

Harvard University

Office of the Senior Vice Provost

Faculty Development & Diversity

Annual Report 2009

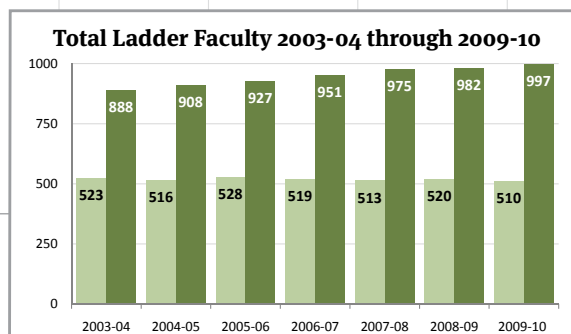
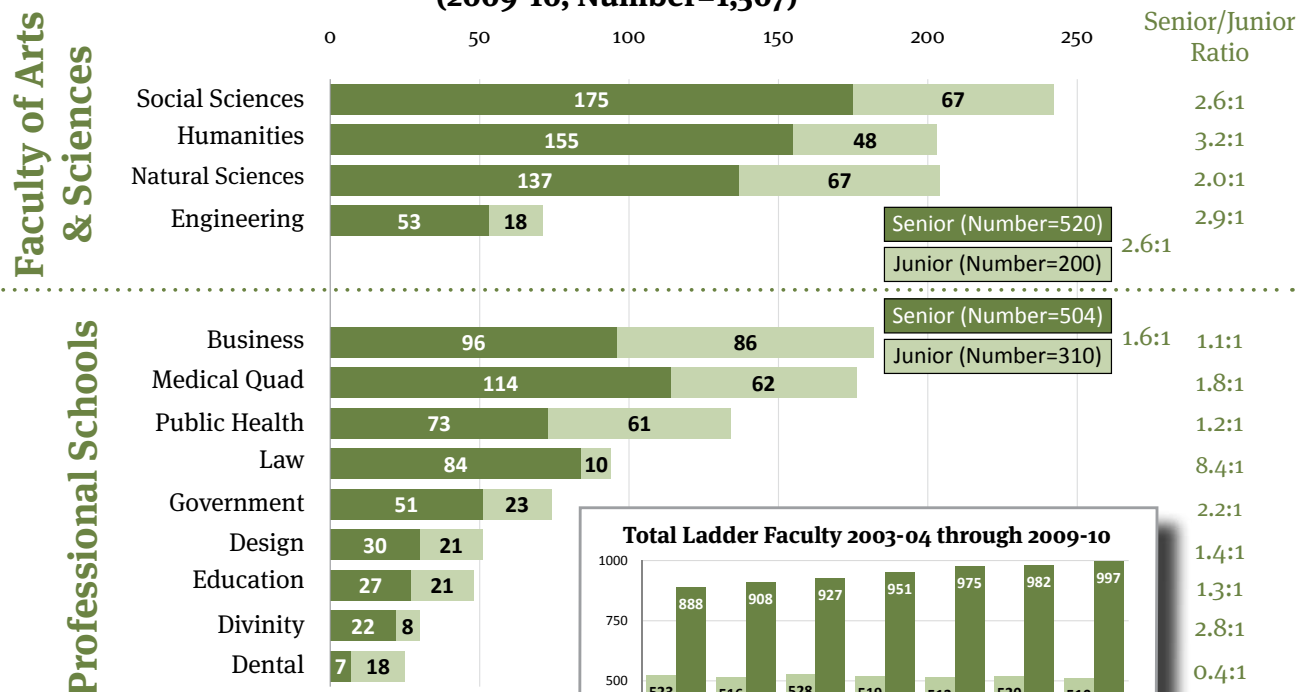


HARVARD UNIVERSITY | Office of the Senior Vice Provost

Faculty Development & Diversity

Harvard Faculty Composition

Number of Ladder Faculty by School and Rank (2009-10, Number=1,507)



Harvard currently has 1,507 assistant, associate, and full professors, up 96 (7%) from six years ago. All of the increase in faculty size during this period has been in the senior ranks, from 888 in 2003-04 to 997 in 2009-10. At present, approximately two-thirds (66%) of the ladder faculty are full professors and the remaining third (34%) are junior faculty (assistant and associate professors).

Faculty size varies tremendously across the ten Harvard Schools: FAS comprises nearly half the total (47%) with the remaining half (53%) serving in one of the 9 Professional Schools.

