	7	11	9	7	11	16	53	55	57	60	64	63	65	74
Physical Sciences	12	12	15	17	16	19	20	16	1	1	4	4	4	4	7	9	66	68	71	71	73	72	72	74
SEAS	9	11	10	12	11	9	10	10	7	7	8	11	10	9	8	9	43	46	48	47	48	50	53	56
FAS and SEAS Total	132	121	128	133	133	130	125	110	51	63	72	76	70	75	75	67	457	469	480	495	511	514	520	540
HBS	62	55	57	57	56	52	52	42	33	31	36	33	35	37	34	44	89	91	86	86	89	94	96	92
HMS Quad ⁶	30	32	38	36	37	38	34	38	23	24	23	25	22	26	28	27	100	111	111	115	117	112	114	112
HSPH	52	51	47	40	38	36	27	30	32	35	33	35	33	28	34	35	66	68	71	74	72	76	73	75
HLS	10	7	6	5	7	10	10	9	0	0	0	0	0	0	0	0	72	73	77	76	77	81	84	86
HKS	16	11	11	9	7	9	13	12	20	24	20	16	14	13	10	7	46	45	47	47	50	51	51	54
HGSE	10	9	7	9	11	11	14	12	5	6	4	4	6	9	7	9	29	26	25	27	26	26	27	25
GSD	4	5	6	9	9	10	7	10	19	18	18	12	15	14	14	13	26	26	26	28	28	28	30	30
HDS	5	3	3	3	5	4	5	6	3	5	1	2	1	2	3	3	17	16	21	22	23	22	22	21
HSDM	10	10	11	9	8	10	12	14	6	7	10	8	6	6	6	5	6	5	6	6	7	7	7	6
Professional Schools Total	199	183	186	177	178	180	174	173	141	150	145	135	132	135	136	143	451	461	470	481	489	497	504	501
Other Total⁷																	5	7	6	7	9	7	8	10
									Junior Faculty ⁸								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Medical School Affiliates Total⁹									5,553	5,761	5,972	6,275	6,514	6,817	7,039	7,306	592	618	659	674	699	726	754	796

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors are Non-Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

^[2] Though Ladder Faculty may have multiple appointments across the Schools, we count each only once at the University level. However, they are counted once in each of their Schools at the School level. So the sum of the School counts will be greater than that of the University. We provide data for the Faculty of Arts and Sciences and break it out into three divisions: Humanities, Social Sciences, and Natural Sciences. Natural Sciences is a combination of Life Sciences and Physical Sciences. SEAS counts are not included in the Faculty of Arts and Sciences totals, but rather indicated separately, regardless of the snapshot year, even though the data include years in which SEAS was part of FAS and called DEAS. For those earlier years, SEAS is still counted separately from FAS for purposes of consistency and comparability.

^[3] Departments of the FAS Humanities Division: Celtic Languages and Literatures, Classics, Comparative Literature, East Asian Languages and Civilizations, English and American Literature and Language, Expository Writing, Folklore and Mythology, Germanic Languages and Literatures, History and Literature, History of Art and Architecture, Linguistics, Music, Near Eastern Languages and Civilizations, Philosophy, Romance Languages and Literatures, Sanskrit and Indian Studies, Slavic Languages and Literatures, Study of Religion, and Visual and Environmental Studies.

^[4] Departments of the FAS Social Sciences Division: African and African-American Studies, Anthropology, Economics, Government, History, History of Science, Psychology, Social Studies, Sociology, and Studies of Women, Gender, and Sexuality.

^[5] Departments of the FAS Natural Sciences Division: Astronomy, Chemistry and Chemical Biology, Earth and Planetary Sciences, Environmental Science and Public Policy, Human Evolutionary Biology, Mathematics, Molecular and Cellular Biology, Organismic and Evolutionary Biology, Physics, Statistics, and Stem Cell and Regenerative Biology.

^[6] The Medical School Quad includes nine Basic and Social Science Departments.

^[7] Appointments in "OTHER" include those in Radcliffe, President's Office, Office of the Governing Boards, and Memorial Church. University Professors are listed in the Schools of their original appointment and not in "OTHER". Faculty in the Medical and Dental Affiliates are not included here, regardless of their rank and ladder status.

^[8] Junior Faculty at the Affiliates comprise full-time Associate Professors, Assistant Professors, Instructors, and Clinical Faculty. Junior Faculty at FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM comprise Associate and Assistant Professors.

^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

**TABLE 2: PERCENTAGE OF HARVARD LADDER¹ FACULTY BY SCHOOL AND RANK
2003-04 THROUGH 2010-11**

	Assistants								Associates								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY²	23%	21%	22%	21%	21%	21%	20%	19%	14%	15%	15%	14%	14%	14%	14%	14%	63%	64%	64%	65%	66%	65%	66%	68%
Faculty of Arts and Sciences	21%	19%	19%	19%	19%	19%	18%	16%	8%	10%	10%	10%	9%	10%	10%	9%	71%	72%	70%	71%	72%	71%	72%	75%
Humanities ³	26%	23%	22%	20%	19%	15%	14%	13%	6%	9%	11%	11%	10%	12%	9%	7%	68%	68%	67%	68%	71%	73%	76%	80%
Social Sciences ⁴	20%	18%	19%	19%	19%	18%	15%	15%	11%	13%	12%	10%	10%	12%	12%	8%	69%	69%	69%	70%	71%	70%	72%	77%
Natural Sciences ⁵	17%	14%	16%	17%	18%	23%	24%	20%	4%	5%	7%	9%	7%	6%	9%	12%	79%	81%	77%	74%	74%	71%	67%	73%
Life Sciences	19%	14%	16%	15%	20%	26%	28%	21%	7%	8%	9%	13%	10%	7%	10%	14%	74%	77%	75%	71%	70%	66%	62%	65%
Physical Sciences	15%	15%	17%	18%	17%	20%	20%	16%	1%	1%	4%	4%	4%	4%	7%	9%	84%	84%	79%	77%	78%	76%	73%	75%
SEAS	15%	17%	15%	17%	16%	13%	14%	13%	12%	11%	12%	16%	14%	13%	11%	12%	73%	72%	73%	67%	70%	74%	75%	75%
FAS Total	21%	19%	19%	19%	19%	18%	17%	15%	8%	10%	11%	11%	10%	10%	10%	9%	71%	72%	71%	70%	72%	71%	72%	75%
HBS	34%	31%	32%	32%	31%	28%	29%	24%	18%	18%	20%	19%	19%	20%	19%	25%	48%	51%	48%	49%	49%	51%	53%	52%
HMS Quad ⁶	20%	19%	22%	20%	21%	22%	19%	21%	15%	14%	13%	14%	13%	15%	16%	15%	65%	66%	65%	65%	66%	64%	65%	63%
HSPH	35%	33%	31%	27%	27%	26%	20%	21%	21%	23%	22%	23%	23%	20%	25%	15%	44%	44%	47%	50%	50%	54%	54%	63%
HLS	12%	9%	7%	6%	8%	11%	11%	9%	0%	0%	0%	0%	0%	0%	0%	0%	88%	91%	93%	94%	92%	89%	89%	91%
HKS	20%	14%	14%	13%	10%	12%	18%	16%	24%	30%	26%	22%	20%	18%	14%	10%	56%	56%	60%	65%	70%	70%	69%	74%
HGSE	23%	22%	19%	23%	26%	24%	29%	26%	11%	15%	11%	10%	14%	20%	15%	20%	66%	63%	69%	68%	60%	57%	56%	54%
GSD	8%	10%	12%	18%	17%	19%	14%	19%	39%	37%	36%	24%	29%	27%	27%	25%	53%	53%	52%	57%	54%	54%	59%	57%
HDS	20%	13%	12%	11%	17%	14%	17%	20%	12%	21%	4%	7%	3%	7%	10%	10%	68%	67%	84%	81%	79%	79%	73%	70%
HSDM	45%	45%	41%	39%	38%	43%	48%	56%	27%	32%	37%	35%	29%	26%	24%	20%	27%	23%	22%	26%	33%	30%	28%	24%
Professional Schools Total	25%	23%	23%	22%	22%	22%	21%	21%	18%	19%	18%	17%	17%	17%	17%	18%	57%	58%	59%	61%	61%	61%	62%	62%
Other Total⁷																	100%	100%	100%	100%	100%	100%	100%	100%
									Junior Faculty ⁸								Professors							
Medical School Affiliates Total⁹									90%	90%	90%	90%	90%	90%	90%	90%	10%	10%	10%	10%	10%	10%	10%	10%

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors are Non-Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

^[2] Though Ladder Faculty may have multiple appointments across the Schools, we count each only once at the University level. However, they are counted once in each of their Schools at the School level. So the sum of the School counts will be greater than that of the University. We provide data for the Faculty of Arts and Sciences and break it out into three divisions: Humanities, Social Sciences, and Natural Sciences. Natural Sciences is a combination of Life Sciences and Physical Sciences. SEAS counts are not included in the Faculty of Arts and Sciences totals, but rather indicated separately, regardless of the snapshot year, even though the data include years in which SEAS was part of FAS and called DEAS. For those earlier years, SEAS is still counted separately from FAS for purposes of consistency and comparability.

^[3] Departments of the FAS Humanities Division: Celtic Languages and Literatures, Classics, Comparative Literature, East Asian Languages and Civilizations, English and American Literature and Language, Expository Writing, Folklore and Mythology, Germanic Languages and Literatures, History and Literature, History of Art and Architecture, Linguistics, Music, Near Eastern Languages and Civilizations, Philosophy, Romance Languages and Literatures, Sanskrit and Indian Studies, Slavic Languages and Literatures, Study of Religion, and Visual and Environmental Studies.

^[4] Departments of the FAS Social Sciences Division: African and African-American Studies, Anthropology, Economics, Government, History, History of Science, Psychology, Social Studies, Sociology, and Studies of Women, Gender, and Sexuality.

^[5] Departments of the FAS Natural Sciences Division: Astronomy, Chemistry and Chemical Biology, Earth and Planetary Sciences, Environmental Science and Public Policy, Human Evolutionary Biology, Mathematics, Molecular and Cellular Biology, Organismic and Evolutionary Biology, Physics, Statistics, and Stem Cell and Regenerative Biology.

^[6] The Medical School Quad includes nine Basic and Social Science Departments.

^[7] Appointments in "OTHER" include those in Radcliffe, President's Office, Office of the Governing Boards, and Memorial Church. University Professors are listed in the Schools of their original appointment and not in "OTHER". Faculty in the Medical and Dental Affiliates are not included here, regardless of their rank and ladder status.

^[8] Junior Faculty at the Affiliates comprise full-time Associate Professors, Assistant Professors, Instructors, and Clinical Faculty. Junior Faculty at FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM comprise Associate and Assistant Professors.

^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

TABLE 3: NUMBER OF HARVARD LADDER¹ FACULTY THAT ARE WOMEN BY SCHOOL AND RANK 2003-04 THROUGH 2010-11

	Assistants								Associates								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY²	118	116	119	115	119	113	105	101	59	62	68	68	64	77	77	76	164	165	175	185	200	202	212	220
Faculty of Arts and Sciences	45	48	48	45	49	45	39	35	14	14	22	28	25	31	30	24	85	84	90	95	101	102	107	112
Humanities ³	17	18	17	14	14	12	13	12	4	5	7	7	6	8	6	5	38	38	42	43	45	46	50	50
Social Sciences ⁴	21	23	23	22	24	19	13	11	10	8	11	17	15	20	18	10	35	35	36	39	41	41	40	42
Natural Sciences ⁵	7	7	8	9	11	14	13	12	0	1	4	4	4	3	6	9	12	11	12	13	15	15	17	20
Life Sciences	5	4	3	3	5	9	10	10	0	1	3	3	3	2	4	5	7	6	7	8	9	9	10	13
Physical Sciences	2	3	5	6	6	5	3	2	0	0	1	1	1	1	2	4	5	5	5	6	6	7	7	7
SEAS	0	1	2	3	4	4	3	4	1	0	0	0	0	0	1	1	2	2	2	2	3	3	5	5
FAS Total	45	49	50	48	53	49	42	39	15	14	22	28	25	31	31	25	87	86	92	97	104	105	112	117
HBS	21	19	22	20	20	18	18	16	7	6	6	8	6	8	7	11	14	14	14	14	16	16	18	17
HMS Quad ⁶	8	10	12	13	14	14	14	12	6	8	8	6	5	7	10	10	14	17	16	17	17	17	18	17
HSPH	20	21	20	16	14	13	9	14	13	13	12	13	13	13	15	15	12	12	14	15	16	18	16	17
HLS	3	1	1	3	4	4	4	3	0	0	0	0	0	0	0	0	12	12	14	12	13	14	14	16
HKS	6	4	3	2	2	3	3	2	6	7	8	5	5	5	3	4	6	5	5	7	10	10	10	10
HGSE	8	8	6	6	6	6	7	6	2	3	3	3	5	7	5	6	11	10	9	9	9	9	10	11
GSD	2	1	2	4	4	4	5	6	7	6	5	3	4	4	4	4	3	3	4	6	7	7	6	6
HDS	3	1	1	1	1	0	1	2	1	2	0	0	0	1	1	1	5	6	8	8	8	7	8	8
HSDM	2	2	2	2	1	2	2	2	2	3	4	3	1	1	1	1	0	0	1	1	1	1	1	1
Professional Schools Total	73	67	69	67	66	64	63	63	44	48	46	41	39	46	46	52	77	79	85	89	97	99	101	103
Other Total⁷																	2	2	1	1	2	1	2	4
									Junior Faculty ⁸								Professors							
Medical School Affiliates Total⁹									2,138	2,277	2,423	2,590	2,720	2,881	3,022	3,150	72	78	82	83	88	94	105	114

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors are Non-Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

^[2] Though Ladder Faculty may have multiple appointments across the Schools, we count each only once at the University level. However, they are counted once in each of their Schools at the School level. So the sum of the School counts will be greater than that of the University. We provide data for the Faculty of Arts and Sciences and break it out into three divisions: Humanities, Social Sciences, and Natural Sciences. Natural Sciences is a combination of Life Sciences and Physical Sciences. SEAS counts are not included in the Faculty of Arts and Sciences totals, but rather indicated separately, regardless of the snapshot year, even though the data include years in which SEAS was part of FAS and called DEAS. For those earlier years, SEAS is still counted separately from FAS for purposes of consistency and comparability.

^[3] Departments of the FAS Humanities Division: Celtic Languages and Literatures, Classics, Comparative Literature, East Asian Languages and Civilizations, English and American Literature and Language, Expository Writing, Folklore and Mythology, Germanic Languages and Literatures, History and Literature, History of Art and Architecture, Linguistics, Music, Near Eastern Languages and Civilizations, Philosophy, Romance Languages and Literatures, Sanskrit and Indian Studies, Slavic Languages and Literatures, Study of Religion, and Visual and Environmental Studies.

^[4] Departments of the FAS Social Sciences Division: African and African-American Studies, Anthropology, Economics, Government, History, History of Science, Psychology, Social Studies, Sociology, and Studies of Women, Gender, and Sexuality.

^[5] Departments of the FAS Natural Sciences Division: Astronomy, Chemistry and Chemical Biology, Earth and Planetary Sciences, Environmental Science and Public Policy, Human Evolutionary Biology, Mathematics, Molecular and Cellular Biology, Organismic and Evolutionary Biology, Physics, Statistics, and Stem Cell and Regenerative Biology.

^[6] The Medical School Quad includes nine Basic and Social Science Departments.

^[7] Appointments in "OTHER" include those in Radcliffe, President's Office, Office of the Governing Boards, and Memorial Church. University Professors are listed in the Schools of their original appointment and not in "OTHER". Faculty in the Medical and Dental Affiliates are not included here, regardless of their rank and ladder status.

^[8] Junior Faculty at the Affiliates comprise full-time Associate Professors, Assistant Professors, Instructors, and Clinical Faculty. Junior Faculty at FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM comprise Associate and Assistant Professors.

^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

TABLE 4: PERCENTAGE OF HARVARD LADDER FACULTY¹ THAT ARE WOMEN BY SCHOOL AND RANK 2003-04 THROUGH 2010-11

	Assistants								Associates								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY²	36%	38%	38%	37%	39%	37%	35%	36%	31%	29%	32%	32%	32%	37%	36%	37%	18%	18%	19%	19%	21%	21%	21%	22%
Faculty of Arts and Sciences	37%	44%	41%	37%	40%	37%	34%	35%	32%	25%	34%	43%	42%	47%	45%	41%	21%	20%	21%	21%	22%	22%	23%	23%
Humanities ³	35%	39%	37%	33%	35%	39%	45%	46%	33%	28%	29%	29%	29%	32%	32%	33%	29%	28%	30%	30%	31%	31%	32%	31%
Social Sciences ⁴	44%	55%	51%	46%	50%	41%	35%	32%	38%	26%	38%	65%	58%	67%	60%	56%	21%	21%	22%	22%	23%	23%	23%	24%
Natural Sciences ⁵	27%	32%	30%	30%	32%	32%	27%	30%	0%	14%	36%	27%	31%	27%	33%	36%	10%	9%	9%	10%	11%	11%	12%	14%
Life Sciences	36%	40%	25%	23%	28%	36%	34%	42%	0%	17%	43%	27%	33%	29%	36%	31%	13%	11%	12%	13%	14%	14%	15%	18%
Physical Sciences	17%	25%	33%	35%	38%	26%	15%	13%	0%	0%	25%	25%	25%	25%	29%	44%	8%	7%	7%	7%	8%	8%	10%	9%
SEAS	0%	9%	20%	25%	36%	44%	30%	40%	14%	0%	0%	0%	0%	0%	13%	11%	5%	4%	4%	4%	6%	6%	9%	9%
FAS Total	34%	40%	39%	36%	40%	38%	38%	35%	29%	22%	31%	37%	36%	41%	41%	37%	19%	18%	19%	20%	20%	20%	22%	22%
HBS	34%	35%	39%	35%	36%	35%	35%	38%	21%	19%	17%	24%	17%	22%	21%	25%	16%	15%	16%	16%	18%	17%	19%	18%
HMS Quad ⁶	27%	31%	32%	36%	38%	37%	41%	32%	26%	33%	35%	24%	23%	27%	36%	37%	14%	15%	14%	15%	15%	15%	16%	15%
HSPH	38%	41%	43%	40%	38%	36%	33%	47%	41%	37%	36%	37%	39%	46%	44%	43%	18%	17%	20%	20%	22%	24%	22%	23%
HLS	30%	14%	17%	60%	57%	40%	40%	33%	0%	0%	0%	0%	0%	0%	0%	0%	17%	16%	18%	16%	17%	17%	17%	19%
HKS	38%	36%	27%	22%	29%	30%	23%	17%	30%	29%	42%	31%	36%	38%	33%	57%	13%	11%	11%	15%	20%	19%	19%	19%
HGSE	80%	89%	86%	67%	55%	55%	50%	50%	40%	50%	75%	75%	83%	78%	71%	67%	38%	38%	36%	33%	35%	35%	37%	44%
GSD	50%	20%	33%	44%	44%	40%	71%	60%	37%	33%	28%	25%	27%	29%	29%	31%	12%	12%	15%	21%	25%	25%	20%	20%
HDS	60%	33%	33%	33%	25%	0%	25%	33%	33%	40%	0%	0%	0%	50%	33%	33%	29%	38%	38%	36%	35%	32%	36%	38%
HSDM	20%	20%	18%	22%	13%	20%	17%	14%	33%	43%	40%	38%	17%	17%	17%	20%	0%	0%	17%	17%	14%	14%	14%	17%
Professional Schools Total	37%	37%	37%	38%	38%	36%	37%	37%	31%	32%	32%	30%	30%	34%	34%	34%	17%	17%	18%	18%	20%	20%	20%	20%
Other Total⁷	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	40%	29%	17%	14%	22%	14%	25%	0%
									Junior Faculty ⁸								Professors							
Medical School Affiliates Total⁹									39%	40%	41%	41%	42%	42%	43%	43%	12%	13%	12%	12%	13%	13%	14%	14%

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors at Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

^[2] Though Ladder Faculty may have multiple appointments across the Schools, we count each only once at the University level. However, they are counted once in each of their Schools at the School level. So the sum of the School counts will be greater than that of the University. We provide data for the Faculty of Arts and Sciences and break into three divisions: Humanities, Social Sciences, and Natural Sciences. Natural Sciences is a combination of Life Sciences and Physical Sciences. SEAS counts are not included in the Faculty of Arts and Sciences totals, but rather indicated separately, regardless of the snapshot year, even though the data include years in which SEAS was part of FAS and called DEAS. For those earlier years, SEAS is still counted separately from FAS for purposes of consistency and comparability.

^[3] Departments of the FAS Humanities Division: Celtic Languages and Literatures, Classics, Comparative Literature, East Asian Languages and Civilizations, English and American Literature and Language, Expository Writing, Folklore and Mythology, Germanic Languages and Literatures, History and Literature, History of Art and Architecture, Linguistics, Music, Near Eastern Languages and Civilizations, Philosophy, Romance Languages and Literatures, Sanskrit and Indian Studies, Slavic Languages and Literatures, Study of Religion, and Visual and Environmental Studies.

^[4] Departments of the FAS Social Sciences Division: African and African-American Studies, Anthropology, Economics, Government, History, History of Science, Psychology, Social Studies, Sociology, and Studies of Women, Gender, and Sexuality.

^[5] Departments of the FAS Natural Sciences Division: Astronomy, Chemistry and Chemical Biology, Earth and Planetary Sciences, Environmental Science and Public Policy, Human Evolutionary Biology, Mathematics, Molecular and Cellular Biology, Organismic and Evolutionary Biology, Physics, Statistics, and Stem Cell and Regenerative Bio

^[6] The Medical School Quad includes nine Basic and Social Science Departments.

^[7] Appointments in "OTHER" include those in Radcliffe, President's Office, Office of the Governing Boards, and Memorial Church. University Professors are listed in the Schools of their original appointment and not in "OTHER". Faculty in the Medical and Dental Affiliates are not included here, regardless of their rank and ladder status.

^[8] Junior Faculty at the Affiliates comprise full-time Associate Professors, Assistant Professors, Instructors, and Clinical Faculty. Junior Faculty at FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM comprise Associate and Assistant Professors.

^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

**TABLE 5: NUMBER OF HARVARD LADDER FACULTY¹ BY SCHOOL AND RACE/ETHNICITY
2003-04 THROUGH 2010-11**

	Asian/Pacific Islander								Black								Latino								Native American							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY ²	136	139	146	153	155	160	168	176	40	42	37	45	46	47	45	46	33	34	32	35	39	40	42	50	1	1	3	4	4	4	3	4
Faculty of Arts and Sciences	48	46	50	55	55	57	61	61	17	18	14	21	21	23	22	21	9	10	10	12	12	12	13	19	0	0	2	2	2	2	1	3
Humanities ³	13	14	16	15	15	16	16	16	2	2	1	2	1	1	1	1	5	4	3	4	4	4	5	8	0	0	1	1	1	1	1	1
Social Sciences ⁴	15	13	12	14	12	11	13	13	15	15	12	18	18	20	19	17	4	5	6	6	4	5	4	4	0	0	1	1	1	1	0	1
Natural Sciences ⁵	20	19	22	26	28	30	32	32	0	1	1	1	2	2	2	3	0	1	1	2	4	3	4	7	0	0	0	0	0	0	0	1
Life Sciences	9	8	7	10	11	11	13	14	0	1	1	1	2	2	2	3	0	0	0	1	2	2	3	6	0	0	0	0	0	0	0	0
Physical Sciences	11	11	15	16	17	19	19	18	0	0	0	0	0	0	0	0	0	1	1	1	2	1	1	1	0	0	0	0	0	0	0	1
SEAS	9	9	11	12	12	13	15	17	0	0	0	2	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FAS Total	57	55	61	67	67	70	76	78	17	18	14	23	23	25	24	23	9	10	10	12	12	12	13	19	0	0	2	2	2	2	1	3
HBS	25	26	27	28	31	32	33	35	6	5	5	5	6	6	4	3	7	7	7	7	9	9	9	9	0	0	0	0	0	0	0	0
HMS Quad ⁶	12	14	15	14	15	14	13	12	2	2	2	2	2	2	2	2	1	3	3	3	3	3	5	5	0	0	0	1	1	1	1	0
HSPH	31	32	29	29	27	26	24	23	2	3	4	4	5	4	3	4	4	4	5	5	5	4	5	3	0	0	0	0	0	0	0	0
HLS	1	1	1	2	2	2	2	3	7	6	6	6	6	6	6	7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
HKS	6	6	7	8	7	8	8	10	2	2	2	2	2	2	2	2	3	3	3	3	4	4	5	5	0	0	0	0	0	0	0	0
HGSE	2	2	2	3	4	5	7	7	3	4	3	3	3	3	4	4	4	2	0	0	0	1	1	1	0	0	0	0	0	0	0	0
GSD	2	2	2	1	2	2	2	4	1	1	0	0	0	0	1	1	5	5	5	6	7	8	7	6	0	0	0	0	0	0	0	0
HDS	0	0	0	0	0	0	0	0	0	1	1	2	1	1	1	2	1	1	1	1	1	1	2	3	0	0	0	0	0	0	0	0
HSDM	3	4	4	2	2	4	5	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Professional Schools Total	82	87	87	87	90	93	94	100	23	24	23	24	25	24	23	25	26	26	25	26	30	31	33	34	1	1	1	2	2	2	2	1
Other Total ⁷	1	1	1	1	1				1	1	1	1	1	1	2	3																
Medical School Affiliates Total ^{8,10}	878	948	1,000	1,098	1,174	1,308	1,397	1,523	123	129	138	146	143	147	147	164	177	185	197	207	228	234	232	240	5	7	8	10	15	15	15	11

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors are Non-Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

^[2] Though Ladder Faculty may have multiple appointments across the Schools, we count each only once at the University level. However, they are counted once in each of their Schools at the School level. So the sum of the School counts will be greater than that of the University. We provide data for the Faculty of Arts and Sciences and break it out into three divisions: Humanities, Social Sciences, and Natural Sciences. Natural Sciences is a combination of Life Sciences and Physical Sciences. SEAS counts are not included in the Faculty of Arts and Sciences totals, but rather indicated separately, regardless of the snapshot year, even though the data include years in which SEAS was part of FAS and called DEAS. For those earlier years, SEAS is still counted separately from FAS for purposes of consistency and comparability.

^[3] Departments of the FAS Humanities Division: Celtic Languages and Literatures, Classics, Comparative Literature, East Asian Languages and Civilizations, English and American Literature and Language, Expository Writing, Folklore and Mythology, Germanic Languages and Literatures, History and Literature, History of Art and Architecture, Linguistics, Music, Near Eastern Languages and Civilizations, Philosophy, Romance Languages and Literatures, Sanskrit and Indian Studies, Slavic Languages and Literatures, Study of Religion, and Visual and Environmental Studies.

^[4] Departments of the FAS Social Sciences Division: African and African-American Studies, Anthropology, Economics, Government, History, History of Science, Psychology, Social Studies, Sociology, and Studies of Women, Gender, and Sexuality.