Senior/Junior ratios, which have important implications for faculty development and mentoring, also vary across the University. In FAS, the average ratio is 2.6 senior faculty for every junior faculty member (from a high of 3.2 in Humanities to a low of 2.0 in the Natural Sciences). In the Professional Schools, the ratios are generally lower, with an average of 1.6 senior faculty for every junior faculty member.

Hospital-Based Ladder Faculty

Approximately 7,800 (754 senior, 7,039 junior) faculty are employed by one of the 18 Harvard affiliated hospitals (five times as many as are employed by the University itself). But unlike the rest of the University, where there are generally 1, 2, or 3 senior faculty members for each junior faculty member, the Senior/Junior ratio at the hospitals is reversed, with approximately 10 junior faculty members per senior faculty member.

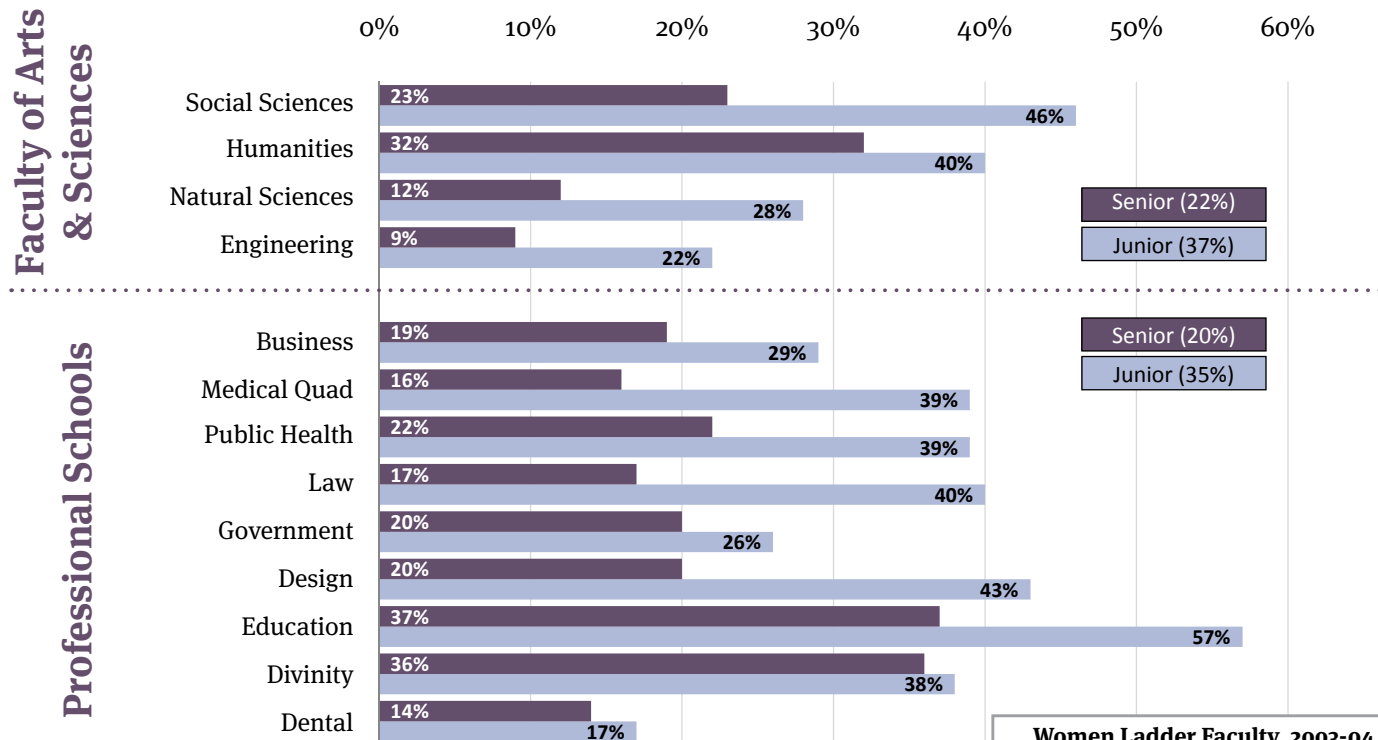
NOTES FOR ALL DATA

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003-09.

Ladder Faculty at the University comprise full-time professors, associate professors, assistant professors, and convertible instructors. Ladder faculty at the Affiliates comprise full-time professors, associate professors, assistant professors, instructors, and clinical faculty. Though ladder faculty may have multiple appointments across the Schools, we count each only once at the University level. However, such faculty are counted once in each of their Schools at the School level.