^[5] Departments of the FAS Natural Sciences Division: Astronomy, Chemistry and Chemical Biology, Earth and Planetary Sciences, Environmental Science and Public Policy, Human Evolutionary Biology, Mathematics, Molecular and Cellular Biology, Organismic and Evolutionary Biology, Physics, Statistics, and Stem Cell and Regenerative Biology.

^[6] The Medical School Quad includes nine Basic and Social Science Departments.

^[7] Appointments in "OTHER" include those in Radcliffe, President's Office, Office of the Governing Boards, and Memorial Church. University Professors are listed in the Schools of their original appointment and not in "OTHER". Faculty in the Medical and Dental Affiliates are not included here, regardless of their rank and ladder status.

^[8] Junior Faculty at the Affiliates comprise full-time Associate Professors, Assistant Professors, Instructors, and Clinical Faculty. Junior Faculty at FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM comprise Associate and Assistant Professors.

^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

^[10] Harvard University minority categories include Asian/Pacific Islander, Native-American, Black, Latino, and White. All individuals have a race/ethnicity designation. International faculty are included as part of each category and not listed separately. Harvard Affiliates minority categories include Asian, American Indian/Alaska Native, Black/African-American, Hispanic/Latino, White, and Not Specified. Individuals in the Not Specified category have not been listed here.

**TABLE 6: NUMBER OF HARVARD LADDER FACULTY¹ BY SCHOOL AND RACE/ETHNICITY
2003-04 THROUGH 2010-11**

	Asian/Pacific Islander								Underrepresented Minorities ¹¹								White							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY²	136	139	146	153	155	160	168	176	74	77	72	84	89	91	90	100	1,201	1,208	1,237	1,233	1,244	1,251	1,249	1,221
Faculty of Arts and Sciences	48	46	50	55	55	57	61	61	26	28	26	35	35	37	36	43	507	515	538	544	555	557	552	538
Humanities ³	13	14	16	15	15	16	16	16	7	6	5	7	6	6	7	10	170	178	188	188	187	182	180	175
Social Sciences ⁴	15	13	12	14	12	11	13	13	19	20	19	25	23	26	23	22	206	206	208	209	218	220	206	193
Natural Sciences ⁵	20	19	22	26	28	30	32	32	0	2	2	3	6	5	6	11	131	131	142	147	150	155	166	170
Life Sciences	9	8	7	10	11	11	13	14	0	1	1	2	4	4	5	9	63	62	68	72	76	80	87	91
Physical Sciences	11	11	15	16	17	19	19	18	0	1	1	1	2	1	1	2	68	69	74	75	74	75	79	79
SEAS	9	9	11	12	12	13	15	17	0	0	0	2	2	2	2	2	50	55	55	56	55	53	54	56
FAS Total	57	55	61	67	67	70	76	78	26	28	26	37	37	39	38	43	557	570	593	600	610	610	606	594
HBS	25	26	27	28	31	32	33	35	13	12	12	12	15	15	13	12	146	139	140	136	134	136	136	131
HMS Quad ⁶	12	14	15	14	15	14	13	12	3	5	5	6	6	6	6	7	138	148	152	156	155	156	157	158
HSPH	31	32	29	29	27	26	24	23	6	7	9	9	10	8	8	7	114	116	113	111	105	106	102	110
HLS	1	1	1	2	2	2	2	3	9	8	8	8	8	8	8	9	72	71	74	71	74	81	84	83
HKS	6	6	7	8	7	8	8	10	5	5	5	5	6	6	7	7	71	69	63	60	59	61	59	56
HGSE	2	2	2	3	4	5	7	7	7	6	3	3	3	4	5	5	35	33	31	34	36	37	36	34
GSD	2	2	2	1	2	2	2	4	6	6	5	6	7	8	8	7	41	41	43	42	43	42	41	42
HDS	0	0	0	0	0	0	0	0	1	2	2	3	2	2	3	5	24	22	23	24	26	25	26	25
HSDM	3	4	4	2	2	4	5	6	0	0	0	0	0	0	0	1	19	18	23	21	19	19	20	18
Professional Schools Total	82	87	87	87	90	93	94	100	50	51	49	52	57	57	58	60	660	657	662	655	651	663	661	657
Other Total⁷	1	1	1	1	1				1	1	1	1	1	1	2	3	3	5	4	5	7	6	6	7
Medical School Affiliates Total^{9,10}	878	948	1,000	1,098	1,174	1,308	1,397	1,523	305	321	343	363	386	396	394	415	4,876	5,006	5,160	5,332	5,469	5,614	5,748	5,917

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors are Non-Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

^[2] Though Ladder Faculty may have multiple appointments across the Schools, we count each only once at the University level. However, they are counted once in each of their Schools at the School level. So the sum of the School counts will be greater than that of the University. We provide data for the Faculty of Arts and Sciences and break it out into three divisions: Humanities, Social Sciences, and Natural Sciences. Natural Sciences is a combination of Life Sciences and Physical Sciences. SEAS counts are not included in the Faculty of Arts and Sciences totals, but rather indicated separately, regardless of the snapshot year, even though the data include years in which SEAS was part of FAS and called DEAS. For those earlier years, SEAS is still counted separately from FAS for purposes of consistency and comparability.

^[3] Departments of the FAS Humanities Division: Celtic Languages and Literatures, Classics, Comparative Literature, East Asian Languages and Civilizations, English and American Literature and Language, Expository Writing, Folklore and Mythology, Germanic Languages and Literatures, History and Literature, History of Art and Architecture, Linguistics, Music, Near Eastern Languages and Civilizations, Philosophy, Romance Languages and Literatures, Sanskrit and Indian Studies, Slavic Languages and Literatures, Study of Religion, and Visual and Environmental Studies.

^[4] Departments of the FAS Social Sciences Division: African and African-American Studies, Anthropology, Economics, Government, History, History of Science, Psychology, Social Studies, Sociology, and Studies of Women, Gender, and Sexuality.

^[5] Departments of the FAS Natural Sciences Division: Astronomy, Chemistry and Chemical Biology, Earth and Planetary Sciences, Environmental Science and Public Policy, Human Evolutionary Biology, Mathematics, Molecular and Cellular Biology, Organismic and Evolutionary Biology, Physics, Statistics, and Stem Cell and Regenerative Biology.

^[6] The Medical School Quad includes nine Basic and Social Science Departments.

^[7] Appointments in "OTHER" include those in Radcliffe, President's Office, Office of the Governing Boards, and Memorial Church. University Professors are listed in the Schools of their original appointment and not in "OTHER". Faculty in the Medical and Dental Affiliates are not included here, regardless of their rank and ladder status.

^[8] Junior Faculty at the Affiliates comprise full-time Associate Professors, Assistant Professors, Instructors, and Clinical Faculty. Junior Faculty at FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM comprise Associate and Assistant Professors.

^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

^[10] Harvard University minority categories include Asian/Pacific Islander, Native-American, Black, Latino, and White. All individuals have a race/ethnicity designation. International faculty are included as part of each category and not listed separately. Harvard Affiliates minority categories include Asian, American Indian/Alaska Native, Black/African-American, Hispanic/Latino, White, and Not Specified. Individuals in the Not Specified category have

^[11] Underrepresented minorities includes Black, Latino, and Native-American race/ethnicity categories.

TABLE 7: NUMBER OF HARVARD ASIAN/PACIFIC LADDER FACULTY¹ BY SCHOOL AND RANK 2003-04 THROUGH 2010-11

	Assistants								Associates								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY²	56	52	56	58	56	56	55	59	31	33	29	27	25	25	29	28	50	55	62	69	74	80	84	89
Faculty of Arts and Sciences	17	13	15	18	16	16	15	14	7	9	9	8	6	6	9	7	24	24	26	29	33	35	37	40
Humanities ³	5	5	5	4	3	2	2	2	1	2	3	2	3	3	3	1	7	7	8	9	9	11	11	13
Social Sciences ⁴	6	3	4	5	4	3	3	3	3	4	2	3	1	2	3	2	6	6	6	6	7	6	7	8
Natural Sciences ⁵	6	5	6	9	9	11	10	9	3	3	4	3	2	1	3	4	11	11	12	14	17	18	19	19
Life Sciences	1	1	0	2	3	3	4	5	3	2	2	1	0	0	0	0	5	5	5	7	8	8	9	9
Physical Sciences	5	4	6	7	6	8	6	4	0	1	2	2	2	1	3	4	6	6	7	7	9	10	10	10
SEAS	4	3	3	2	2	3	3	3	0	1	2	4	3	2	2	3	5	5	6	6	7	8	10	11
FAS Total	21	16	18	20	18	19	18	17	7	10	11	12	9	8	11	10	29	29	32	35	40	43	47	51
HBS	9	8	9	11	11	10	11	12	7	6	6	3	3	4	4	5	9	12	12	14	17	18	18	18
HMS Quad ⁶	3	5	7	6	7	6	5	7	6	5	2	2	2	2	2	1	3	4	6	6	6	6	6	4
HSPH	16	16	15	14	13	10	8	8	7	8	6	7	7	8	9	8	8	8	8	7	8	7	7	7
HLS	1	1	0	1	1	1	1	2	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1
HKS	3	2	3	2	2	3	2	3	1	2	2	3	2	1	1	1	2	2	2	3	3	4	5	6
HGSE	2	2	2	2	2	3	5	4	0	0	0	0	1	1	1	2	0	0	0	1	1	1	1	1
GSD	0	0	0	0	0	0	0	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	2
HDS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HSDM	1	2	2	2	2	4	5	6	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Schools Total	35	36	38	38	38	37	37	43	24	24	19	15	16	17	18	18	23	27	30	34	36	39	39	39
Other Total⁷	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	0	0	0
									Junior Faculty ⁸								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Medical School Affiliates Total^{9,10}	858	930	982	1,073	1,147	1,276	1,359	1,477	23	22	24	30	33	34	37	46								

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors are Non-Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

^[2] Though Ladder Faculty may have multiple appointments across the Schools, we count each only once at the University level. However, they are counted once in each of their Schools at the School level. So the sum of the School counts will be greater than that of the University. We provide data for the Faculty of Arts and Sciences and break it out into three divisions: Humanities, Social Sciences, and Natural Sciences. Natural Sciences is a combination of Life Sciences and Physical Sciences. SEAS counts are not included in the Faculty of Arts and Sciences totals, but rather indicated separately, regardless of the snapshot year, even though the data include years in which SEAS was part of FAS and called DEAS. For those earlier years, SEAS is still counted separately from FAS for purposes of consistency and comparability.

^[3] Departments of the FAS Humanities Division: Celtic Languages and Literatures, Classics, Comparative Literature, East Asian Languages and Civilizations, English and American Literature and Language, Expository Writing, Folklore and Mythology, Germanic Languages and Literatures, History and Literature, History of Art and Architecture, Linguistics, Music, Near Eastern Languages and Civilizations, Philosophy, Romance Languages and Literatures, Sanskrit and Indian Studies, Slavic Languages and Literatures, Study of Religion, and Visual and Environmental Studies.

^[4] Departments of the FAS Social Sciences Division: African and African-American Studies, Anthropology, Economics, Government, History, History of Science, Psychology, Social Studies, Sociology, and Studies of Women, Gender, and Sexuality.

^[5] Departments of the FAS Natural Sciences Division: Astronomy, Chemistry and Chemical Biology, Earth and Planetary Sciences, Environmental Science and Public Policy, Human Evolutionary Biology, Mathematics, Molecular and Cellular Biology, Organismic and Evolutionary Biology, Physics, Statistics, and Stem Cell and Regenerative Biology.

^[6] The Medical School Quad includes nine Basic and Social Science Departments.

^[7] Appointments in "OTHER" include those in Radcliffe, President's Office, Office of the Governing Boards, and Memorial Church. University Professors are listed in the Schools of their original appointment and not in "OTHER". Faculty in the Medical and Dental Affiliates are not included here, regardless of their rank and ladder status.

^[8] Junior Faculty at the Affiliates comprise full-time Associate Professors, Assistant Professors, Instructors, and Clinical Faculty. Junior Faculty at FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM comprise Associate and Assistant Professors.

^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

^[10] Harvard University minority categories include Asian/Pacific Islander, Native-American, Black, Latino, and White. All individuals have a race/ethnicity designation. International faculty are included as part of each category and not listed separately. Harvard Affiliates minority categories include Asian, American Indian/Alaska Native, Black/African-American, Hispanic/Latino, White, and Not Specified. Individuals in the Not Specified category have not been listed here.

TABLE 8: NUMBER OF UNDERREPRESENTED MINORITY LADDER FACULTY¹ BY SCHOOL AND RANK 2003-04 THROUGH 2010-11

	Assistants								Associates								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY²	27	29	29	30	32	31	26	29	10	13	11	15	16	18	18	15	38	36	34	41	43	44	48	56
Faculty of Arts and Sciences	10	10	10	12	13	12	11	13	3	5	5	6	4	5	4	2	13	13	11	17	18	20	21	28
Humanities ³	4	3	3	4	3	3	3	4	1	2	1	0	1	1	0	0	2	1	1	3	2	2	4	6
Social Sciences ⁴	6	6	6	6	5	5	3	3	2	3	4	6	3	4	4	1	11	11	9	13	15	17	16	18
Natural Sciences ⁵	0	1	1	2	5	4	5	6	0	0	0	0	0	0	0	1	0	1	1	1	1	1	1	2
Life Sciences	0	0	0	1	3	3	4	5	0	0	0	0	0	0	0	1	0	1	1	1	1	1	1	1
Physical Sciences	0	1	1	1	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
SEAS	0	0	0	2	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FAS Total	10	10	10	14	15	14	13	15	3	5	5	6	4	5	4	2	13	13	11	17	18	20	21	28
HBS	7	6	6	6	5	4	1	1	2	2	2	2	5	6	7	6	4	4	4	4	5	5	5	5
HMS Quad ⁶	1	3	3	3	3	3	3	3	0	0	0	1	1	1	1	1	2	2	2	2	2	2	2	3
HSPH	4	5	6	4	4	3	2	2	1	1	2	4	4	3	3	2	1	1	1	1	2	2	3	3
HLS	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	8	7	7	8	8	8	8	9
HKS	1	1	1	1	2	3	3	2	1	1	1	1	1	1	1	2	3	3	3	3	3	2	3	3
HGSE	3	2	1	1	1	1	1	1	1	2	1	1	1	2	1	1	3	2	1	1	1	1	3	3
GSD	0	0	0	1	2	3	2	2	2	2	0	0	0	0	1	1	4	4	5	5	5	5	5	4
HDS	0	1	1	0	0	0	1	3	0	0	0	1	0	0	0	0	1	1	1	2	2	2	2	2
HSDM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Schools Total	17	19	19	16	17	17	13	14	7	8	6	10	12	13	14	13	26	24	24	26	28	27	31	31
Other Total⁷	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	2	3
									Junior Faculty ⁸								Professors							
Medical School Affiliates Total^{9,10}									299	314	334	354	375	383	383	401	8	10	12	13	14	14	13	14

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors are Non-Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

^[2] Though Ladder Faculty may have multiple appointments across the Schools, we count each only once at the University level. However, they are counted once in each of their Schools at the School level. So the sum of the School counts will be greater than that of the University. We provide data for the Faculty of Arts and Sciences and break it out into three divisions: Humanities, Social Sciences, and Natural Sciences. Natural Sciences is a combination of Life Sciences and Physical Sciences. SEAS counts are not included in the Faculty of Arts and Sciences totals, but rather indicated separately, regardless of the snapshot year, even though the data include years in which SEAS was part of FAS and called DEAS. For those earlier years, SEAS is still counted separately from FAS for purposes of consistency and comparability.

^[3] Departments of the FAS Humanities Division: Celtic Languages and Literatures, Classics, Comparative Literature, East Asian Languages and Civilizations, English and American Literature and Language, Expository Writing, Folklore and Mythology, Germanic Languages and Literatures, History and Literature, History of Art and Architecture, Linguistics, Music, Near Eastern Languages and Civilizations, Philosophy, Romance Languages and Literatures, Sanskrit and Indian Studies, Slavic Languages and Literatures, Study of Religion, and Visual and Environmental Studies.

^[4] Departments of the FAS Social Sciences Division: African and African-American Studies, Anthropology, Economics, Government, History, History of Science, Psychology, Social Studies, Sociology, and Studies of Women, Gender, and Sexuality.

^[5] Departments of the FAS Natural Sciences Division: Astronomy, Chemistry and Chemical Biology, Earth and Planetary Sciences, Environmental Science and Public Policy, Human Evolutionary Biology, Mathematics, Molecular and Cellular Biology, Organismic and Evolutionary Biology, Physics, Statistics, and Stem Cell and Regenerative Biology.

^[6] The Medical School Quad includes nine Basic and Social Science Departments.

^[7] Appointments in "OTHER" include those in Radcliffe, President's Office, Office of the Governing Boards, and Memorial Church. University Professors are listed in the Schools of their original appointment and not in "OTHER". Faculty in the Medical and Dental Affiliates are not included here, regardless of their rank and ladder status.

^[8] Junior Faculty at the Affiliates comprise full-time Associate Professors, Assistant Professors, Instructors, and Clinical Faculty. Junior Faculty at FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM comprise Associate and Assistant Professors.

^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

^[10] Harvard University minority categories include Asian/Pacific Islander, Native-American, Black, Latino, and White. All individuals have a race/ethnicity designation. International faculty are included as part of each category and not listed separately. Harvard Affiliates minority categories include Asian, American Indian/Alaska Native, Black/African-American, Hispanic/Latino, White, and Not Specified. Individuals in the Not Specified category have not been listed here.

^[11] Underrepresented minority includes Black, Latino, and Native-American race/ethnicity categories.

**TABLE 9: NUMBER OF WHITE LADDER FACULTY¹ BY SCHOOL AND RANK
2003-04 THROUGH 2010-11**

	Assistants								Associates								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
HARVARD UNIVERSITY²	248	223	228	221	221	223	217	190	151	166	174	168	161	167	163	164	801	817	829	840	857	857	864	867
Faculty of Arts and Sciences	96	87	93	91	93	93	89	73	34	42	50	51	50	55	54	49	377	386	395	402	412	409	409	416
Humanities ³	40	38	38	35	34	26	24	20	10	14	20	22	17	21	16	14	120	126	130	131	136	135	140	141
Social Sciences ⁴	36	33	35	37	39	38	31	28	21	24	23	17	22	24	23	15	149	149	150	155	157	158	152	150
Natural Sciences ⁵	20	16	20	19	20	29	34	25	3	4	7	12	11	10	15	20	108	111	115	116	119	116	117	125
Life Sciences	13	9	12	10	12	19	21	14	2	4	5	10	9	7	11	15	48	49	51	52	55	54	55	62
Physical Sciences	7	7	8	9	8	10	13	11	1	0	2	2	2	3	4	5	60	62	64	64	64	62	62	63
SEAS	5	8	7	8	7	4	5	5	7	6	6	7	7	7	6	6	38	41	42	41	41	42	43	45
FAS Total	101	95	100	99	100	97	94	78	41	48	56	58	57	62	60	55	415	427	437	443	453	451	452	461
HBS	46	41	42	40	40	38	40	29	24	23	28	28	27	27	23	33	76	75	70	68	67	71	73	69
HMS Quad ⁶	26	24	28	27	27	29	26	28	17	19	21	22	19	23	25	25	95	105	103	107	109	104	106	105
HSPH	32	30	26	22	20	23	17	20	24	26	25	24	22	17	22	25	58	60	62	65	63	66	63	65
HLS	8	5	5	4	6	9	9	7	0	0	0	0	0	0	0	0	64	66	69	67	68	72	75	76
HKS	12	8	7	6	3	4	8	7	18	21	16	12	11	11	7	4	41	39	40	42	45	46	44	45
HGSE	5	5	4	6	8	7	8	7	4	4	3	3	4	6	5	6	26	24	24	25	24	24	23	21
GSD	4	5	6	8	7	7	5	7	16	15	17	12	14	13	12	11	21	21	20	22	22	22	24	24
HDS	5	2	2	3	4	3	3	3	3	5	1	1	1	2	3	3	16	15	20	20	21	20	20	19
HSDM	9	8	9	7	6	6	7	7	4	5	8	8	6	6	6	5	6	5	6	6	7	7	7	6
Professional Schools Total	147	128	129	123	121	126	123	115	110	118	119	110	104	105	103	112	403	410	414	422	426	432	435	430
Other Total⁷	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	5	4	5	7	6	6	7
									Junior Faculty ⁸								Professors							
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Medical School Affiliates Total^{9 10}									4,338	4,454	4,571	4,742	4,831	4,923	5,027	5,184	570	597	634	641	663	690	716	733

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-2009 and September 1, 2010

^[1] Ladder Faculty are defined as Assistant Professors or Convertible Instructors, Associate Professors, and Professors that have been appointed in the following Schools: FAS (all divisions), SEAS, HBS, HMS Quad, HSPH, HLS, HKS, HGSE, GSD, HDS, and HSDM. Non-tenured Professors are included in the dataset as Professors because we cannot reliably distinguish them from tenured Professors at this time. Professors of the Practice are considered Non-Ladder Faculty in all Schools except GSD where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at GSD are also considered Ladder Faculty, but not in any other School. Adjunct Professors are Non-Ladder Faculty everywhere, including GSD. Ladder Faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors and Clinical Faculty.

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^[9] The Medical School Affiliates include 18 Affiliated Institutions: Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Cambridge Health Alliance, CBR Institute for Biomedical Research (part of Children's Hospital Boston), Children's Hospital Boston, Dana-Farber Cancer Institute, Forsyth Institute, Harvard Pilgrim Health Care, Hebrew SeniorLife, Joslin Diabetes Center, Judge Baker Children's Center, Massachusetts Eye and Ear Infirmary, Massachusetts General Hospital, McLean Hospital, Mount Auburn Hospital, Schepens Eye Research Institute, Spaulding Rehabilitation Hospital, and Veterans Affairs Boston Healthcare System. Ladder faculty at the Affiliates comprise full-time Professors, Associate Professors, Assistant Professors, Instructors, and Clinical Faculty.

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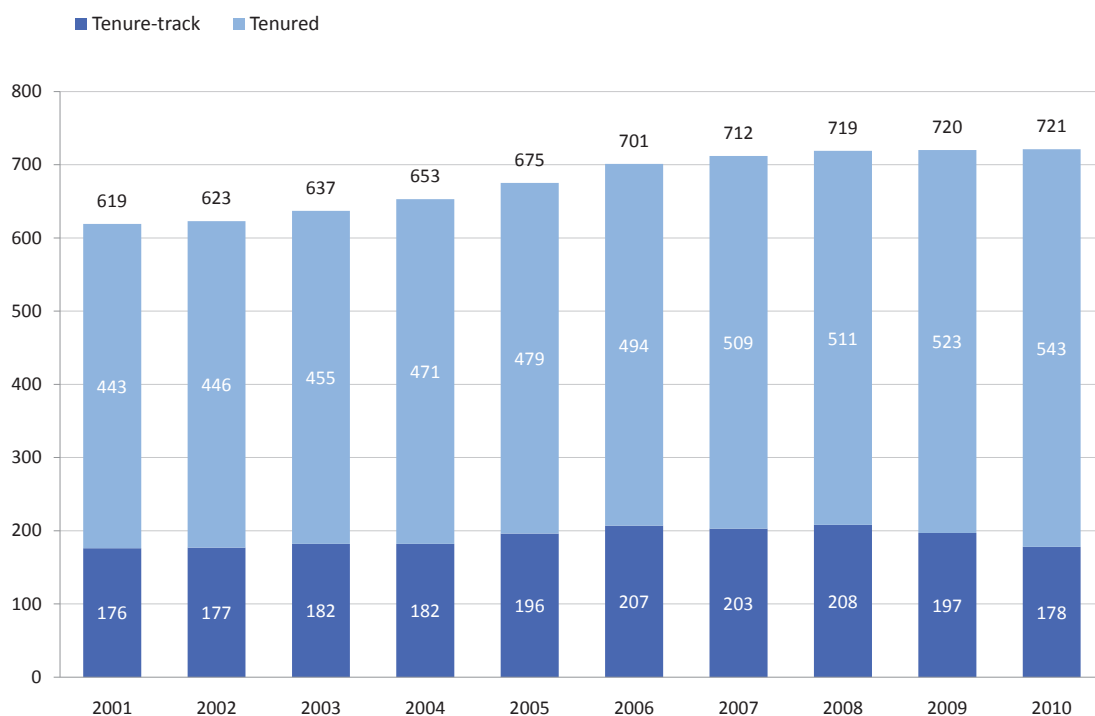
Faculty of Arts and Sciences

Submitted by Nina Zipser, Dean for Faculty Affairs and Planning

Faculty Demographic Trends

After a period of rapid growth, the size of the ladder faculty has remained relatively constant for the last three years. While the overall size of the faculty remained flat, the number of tenure-track faculty has decreased. This trend can be attributed to promotions into the tenured ranks together with tenured-faculty hiring outpacing tenured-faculty retirements. Figure 1 illustrates the number of ladder faculty in the FAS from the fall of 2001 through the fall of 2010, by tenured and tenure-track faculty.

Figure 1: Ladder faculty in the FAS from fall 2001 through fall 2010, by rank



* Note: The fall 2008, fall 2009, and fall 2010 faculty counts represent a September 1st snapshot, whereas the fall 2001 through fall 2007 counts represent a July 1st snapshot as in previous annual reports. This new counting methodology was implemented in order to capture appointments starting on September 1st.

Faculty of Arts and Sciences - continued

Submitted by Nina Zipser, Dean for Faculty Affairs and Planning

During the period of rapid growth in the faculty, the number of women on the faculty also grew. From 2001 to 2008 the number of women increased from 134 to 185 and then decreased slightly over the last two years to 181. In 2001 women comprised 22 percent of the faculty and today comprise 25 percent of the faculty. In terms of rank, in 2001, 17 percent of tenured faculty and 33 percent of tenure-track faculty were women. As of September 1, 2010, 22 percent of tenured faculty and 36 percent of tenure-track faculty are women.