Harvard Faculty Diversity

Percentage of Women Ladder Faculty by School and Rank (2009-10, Number=395, 26%)



Just over one-quarter (26%) of the Harvard faculty are female, an all-time high, up 55 individuals, or 16%, from six years ago. Nearly all of this increase in the number of women during this period has been in the senior ranks, from 163 in 2003-04 to 212 in 2009-10 (a 30% increase).

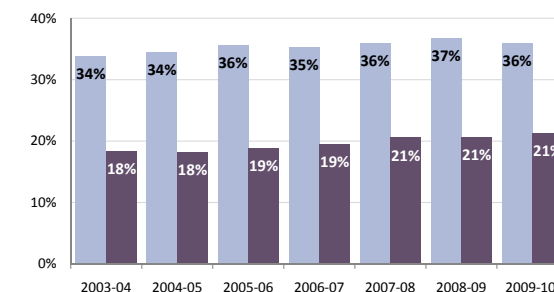
The percentage of women varies tremendously by rank and field. Overall, women comprise 36% of the junior faculty (assistant and associate professors) and only 21% of the full professors.

In the junior ranks, the percentage of women is now 40% or higher in many Harvard Schools and FAS Divisions: Education (57%), FAS Social Sciences (46%), Design (43%), FAS Humanities (40%), and Law (40%); Public Health (39%), the Medical Quad (39%), and Divinity (38%) are very close. Even in the Business School (29%), FAS Natural Sciences (28%), Government (26%), and Engineering (22%) the percentages of women, while substantially lower, are near an all-time high.

In the senior ranks, the percentage of women has increased steadily over time, now exceeding 21% for the first time. This percentage varies

tremendously across the ten Harvard Schools (and FAS Divisions). The percentage is especially low in Engineering (9%), FAS Natural Sciences (12%), Dental (14%), and the Medical Quad (16%).

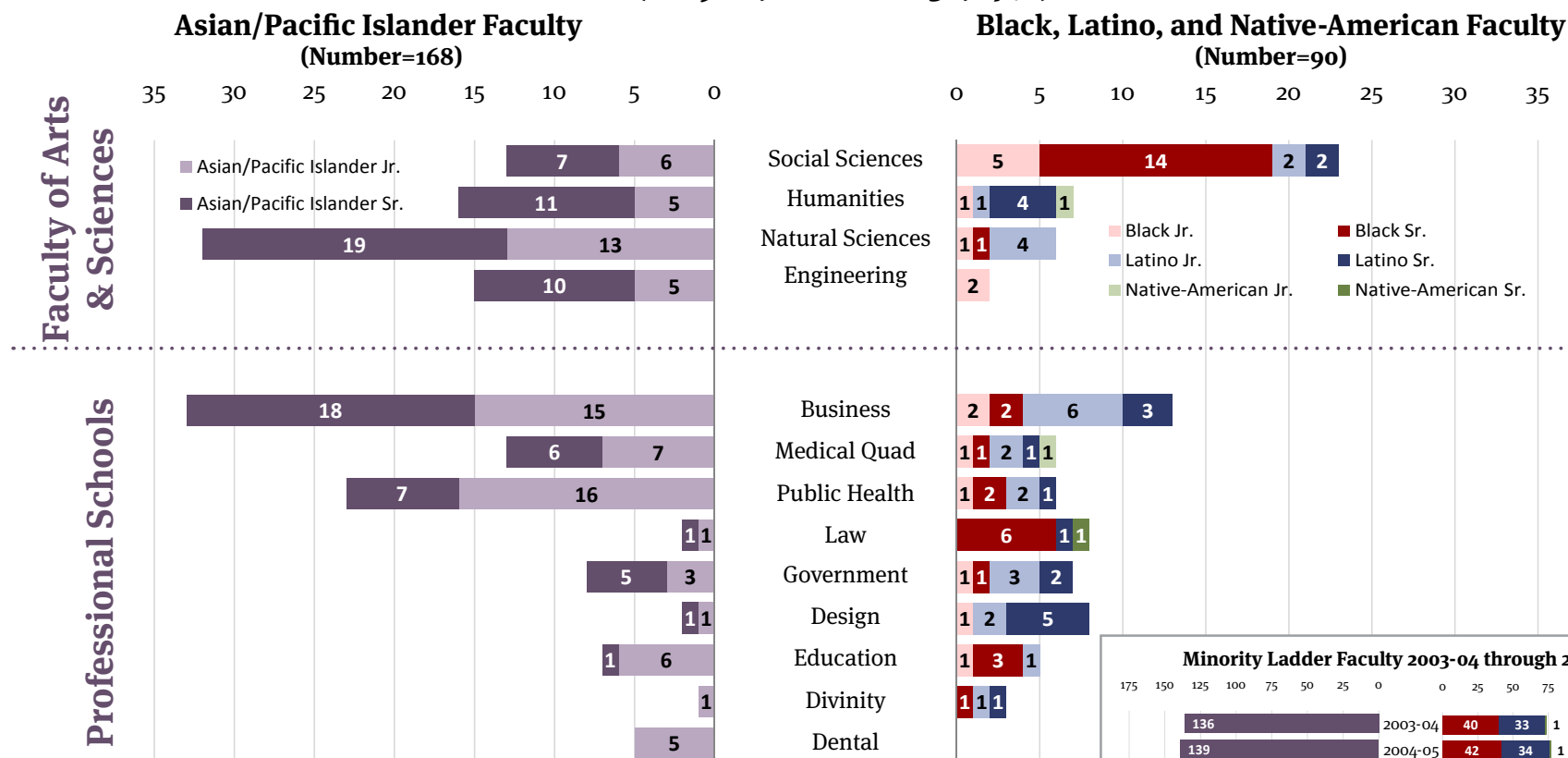
Women Ladder Faculty 2003-04 through 2009-10