Figure 2: Ladder faculty in the FAS from fall 2001 through fall 2010, by gender



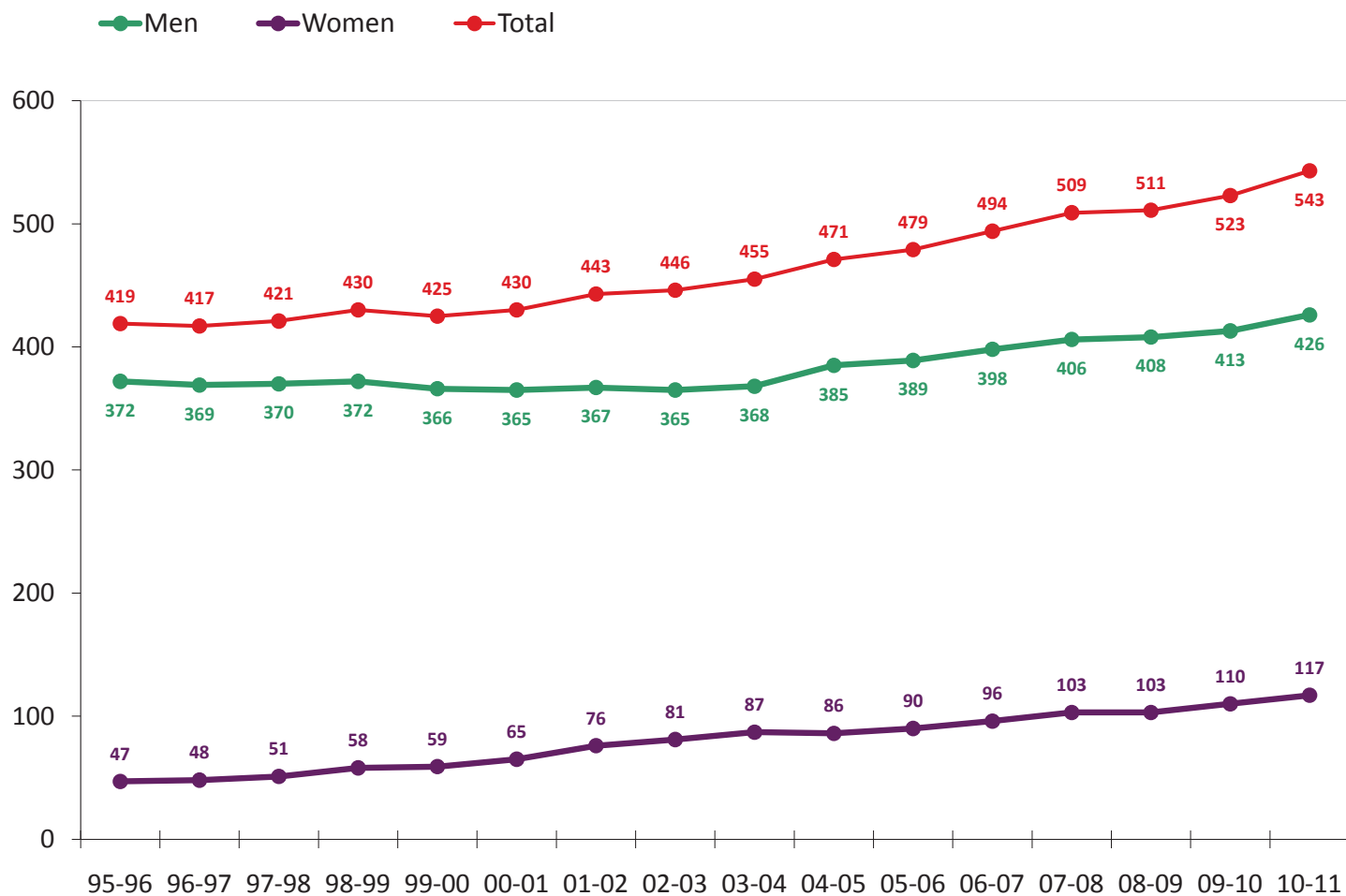
* Note: The fall 2008, fall 2009, and fall 2010 faculty counts represent a September 1st snapshot, whereas the fall 2001 through fall 2007 counts represent a July 1st snapshot as in previous annual reports. This new counting methodology was implemented in order to capture appointments starting on September 1st.

Faculty of Arts and Sciences - continued

Submitted by Nina Zipser, Dean for Faculty Affairs and Planning

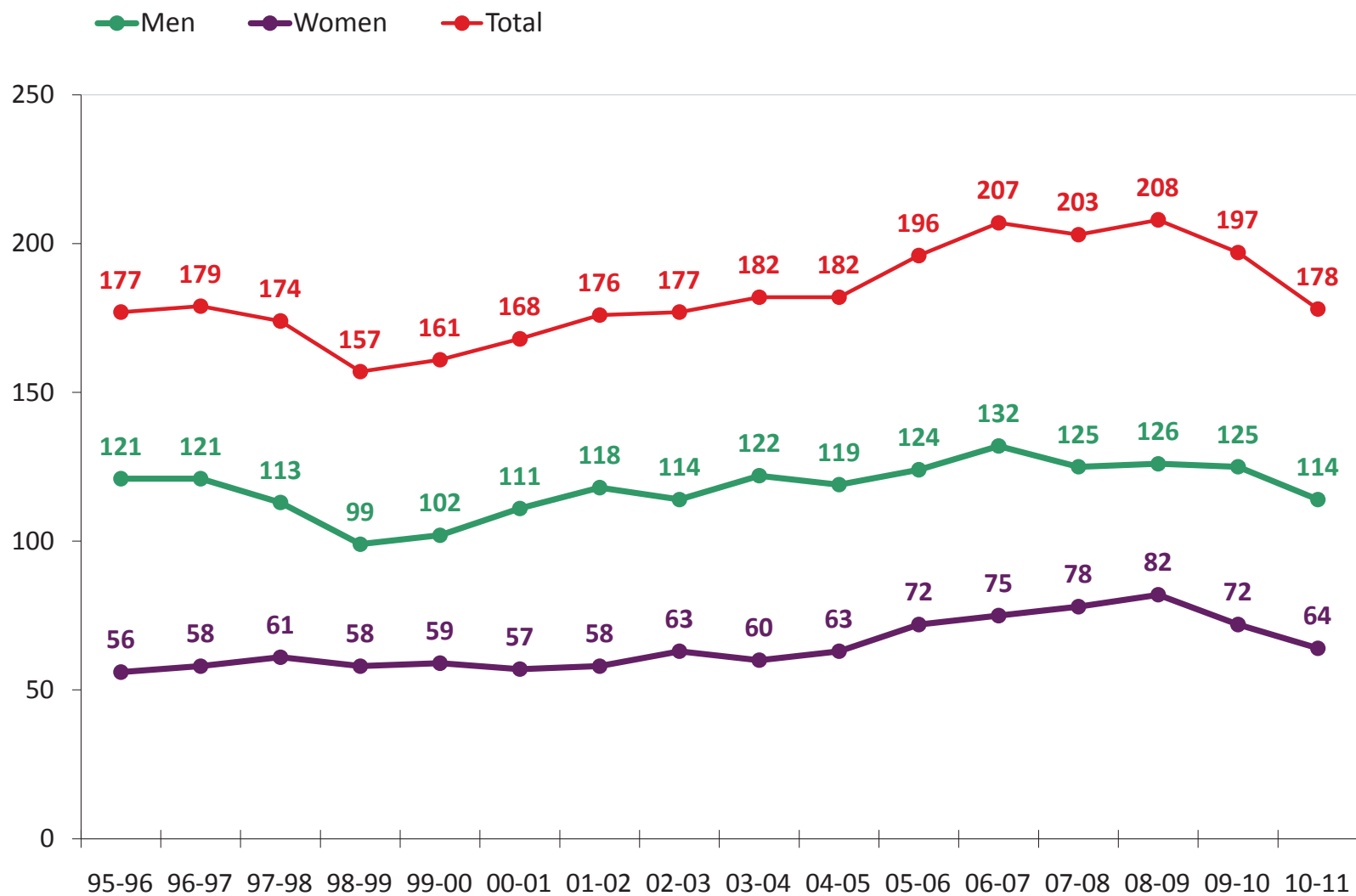
The gender distribution in terms of tenured and tenure-track faculty is illustrated in the graphs below.

Figure 3: FAS tenured faculty, from fall 1995 through fall 2010, by gender



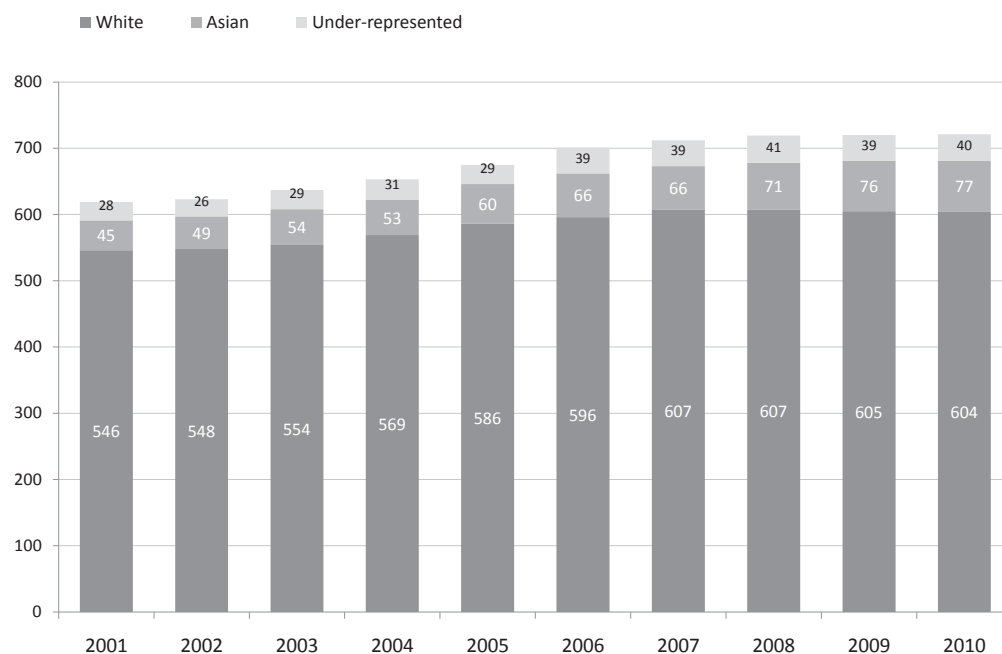
Faculty of Arts and Sciences - continued

Figure 4: FAS tenure-track faculty, from fall 1995 through fall 2010, by gender



Faculty of Arts and Sciences - continued

During the last decade, the number and percentage of minority faculty grew. The percentage of minorities increased from 12 percent to 16 percent. In 2001, 9 percent of tenured faculty and 18 percent of tenure-track faculty were minorities. As of September 1, 2010, 14 percent of tenured faculty and 24 percent of tenure-track faculty are minorities. However, the number of under-represented minorities has remained relatively flat over the last five years, as illustrated in the graph below.



Of the 41 external searches conducted in academic year 2009-10, 20 have culminated in accepted offers to date, of which women represent 20 percent and minorities represent 25 percent (10 percent Asian minorities and 15 percent under-represented minorities).

It is vital that faculty searches are conducted as effectively as possible and that the best candidates are hired. Although progress has been made in enhancing the diversity of the faculty over the last decade, there is still much work to do to recruit and hire from the broadest and most diverse pools. In the coming year, renewed focus will be brought to searching, recruiting, and appointing practices within the FAS. To help with maintaining and enhancing the excellence of the faculty, Professor Mahzarin Banaji, Richard Clarke Cabot Professor of Social Ethics, has been appointed as the Senior Advisor to the FAS Dean on Faculty Development to work with departments to identify and challenge any barriers that stand in the way of achieving our goal of the strongest faculty for the future.

In 2009-2010, tenure promotion rates were very strong. Of the 18 tenure promotion cases that culminated in a decision, 16, or 89 percent were successful. Thirty-one percent of the successfully promoted faculty were women and, likewise, 31 percent were minorities (25 percent Asian minorities and 6 percent under-represented minorities).

Harvard School of Engineering and Applied Science

Submitted by Ed Kleifgen, Associate Dean for Administration and Academic Affairs

New Dean/Academic Planning/Mentoring

During academic year 2009-10, Cherry A. Murray joined the School of Engineering and Applied Science as dean. She immediately began a year-long academic planning process that included the creation of task-force groups that focused on making recommendations to rationalize educational programs, the academic planning structure, and to identify intellectual fields for future growth. As a result, a more robust planning structure emerged that complemented existing areas (intellectual “virtual departments”) that included Applied Mathematics, Bioengineering, Electrical Engineering, and Computer Sciences, with Applied Physics, Materials Science and Mechanical Engineering, and Environmental Sciences and Engineering. New and continuing area deans have been associated with each area, and are responsible for educational program and teaching planning, faculty search and promotion processes, and mentoring.

The Mentoring Program initiated in 2009 was formalized and fully implemented. The committee associated with each tenure-track faculty member will be refreshed and reconfirmed each year, and participants will be informed or reminded of their roles and responsibilities. Area deans chair the committees associated with their respective areas.

Searches/Promotions

Few new searches were conducted during 2009-10, as the academic planning process unfolded. The planning process did, however, lead to a set of priorities that will result in a range of searches that will be conducted during 2010-11. These will include tenure-track searches in biorobotics (in conjunction with the Wyss Institute for Biologically Inspired Engineering); theoretical or computational earth, climate, or environmental engineering; and a search for a tenured position in engineered biomaterials (also in conjunction with the Wyss Institute). New searches include tenure-track searches in machine learning, probabilistic modeling, and artificial intelligence; fluid mechanics; and theoretical and computational neuroscience. There will also be tenured searches in applied mathematics and computational materials/mechanical engineering.

New SEAS-specific guidelines were developed for promotions and searches that will be used in conjunction with FAS policies and guidelines to facilitate the use of the expanded Area structure, the associated area deans, and enhanced academic affairs staffing.

Seven promotion reviews were conducted in 2009-10, and all concluded successfully. Three were to the rank of associate professor (1 woman; 2 minority) and four resulted in tenured appointments (2 minority candidates were hired). In addition to the successful recruitment of the new dean, four tenure-track faculty colleagues were recruited during 2009-10, all as assistant professors, including one woman and two minority members. These new hires bring enhanced capacity for research and teaching in applied mechanics and materials, biomaterials, and computer science (specifically in human-computer interactions, artificial intelligence, machine learning, and security).

Community

Dean Murray began quarterly meetings with the tenure-track faculty members. The meetings are held over lunch and are characterized by free-ranging conversations about anything that is important to our junior faculty members. The Dean also began planning a series of workshops for the tenure-track faculty, which will initiate in 2011 with a workshop on developing strategies for balancing competing pressures and effectively managing research and teaching priorities.

The Dean sponsored a mini-grant program for community building initiatives, which resulted in more than a dozen activities such as a fall barbeque for the entire SEAS community, faculty seminars that describe their research for staff, and science fiction movie nights (with post-movie discussion of the “science” portrayed in the movie).

The Dean also initiated periodic “All Hands Meetings,” which she uses to update members of the entire SEAS community (faculty, staff, researchers, students) on the academic planning process, the financial status of the School, and new programs and initiatives. The meetings also feature reports by faculty members on research advancements and new courses.

Harvard Business School

Submitted by Valerie Porciello, Executive Director, Division of Research and Faculty Development

Harvard Business School engages a broad range of senior faculty in the leadership of the School. The administrative structure that supports faculty recruiting and development includes, among others, a Deputy Dean, and Senior Associate Deans who oversee School-wide processes and activities for faculty recruiting, planning, development, promotion reviews, and research; Directors of Research who provide mentoring and allocate research funding to individual faculty; unit heads who manage recruiting, planning, development and mentoring, promotion reviews, and intellectual life at the unit level; and a faculty advisory board for the Christensen Center for Teaching and Learning. These faculty leaders work together with the Division of Research and Faculty Development and the Dean of the Faculty to maintain an environment at the School where faculty at all ranks can be productive, engaged, and successful.

Faculty Recruiting

A number of enhancements were made to the offer package for Assistant Professors joining the HBS faculty starting in 2007-08 including guaranteed research support, teaching load reduction, and career services assistance for accompanying partners. To further enhance relocation assistance, a pilot program was launched in 2007-08, and continued through 2009-10, to provide the services of an educational consultant to prospective and new ladder faculty to assist them in identifying Boston-area public and/or independent schools for their children. The School has an immigration attorney on retainer to assist international faculty recruits and their families through the immigration process.

Faculty diversity continues to be an area of focus at both the School-wide and unit levels. For the 2009-10 recruiting season: 36% of ladder faculty offers were made to women and 21% were made to minorities; 38% of ladder faculty offers were accepted by women and 38% were accepted by minorities.

In spring 2008, a full-time Associate Director was added to the team of administrators supporting the Senior Associate Dean, Director of Faculty Planning and Recruiting, and unit recruiting activities. Key areas of focus for this role include:

identifying mechanisms to broaden candidate pools, assisting with the development of 12-month recruiting strategies at the unit level, supporting targeted recruiting efforts at the School-wide level, and enhancing the School's ability to support faculty recruits and their families in transitioning to the Boston area.

In spring 2010, the Associate Director conducted individual interviews with twelve assistant professors who had joined the faculty in either 2008 or 2009 to understand their perceptions of HBS prior to joining the faculty and how these perceptions mapped to their actual experience of the School, and to obtain feedback on how the School might improve the recruiting experience for prospective faculty. A summary of the interview findings was discussed in sessions with the Dean's Management Group and Unit Heads.

Faculty Development

All new teaching faculty attend a three-day orientation program in July called START. The program provides these individuals with an introduction to the School and a way to meet new colleagues. Program sessions focus on research, teaching, faculty development, and support resources. Beginning in 2008-09, and continuing in 2009-10, a new program chair (a tenured woman faculty member) expanded the content related to the HBS culture and environment.

Newly hired faculty who self-identify as a person of color are offered the opportunity to be sponsored by the School for a year-long Fellows Program available through The Partnership, Inc. (a Boston-based organization committed to the advancement of professionals of color). The program is aimed at mid-career professionals and is designed to enhance leadership capacity, provide opportunities for networking and mentoring, and connect participants to a broader community. Since 2003-04, six HBS faculty have participated in the program.

As part of the annual reporting and planning process, faculty provide information about their mentoring relationships – both those they mentor and those they are mentored by – for research, teaching, course development, and personal/career development. These data are used by the Senior Associate

Harvard Business School - continued

Submitted by Valerie Porciello, Executive Director, Division of Research and Faculty Development

Dean, Director of Faculty Planning and Recruiting, Unit Heads, and Research Directors to determine if junior faculty are receiving adequate support across each of these important dimensions. The planning process emphasizes equity across junior faculty assignments, and ensures access to junior faculty development leaves for all eligible faculty.

Also on an annual basis, the Dean and Senior Associate Deans for Faculty Development meet with Assistant and Associate Professors to discuss the promotions process.

To better support units and the faculty in them, a new model for unit and unit head support was recommended by a 2006-07 Dean's Task Force on the Faculty and its implementation began in spring 2008. The support model includes a Director, Unit & Faculty Support and a Unit Coordinator for each unit (a total of 10 FTEs). The goal of the model is to create a strong partnership in support of senior faculty efforts to build and develop the faculty in their units, focusing on improving the intellectual environment of the unit, coordinating mechanisms for junior faculty mentoring and development, and implementing 12-month recruiting strategies.

To foster the intellectual environment at a School-wide level, the Directors of Research hosted the eighth annual Faculty Research Symposium and seven Course Development Research (CORE) Seminars. The research symposium, attended by 114 faculty, highlighted completed projects by nine faculty and included a panel on pedagogical innovations in MBA courses. CORE seminars provide a forum for faculty engaged in course development research to discuss early stage work with colleagues throughout the School. In 2009-10, the seventh year of the seminar series, 76 faculty participated. The Research Directors launched a new initiative in 2008-09 to encourage integrative research and course development that leads to cross-unit collaboration and addresses big multi-disciplinary research questions. In 2009-10, this effort included conferences on Executive Compensation and Imagining the Future of Leadership. HBS Working Knowledge is an on-line

portal to the latest work of the HBS faculty. While developed for external audiences, Working Knowledge has come to serve an important role internally and is used heavily by the faculty to learn about the work of colleagues. In addition, the Senior Associate Dean, Director of Research communicates a weekly report to the faculty with their latest research publications, awards, and honors. The on-line report includes links to read, order, or contact a colleague about a publication. In 2009-10, the report was expanded to include information about upcoming HBS and affiliated research seminars. A key objective of all of these research activities is to create opportunities for faculty connections across units.

Each year, regular networking events are held for all HBS women faculty. These events provide additional opportunities for senior faculty to connect with their more junior colleagues and also help foster cross-unit collaborations and mentoring relationships.

Because providing support and feedback to faculty in the classroom is essential to their ongoing success, the Christensen Center for Teaching and Learning is dedicated to helping all faculty improve their teaching effectiveness. The Center provides a variety of services to all levels of faculty, with an emphasis on supporting those who are new to the case method of teaching. The Center offers one-on-one consultations, coaching sessions, in-class observations, and videotaping, as well as workshops and colloquia devoted to teaching. Faculty use of the Center is entirely voluntary. Since the Center's inception in 2004, 91% of the School's 2009-10 teaching faculty (comprising the ladder, senior and other ranks) have taken advantage of the Center's offerings, including 100% of assistant professors. In 2009-10, the Center hosted its fifth annual Faculty Colloquium on Teaching and Learning and offered three workshops open to all HBS faculty. A Faculty Teaching Seminar targeting recently hired teaching faculty was piloted in spring 2008 with the objective of providing ongoing support to faculty new to the HBS classroom. The Seminar was expanded in 2008-09 and continued in 2009-10.

Harvard Business School - continued

Submitted by Valerie Porciello, Executive Director, Division of Research and Faculty Development

In the MBA Program, several initiatives have been implemented to enhance the learning environment for both students and faculty. In 2007-08, the number of senior women faculty in section chair roles (a leadership role that guides a 90-person section of first year MBA students) was increased from 10% to 30% and this level was maintained in 2008-09 and 2009-10. Also in 2007-08, a faculty committee was convened to plan a new mini-course for students on the HBS learning model. The five-session course, Learning at HBS, was launched in 2008-09 and is taught by section chairs. In 2005, a Joint Committee on Diversity (JCD) was formed when student representatives from the African American Student Union, Latino Student Organization, Lesbian, Gay, Bisexual, & Transgender Student Association, and the Leadership & Values Initiative partnered with HBS faculty and administrators in service to the MBA program to foster a safe and inclusive culture at HBS, encourage community-wide awareness of diversity, and build students' capacity to lead in diverse environments. The JCD piloted a diversity workshop for students in 2007-08 and it became part of the Learning at HBS course in 2008-09. Based on the success of the student workshops, all HBS faculty were invited to attend similar workshops in 2008-09 and 2009-10. Learning Teams – small, diverse groups of first-year students – were implemented in 2005-06 to foster interactions among individuals from a wide range of backgrounds and perspectives. Faculty-hosted Learning Team lunches and dinners take place each year, providing students and faculty an opportunity to connect with one another outside the classroom in a relaxed, informal way, and for students to have a larger window into the experience of the faculty.

Building on discussions that unfolded since 2006-07 both formally and informally among the faculty in response to the University's climate survey for junior faculty, Dean Jay Light initiated a series of conversations in 2009-10, engaging students, faculty, and staff on the important issues of diversity and inclusion. As part of this effort, Dean Light asked Harvard Professor Mahzarin Banaji (Department of Psychology, Faculty of Arts and Sciences) to lead sessions on unconscious bias and implicit attitudes to which all HBS faculty were invited to attend in May 2010. As part of the School's broader examination of inclusion, the Christensen Center's

sixth annual Faculty Colloquium on Teaching and Learning will focus on the role of gender in teaching and learning.

Effective 1 July 2010, Nitin Nohria became Dean of the Faculty of Harvard Business School. As part of his transition, he is meeting with all members of the faculty individually to provide each with the opportunity to share his or her perspective on the challenges and opportunities facing the School. As he shapes his strategic vision and agenda, Dean Nohria has communicated his commitment to collaboration and innovation, his sense that HBS is positioned to be a beacon for management education in the world, and to exploring how HBS can become the model of an inclusive community, where everyone feels valued, learns, feels the opportunity to succeed, and is committed to each other's success.

Work Life Balance

The Senior Associate Dean, Director of Faculty Planning and Recruiting reaches out to all expectant faculty parents to make sure they are aware of the options available to them under the School's family leave policies. Maternity Leaves and New Child Care Leaves for Primary Caregivers provide junior faculty with automatic tenure clock extensions.

HBS engaged an outside consultant in 2006-07 to assess the childcare needs of faculty, staff, and students and develop recommendations for ways in which the School might respond to these needs. In 2007-08, a large sample of junior faculty was individually interviewed as part of the overall assessment. As a result of this work, a plan was developed to expand the capacity of the Soldiers Field Park Childcare Center and provide better access for HBS faculty. The expansion plan was implemented in 2008-09, and continued in 2009-10.

The School's policy on proportional-time appointments supports faculty who need to reduce their time status because of family reasons. The faculty member's teaching, administrative, and research activities, as well as research budget, compensation, and allowable outside activities would be scaled back proportionately. For tenure-track faculty, the tenure clock would be slowed proportionately as well.

Harvard Business School - continued

Submitted by Valerie Porciello, Executive Director, Division of Research and Faculty Development

Based on guidelines in use since 2005, a policy for alternative residency arrangements was developed by a faculty advisory committee in 2008-09. The School seeks to support faculty who need to live away from the Boston area for a period of time because of family reasons. Faculty on alternative residency arrangements carry a full teaching load and receive full salary and research support. They typically are in residence at HBS full-time during their teaching term and away from the School with their family during the remaining months of the arrangement. Faculty receive a separate budget to facilitate travel between their home away from the Boston area and HBS. This support is provided to assist faculty in staying engaged with HBS colleagues and facilitates their participation in key unit and School-wide activities.

Harvard Medical School

Submitted by Maureen Connelly, Dean for Faculty Affairs and Joan Reede, Dean for Diversity and Community Partnership

Dean's Statement on Diversity

In the spring of 2010, Jeffrey S. Flier, Dean of the Faculty of Medicine and Carolyn Shields Walker Professor of Medicine, issued a statement to the entire community entitled "Fostering Diversity at Harvard Medical School." Dean Flier affirmed "In attracting the best and brightest minds, in training tomorrow's national and international leaders, and in setting standards of excellence in all that we do, HMS leaders, faculty, staff, and students must embrace the principles of equal opportunity and inclusion – and substantially increase our efforts to recruit, retain, nurture and promote those who represent the best of the world." Dean Flier went on to state that simply attracting diverse groups to our community will not be sufficient. Mentoring, training and attention to the pipeline are critical components to the success of all diversity efforts.

Recommendations of the Task Force on Faculty Development and Diversity

Since the spring of 2009, a Task Force chaired by Nancy Tarbell, Dean for Academic and Clinical Affairs and CC Wang Professor of Radiation Oncology, has been engaged in evaluating Harvard Medical School's efforts in support of faculty development and diversity. The result of the Task Force's efforts are being presented to the Dean this fall and include recommendations for increased communication across the Harvard Medical School community, greater support for mentoring and career counseling, critical review of search practices and development of training programs for search committees, and creation of a centralized infrastructure to support the School's development and diversity initiatives. With participation from more than 60 members representing the Harvard quadrangle, affiliated institutions and Dental School departments, the recommendations are embraced by a broad cross-section of the community. Plans for implementation are underway and one recommendation – an orientation session for new faculty – has already been introduced.

Office for Diversity and Community Partnership (ODCP)

ODCP and its Minority Faculty Development Program continue to promote the increased recruitment, retention and advancement of diverse faculty, particularly

URM faculty, at HMS. An example of an ODCP program aimed at leadership and career development is the three-day Faculty Development and Leadership Program, which in 2010 hosted close to 130 attendees. Now in its 6th year, this Program was designed for HMS junior minority health care professionals, particularly minority junior faculty, to address issues related to professional and career advancement in academic medicine and the public health arena, to engage health care professionals in leadership and health policy training and network building, and to expose minority health professionals, students, residents, staff and individuals from community agencies and organizations to health care issues impacting minority populations. ODCP also continues to sponsor two-year, non-degree Faculty Fellowship Programs for HMS junior faculty to enable them to pursue activities that promote their professional development. In addition, ODCP, in partnership with Harvard Catalyst, was recently granted an NIH Director's ARRA Pathfinder Award to Promote Diversity in the Scientific Workforce, "A Systems Approach to Advancing Workforce Inclusion and Diversity", to examine the institutional and environmental factors that impede and/or support the careers of clinical and research faculty, as well as how these factors impact an individual's career-related networks. Recognizing the potential differential effects of faculty development across the spectrum of faculty, this study will pay particular attention to the career progression of faculty who are traditionally underrepresented in academic medicine.

Joint Committee on the Status of Women (JCSW)

Over the past year, the JCSW, founded in 1973, has re-envisioned its structure and voted this summer to expand its membership to all Harvard affiliated faculty, staff, students and trainees with a commitment to addressing women's issues in our community. The Committee is currently planning a childcare summit to be held in January, 2011. Other topics the Committee is addressing include mentoring, faculty development and diversity, and flexible careers. The JCSW solicited and reviewed nominations for the Joseph B. Martin Dean's Award for the Advancement of Women Faculty and recommended that Dr. Joan Miller, Henry Willard Williams Professor of Ophthalmology at Massachusetts Eye and Ear Infirmary, receive the prestigious honor in 2010.

Harvard Medical School - continued

Submitted by Maureen Connelly, Dean for Faculty Affairs and Joan Reede, Dean for Diversity and Community Partnership

Harvard Catalyst | The Harvard Clinical and Translational Science Center

As part of its mission to advance clinical and translational research at Harvard, Harvard Catalyst nurtures the growth of junior investigators by providing educational and training opportunities, pilot funding for innovative multidisciplinary research, and technologies for connecting people to each other and to research resources across Harvard's 10 schools and 17 affiliated academic health care centers. Through its Program for Faculty Development and Diversity, Harvard Catalyst works closely with the Office for Diversity and Community Partnership.

Consortium of Harvard Affiliated Office for Faculty Development and Diversity (CHADD)

Representatives of the hospital-based offices that lead faculty development and diversity initiatives established the Consortium in 2007. The group meets 6 times a year with their HMS counterparts to share best practices and develop programs in support of faculty. The organization sponsors a course on mentorship each fall, co-sponsors leadership courses and other faculty development events at Harvard Medical School and has participated actively in the Faculty Development and Diversity Task Force.

Leadership Course for Physician Scientists

For the 8th year, HMS offered a three day course in leadership skills for junior faculty. The course is intended to provide training for those individuals in the early stages of leadership responsibility. A total of 59 faculty, 29 of whom were women, attended lectures on negotiation, finance, presentation skills, and personnel management.

Awards

In 2009-10, the Office for Faculty Affairs sponsored the 14th annual Eleanor and Miles Shore 50th Anniversary Scholars in Medicine Fellowship program. Eighty-one faculty members were recognized at a reception with Dean Flier. The Shore Fellowship program has provided more than \$18 million in 1 and 2 years grants to support faculty members' academic activities at a time in their careers when they

are also managing personal responsibilities such as raising children.

The Office for Diversity and Community Partnership sponsors three awards to recognize excellence in mentoring, community service work, and to raise the awareness and importance of diversity at HMS. The Excellence in Mentoring Awards, established in 1995, honor members of the HMS and HSDM faculty who have been exemplary mentors. Nominations are submitted by medical and dental faculty, trainees and students. To date, 122 HMS/HSDM faculty have been recipients of the award. The Community Service Award, established in 1999, recognizes faculty, trainees, staff and students, who have made outstanding personal efforts by serving the local, national, or international community. There have been 73 awards given to date to faculty, trainees, students and staff. The Diversity Award for faculty and staff serves as a vehicle to raise the awareness and importance of diversity at HMS, and to honor those who demonstrate a significant commitment to creating an inclusive environment and the delivery of concrete outcomes. Since its inception in 1999, there have been 29 Diversity Awards presented to faculty and staff.

Each year several foundations invite HMS junior faculty members and postdocs to apply for their fellowships and grants, which serve as critical funding at the early stages of a research career. Interested investigators must first apply internally through the HMS Foundation Funds, managed by the Office for Academic and Clinical Affairs, and a committee selects the final candidates to submit applications to the foundations. Up to 35 awards totaling \$25 million are available to postdoctoral fellows, instructors, assistant professors and associate professors through this program annually.

Harvard School of Public Health

Submitted by Michael J. Grusby, Senior Associate Dean for Academic Affairs and Diversity

Faculty Diversity

HSPH is pleased to report excellent progress in recruiting and promoting women faculty during the past academic year (2009–2010). Two joined the faculty as assistant professors and one as a tenured professor. Four women were promoted to associate professor. Also during this period, the school recruited six additional women who have now joined the current year's cohort of new faculty, one as professor of the practice, two as associate professors, and three as assistant professors.

In addition, as a result of renewed efforts by the school's senior administration, HSPH can report gains in recruiting underrepresented minority faculty. The HSPH Office of Diversity has been re-organized under Senior Associate Dean for Academic Affairs and Diversity Michael Grusby, to strengthen oversight and better align resources. Dean Grusby has partnered with department chairs to identify potential targets of opportunity, and then proactively engage in the recruitment of new underrepresented minority faculty. As a result, Cassandra Okechukwu, an African-American, was successfully recruited into Society, Human Development, and Health (SHDH). The Department of Nutrition is in the process of finalizing the recruitment of a second minority faculty member, who is Latino, and has a third promising minority faculty candidate identified in an ongoing search.

The Yerby Visiting Scholar Program has also found renewed momentum. In this academic year, two scholars will each spend a semester at the school, where they will serve as role models and mentors and facilitate pipeline efforts; potentially, and where appropriate, they may also be possible future recruits. We are pleased to welcome Allison Aiello, associate professor of epidemiology, University of Michigan School of Public Health, as a visiting scholar in the Department of Epidemiology this fall. In spring 2011, Dr. Lauren Smith, medical director, Massachusetts Department of Public Health, will be a visiting scholar in SHDH.

The Yerby Postdoctoral Fellowship Program, which offers focused mentoring by senior faculty to promising young scholars underrepresented in public health, received a record number of applications (fifty-two) for this academic year and

accepted three new fellows into the current year's program. Of twenty-one fellows who have completed the program since 2000, two have held faculty appointments at HSPH, and sixteen currently hold faculty positions at U.S. universities, including the University of Washington, Duke, and New York University. In addition, outreach to Yerby Postdoctoral Fellow alumni continues with invitations to return to HSPH to speak about how their participation in the fellowship program altered their career trajectory and prepared them for expanded leadership roles in public health.

Finally, a reinvigorated Faculty Ambassador Program to engage with historically black colleges and other universities with significant underrepresented populations will serve to attract and cultivate talent as well as expand networks and pipelines. Also, a mentoring program pairing local minority alumni with current students is being launched to provide focused individualized support. Finally, we would like to note that the American Mathematical Society recognized the Biostatistics Summer Program in Quantitative Sciences in 2010 as one of two programs in the country "That Make a Difference."

Faculty Development

In addition to its recruitments, both for ladder faculty positions and for the Yerby Postdoctoral Fellowship Program, the school renewed and energized its efforts to improve the support provided to faculty and postdoctoral fellows. In 2009–2010, HSPH adopted schoolwide standards for mentoring. These guidelines require regular meetings of junior faculty with their department chairs and mentors to assess progress and update work plans. The Office of Faculty Affairs monitors the effectiveness of these processes via required documentation of meetings, surveys, and one-on-one interviews.

Both junior faculty members and postdoctoral fellows also receive career development opportunities on a schoolwide basis. Last year, as they have since 2000, new junior faculty participated in a required year-long group orientation/mentoring program, comprising monthly meetings with faculty members and senior administrators, focusing on subjects relating to research (e.g., human subjects, authorship, grant writing), teaching (e.g., planning a new course, mentoring students), and general academic professional development

Harvard School of Public Health - continued

Submitted by Michael J. Grusby, Senior Associate Dean for Academic Affairs and Diversity

(e.g., balancing and prioritizing the responsibilities of a faculty member, critical factors in advancing to tenure). To help junior faculty improve the quality of their teaching, the school's Office for Educational Programs sponsored a series of seminars on various aspects of teaching and course planning. The dean's office supported three junior faculty sabbaticals. Under the auspices of the associate dean for research, HSPH faculty members received guidance on funding sources, support for external review and editing of grant applications and publications, and individual counseling. The Office of Faculty Affairs continued to improve its program of workshops for postdoctoral fellows to foster the skills necessary for them to become competitive applicants for faculty positions.

Finally, through the work of the HSPH Committee on the Concerns of Women Faculty (CCWF), the school has also proactively addressed equity concerns of our junior faculty. Last year CCWF completed updates to its analyses of search outcomes and promotion decisions. In addition, the school continued its commitment to improving work/life balance for faculty and staff by recruiting a highly qualified work/life liaison to replace the previous holder of the position. The work/life liaison meets with short-listed candidates in faculty searches and is an important resource for faculty and postdoctoral fellows on child care and other employee assistance programs. The new work/life liaison will continue to organize seminars on a range of practical topics (e.g., financial planning, legal issues, elder care, home buying).

Harvard Law School

Submitted by Catherine Claypoole Associate Dean for Academic Affairs and Chief of Staff

Harvard Law School actively seeks out women candidates and candidates of racial and ethnic minority groups for recruitment to the faculty. We are proud that after the first year of Martha Minow's deanship, three new professors joined the faculty: two tenured women, one of whom is African-American, and one tenure-track Asian-American man. It is vital to our mission of teaching, research, and service that the diversity of the faculty continue to increase in terms of backgrounds, points of view, and connections with worlds and fields of law study and practice. The Law School will continue to work creatively to broaden the pool of candidates from which it hires faculty and to provide a nurturing environment in which tenure-track faculty and aspiring scholars of all backgrounds can succeed.

Faculty Appointments

The hiring of women faculty and faculty members of color is a priority for the Law School's appointments committees. In 2009-10, the School's Lateral Appointments Committee brought six tenured professor appointment recommendations to the faculty, all of which were approved. Of these six appointments, one-third are women who are racial or ethnic minorities. The faculty also approved two tenure-track assistant professor appointments: one for an Asian-American man and one for a woman. In addition, the faculty voted a well-known scholar of Native American law, who is an enrolled member of an Indian tribe, a five-year visiting professorship, which has been accepted.

Faculty Development

In 2009-10, the Lateral Appointments Committee recommended two assistant professors for promotion, and the faculty voted in favor of both promotions. One of those promoted is a woman. To support assistant professors in their scholarly development and teaching, the Law School ensures that tenure-track faculty are closely mentored by two to three senior faculty colleagues, who regularly review and comment on scholarship and teaching. Junior faculty are given an opportunity to present their work at faculty workshops, at least once, often twice, during their five-year tenure-track appointments. They often collaborate with senior faculty on course teaching and development. All junior faculty receive teaching relief in their

first year of teaching; a full semester's leave from teaching at full pay; and a research budget each year. Junior faculty participate fully in the Law School's governance: they are regularly invited to serve on important Law School committees and they guide school-wide curricular initiatives. Several junior faculty have been given the opportunity to direct or co-direct major research centers at the Law School, setting the centers' research agendas and future direction. The junior faculty have formed a lunch group workshop that by all counts is an effective and gratifying source of intellectual and emotional support.

To nurture the School's intellectual environment, faculty workshops this past year were expanded to include colloquia with presenters outside traditional legal fields. In addition, the Dean hosted several dinners for faculty with shared academic and curricular interests at which new ideas for course development and programs were discussed. The Dean also has charged two faculty members to lead innovative pedagogical initiatives for faculty and students, through both smaller-scale experiments and broader proposals for School-wide undertakings.

Faculty Pipeline

Faculty from other schools generally spend a semester or year visiting the Law School before being considered for a tenured appointment; thus, the Law School's visiting faculty pool reflects in large part the School's tenured faculty hiring possibilities. The visiting professor pool in 2009-10 included 30% women and 18% faculty of racial and ethnic minorities. It is expected that several of these faculty members will be considered for offers within the next few years.

The Law School also recently created five-year visiting professor positions, which allow faculty unable to move currently for professional or personal reasons to join the Law School faculty for one semester each year over a five-year term. The Law School has three visiting professors with five-year terms, one of whom is a woman and one of whom is a member of a racial minority.

Harvard Law School - continued

Submitted by Catherine Claypoole Associate Dean for Academic Affairs and Chief of Staff

In the past academic year we have continued work to improve our orientation. The Law School sponsors several fellowships that support aspiring new law teachers and scholars and aim to increase diversity in the law teaching candidate pool. The programs give fellows a stipend; an office on campus; access to all Harvard Law School library and research resources; access to faculty workshops where Law School faculty, visiting faculty, and other invited scholars present works in progress; and additional opportunities for mentoring and interaction. Several fellows each year teach seminars in the upper-level curriculum. The largest of the fellowship programs is the Climenko program, which has 13 fellows each year. In 2009-10, five women and eight men, one of Hispanic descent, held Climenko fellowships. Two women and three men were offered fellowships beginning in fall 2010, and a third woman is returning from a one-year hiatus to finish the second year of the fellowship. The Law School usually hosts about ten additional academic fellows. In 2009-10, three of the fellows were members of racial or ethnic minorities and four were women. Fellows in these programs have been placed in top schools throughout the country, including on the Harvard Law School's faculty. In addition, the School runs a summer academic fellowship program for Harvard Law School JD, LLM, and SJD students, and recent graduates. This program – which pairs students and graduates with members of the faculty – provides fellows with a wide array of academic support, including access to library resources, and financial support to enable them to focus on producing publishable work in anticipation of entering the academic teaching market in a few years.

Harvard Kennedy School of Government

Submitted by Suzanne J. Cooper, Associate Academic Dean

In the past academic year we have continued work to improve our orientation for and support of new faculty. We now run a New Faculty Institute that introduces new faculty to the administrative and teaching environment and support services at the School. This multi-day seminar includes panels with experienced HKS faculty, as well as newer faculty who can give a perspective closer to the one new faculty will experience. New faculty also have the opportunity to do “practice teaching” in an informal environment and get feedback before facing a real class. In addition there are panels on how to use course assistants and teaching fellows effectively, as well as a number of other topics. The New Faculty Institute is a collaborative effort of the Office of the Associate Academic Dean, as well as the SLATE (Strengthen Learning and Teaching Excellence) program at the School.

SLATE continues to provide teaching support services for all faculty, both new and experienced, throughout the year. There are seminars on a range of topics related to teaching, including seminars to learn about teaching with cases. Faculty can also choose to work individually with our Director of Professional Pedagogy. All these efforts together are intended to promote faculty development at HKS.

In addition, Area Chairs connect with new faculty and all report on all ladder faculty and lecturers in their area each spring to the Faculty Steering Committee. These are not formal reviews of their publications, but rather a check-in to be sure they are connecting with other faculty around the School, and particularly Senior Faculty. We have also instituted a feedback mechanism to Assistant Professors by having an informal review done by two tenured faculty members at the end of their second year as Assistant Professors. The review for promotion to Associate Professor occurs during the 4th year, so this gives relatively new Assistant Professors the opportunity to get focused feedback and advice from tenured faculty in their area. This is meant to supplement, but not replace, the more regular contact that junior faculty have with senior faculty. In addition, areas generally meet twice per semester, giving all faculty in a particular area a chance to interact over questions of school strategy and policy, as well as curriculum.

In addition, we continue to give new full-time faculty a one-course reduction in teaching load in their first year, and junior faculty a semester off at some point during their time as Assistant Professors, to carve out additional time for their research.

Graduate School of Design

Submitted by Patricia Roberts, Executive Dean

Although the GSD, like the other schools at Harvard, has had to rethink its priorities, faculty hiring remains as one of the most important. A goal of nine senior appointments within three years was set at the end of academic year 2007-08. To date, three tenured professors, one tenured professor in practice and two term professors (Professors in Residence) have been appointed. The three full professor appointments (two department chairs, the other a Hispanic woman) were to departments that had been in need of leadership and participation from additional senior faculty, where it is expected that these hires will have a major impact. Three additional senior faculty searches are in progress. The two Professors in Residence have added new dimensions to the school's offerings in theory and criticism and to the new concentration Art, Design and the Public Domain. Junior faculty hiring continues, as does the hiring of visitors, albeit at a reduced level, to fill in missing dimensions in the pedagogy. With the planned expansion of two current degree programs and the creation of a concentration in sustainability and one in ecology, the assessment of faculty hiring needs is ongoing. Meanwhile, adjustments to faculty promotion and hiring policies are under review.

Another goal has been to increase the diversity of the faculty. A committee under the auspices of the "Dean's Diversity Initiative" has been very active in 2009-10. Their list of African American potential candidates for the full spectrum of possible appointments or other involvement with the school has been very useful: as regular tenure-track faculty; as adjunct or visiting design critics and lecturers; as one-time jurors for studio reviews, a process that provides exposure to many practitioners and academics in the field; and as participants in our lecture series. The hiring of an African American to teach in the architecture core studio sequence in fall 2009 was a direct result of this committee's efforts. A second goal of the group is to increase the number of underrepresented minorities in the student population, and thus in the pipeline for future academic appointments. One immediate result is a 91% increase in the number of new African American students. Student conferences on diversity, summer programs for high school students, scholarships for underrepresented minorities to the six-week Career Discovery program, support of minority student organizations, and support for students to attend professional conferences

are all part of these efforts. Additionally, the school is very involved in the upcoming conference in Boston of the National Association of Minority Architects. We are sponsoring an event at the school, and a number of faculty and staff are presenting papers or serving on panels at the conference.

Issues related to faculty workload continue to arise, as does the question of how best to involve faculty in an advisory capacity in the various research and outreach programs of the school. The Research Advancement Initiative is in its preliminary stages, and combines the research interests of faculty, thesis students and doctoral students. Support for junior faculty research continues with an annual research and development grant to each assistant and associate professor, and a competitive program, Dean's Research Grants for Junior Faculty. Senior faculty review proposals and advise applicants on proposal writing and research directions.

The newly created position of Associate Dean for Academic Affairs provided support to the Dean. The Associate Dean has chaired initiatives such as the development of an undergraduate concentration in architecture. He also helped implement a junior faculty mentoring program. It stresses the importance of clarity and transparency in promotion policies and the need for junior faculty to get clear advice on pursuing their research and scholarship and feedback on the likelihood of promotion.

Harvard Graduate School of Education

Submitted by Daphne Layton, Senior Associate Dean for Academic Affairs

HGSE's activities related to faculty development and diversity in 2009-10 were largely focused on our current faculty, since we did not engage in any faculty recruitment last year.

In Spring 2010, the HGSE faculty adopted a new policy and model for faculty workload that better accommodates our evolving mission as a professional school and addresses weaknesses in our current system. The new system, which went into effect for 2010-11, supports the differing profiles, stages, and work patterns of faculty careers while at the same time supporting the School's multi-dimensional mission, needs, and financial model; improves the equity and transparency of the School's workload model; provides greater flexibility and choice to individual faculty; and aligns with criteria for renewal, promotion, and tenure.

The Faculty Appointments Committee recommended, and the Senior Faculty approved, new policies on the appointment, renewal and promotion of non-ladder faculty (Lecturers, Senior Lecturers, and Professors of Practice). The revised policies establish more clear and consistent processes and criteria for appointment actions and clarify expectations for roles and responsibilities.

Under the auspices of our Committee on Curriculum and Instruction, the School launched an initiative called "Opening Doors to Colleagues," seeking to encourage conversations about teaching through class visits by colleagues to colleagues. These visits are meant to increase familiarity with one another's courses, teaching styles, and students. Participation is completely voluntary and non-evaluative. Almost half the core faculty of the School "opened their doors."

The Dean's Advisory Committee on Equity and Diversity (DACED) was made a standing committee of the School and organized several initiatives. Within a small number of master's programs, the Committee focused on defining program-specific competencies regarding diversity, and developing program-level reviews of curricular content related to multiple dimensions of diversity. DACED also worked to deepen the faculty's "cultural competency" and capacity for engaging productively in sensitive conversations related to diversity. For example, the Com-

mittee developed a set of 10 case scenarios that can serve as guides to discussions of a variety of topics related to race, immigration, ethnicity, sexuality, gender, transgender issues, class, and disability. These were piloted at a full faculty meeting in which the faculty met in "talking circles." DACED will build on this work by planning a series of additional activities for this year's faculty meetings.

Harvard Divinity School

Submitted by Karin Grundler-Whitacre, Assistant Dean for Academic Administration and Chief of Staff

The Harvard Divinity School undertook five tenure-track searches in 2008-09, and three of the finalists of those searches started to work at HDS in 2010.

Aisha M. Beliso-De Jesús does research on Santería practitioners. Her dissertation, “Becoming Santería: A Transnational Study of Cultural Politics, Media and Religion in Cuba and the United States,” examines the interrelated cultural politics by which Santería and Ifá religious practices are reinvented, circulated, and transformed through transnational processes, travel, tourism, consumption, and media between the United States and Cuba. For nearly 16 years, she has been active in numerous community service efforts and is a frequent public speaker, advocating education and nonviolence for youth. Some of her areas of teaching and research include: Africana and the African Diaspora; anthropology of the Caribbean and Latin America; postcolonial theory; studies and ethnography of the Internet; and commodification of culture.

Mayra Rivera Rivera, has served since 2006 as Assistant Professor of Theology at the Pacific School of Religion in Berkeley, California. She also advises doctoral students of the Graduate Theological Union—a consortium of graduate theological seminaries and centers located in the San Francisco Bay area. She is a 2005 PhD graduate of Drew University in theology and religious studies—with a secondary concentration in women’s studies. Rivera Rivera is a transdisciplinary Latina theologian whose scholarship focuses on the intersections between feminist theory and cultural studies. Before entering theological studies, she earned a bachelor of science degree in chemical engineering from the University of Puerto Rico at Mayagüez and worked in the engineering field in Puerto Rico for more than a decade. From 2003 to 2005 she served as a consultation participant for the program “Reading and Teaching the Bible as Asian, Black, and Latino/a Scholars in the United States,” funded by the Wabash Center. Her book, *The Touch of Transcendence: A Postcolonial Theology of God* (Westminster John Knox Press, 2007), explores the relationship between God’s otherness and interhuman difference, and presents a compelling example of how her scholarship engages theological constructs to find new ways to transfigure metaphors, bodies, and the space between bodies to affect dominant knowledge and power.

Jonathan L. Walton, assistant professor of African American Religions, is a social ethicist and African American religious studies scholar. Formerly an assistant professor of religious studies at the University of California, Riverside, Walton earned his PhD in religion and society from Princeton Theological Seminary. He also holds a master of divinity degree from Princeton Theological Seminary as well as a BA in political science from Morehouse College in Atlanta. His research addresses the intersections of religion, politics, and media culture. Drawing on British cultural studies, Walton explores the interrelationship between the media used by African American evangelists and the theologies thereby conveyed. He argues for forms of theological innovation within the productions of black religious broadcasting that are enabled—perhaps even generated—by the media that evangelists use, and he asks what the implications are for the study of African American religions when one attends to these particular forms of religious and theological expression. His first book, *Watch This! The Ethics and Aesthetics of Black Televangelism* (NYU Press, 2009), is an important contribution to the study of American religion.

Faculty Promotions and Reappointments

During 2009-2010 two Professors of the Practice—Cheryl A. Giles, Francis Greenwood Peabody Professor of the Practice in Pastoral Care and Counseling, and Beverley M. Kienzle, John H. Morison Professor of the Practice in Latin and Romance Languages, Lecturer on Medieval Christianity, and Faculty Director of Language Studies—underwent review and were extended for three-year terms. A third term appointee, Diane L. Moore, Professor of the Practice in Religious Studies and Education and Director of the Program in Religious Studies and Education, had her contract extended one year. All three re-appointment terms begin in July 2011, at the end of their current five-year terms.

Faculty Retirements

In the fall of 2009, the long and distinguished careers and services of emeritus research professors Harvey Cox and Paul Hanson were celebrated with due festivities, speeches, and academic programs.

Harvard Divinity School - continued

Submitted by Karin Grundler-Whitacre, Assistant Dean for Academic Administration and Chief of Staff

The school also marked with celebration and an academic conference the retirement of Professor of the Practice David Little. All three retired as of June 30, 2009.

In June, 2010, Donald K. Swearer, CSWR director and Distinguished Visiting Professor of Buddhist Studies, and François Bovon, Frothingham Professor of the History of Religion, retired. The former's retirement was marked by a celebratory series of panels on topics significant to the CSWR, and the latter's by his own valedictory lecture.

Donald K. Swearer was the director of the CSWR and Distinguished Visiting Professor of Buddhist Studies from July, 2004, until his retirement in June, 2010. Before coming to HDS, Swearer was the Charles and Harriet Cox McDowell Professor of Religion at Swarthmore, where he had taught since 1970. In 2000-01, he was at HDS as the Hershey Visiting Professor of Buddhist Studies. At the Divinity School Swearer taught courses in Buddhism in Southeast Asia, Buddhist social ethics, comparative religious ethics, Buddhism and ecology, and Buddhist-Christian dialogue. His recent monographs include: *Becoming the Buddha: The Ritual of Image Consecration in Thailand* (Princeton University Press, 2004); *Sacred Mountains of Northern Thailand and Their Legends* (Silkworm Books, 2004); and *The Buddhist World of Southeast Asia* (2nd ed., State University of New York Press, 2010). He continues as research professor.

François Bovon was a professor from 1967 to 1993 at the University of Geneva, in its Divinity School, which was founded by John Calvin in 1559. He was dean there from 1976 to 1979, and is still an honorary professor of the University of Geneva. He began teaching New Testament and early Christian literature at Harvard in 1993, and was chair of the New Testament Department from 1993 to 1998, and again in 2001-02. In recent years he has developed his teaching and research in two directions: the exegesis of New Testament texts, particularly the Gospel of Luke, and the publication and interpretation of non-canonical Acts of the Apostles, particularly the Acts of Philip, legends on Stephen, the first Christian martyr, and apocryphal fragments. His critical commentary on Luke, in four volumes, has

been completed in German and French. Spanish and Italian will soon follow. The first volume in English appeared in the "Hermeneia" series, published by Fortress Press, in 2002. The second and the third, published together, appeared in Italian in 2007. His critical edition of the Acts of Philip, done in collaboration with Bertrand Bouvier and Frédéric Amsler, was published as volume 11 in the Corpus Christianorum: Series Apocryphorum by Brepols in 1999. His book *The Last Days of Jesus* was published in 2006, and a Spanish translation appeared in 2007.

Prof. Bovon concluded his distinguished career at HDS by delivering the Ingersoll Lecture last December. He will continue at HDS as research professor.