Hospital-Based Ladder Faculty

Approximately 3,100 women faculty are employed by one of the 18 Harvard affiliated hospitals (nearly 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.

Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10, Number=258, 17%)



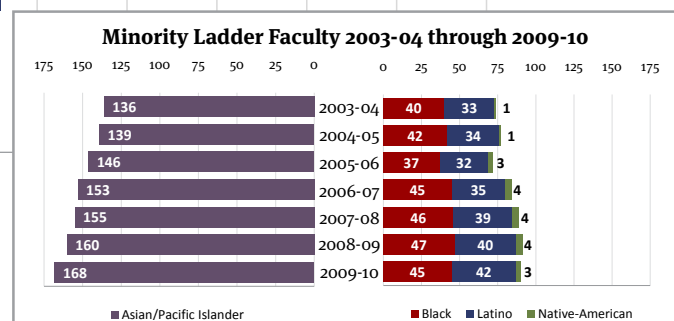
Approximately 17% of the Harvard faculty are minorities, an all-time high, up 48 individuals, or 23%, from six years ago. Two-thirds of the increase during this period has been in the number of Asian/Pacific Islander faculty, from 136 in 2003-04 to 168 in 2009-10. During this same period, the number of Black faculty increased by 5, the number of Latino faculty increased by 9, and the number of Native American faculty increased by 2.

At present, approximately two-thirds (65%) of the minority faculty are Asian/Pacific Islanders. They are particularly well represented in Business (33), FAS Natural Sciences (32), and Public Health (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%, 16% and 1% of the minority faculty respectively. As a fraction of the entire faculty, these percentages are just 3%, 3% and 0.2%. 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). Across the University, there are 27 "1"s, 10 "2"s, and 4 "3"s. Only in FAS Social Sciences are there more than 20 underrepresented minorities (due in large part to the department of African and African-American Studies).

FD&D is committed to providing detailed longitudinal data for Harvard faculty on a School by School basis in order to

highlight key 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, detailed information regarding FD&D programmatic initiatives, and individual School reports highlighting accomplishments made toward advancing faculty development and diversity at the School level.



Hospital-Based Ladder Faculty

Approximately 1,800 minority faculty are employed by one of the 18 Harvard affiliated hospitals (nearly 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: 147 Blacks, 232 Latinos, and 15 Native-Americans.

Faculty Mentoring

The Office of Faculty Development and Diversity (FD&D) works in coordination with all of Harvard's Schools to develop University-wide initiatives for faculty. FD&D also coordinates a series of faculty development programs to promote intra-faculty mentoring and to support faculty growth and development.

In 2008-09, FD&D launched a University-wide Faculty Mentoring Initiative, with generous funding from the Committee for the Equality of Women at Harvard (CEWH). The initiative provides mentorship training and resources, and fosters a culture of mentoring and networking for pre-tenure faculty, with a particular focus on the needs of women and other underrepresented groups. The program's first year featured a comprehensive review of mentoring literature and a needs assessment identifying the particular mentoring concerns of Harvard's pre-tenure faculty. Information from these activities informed FD&D planning around mentoring-related activities and resources. FD&D is currently developing mentoring guidelines and other on-line resources to assist faculty with mentoring questions.

In 2008-09, FD&D hosted a series of faculty mentoring and development activities, including the following:

- **New Faculty Institute** — a unique opportunity, early in the academic year, for new faculty members from across the University to meet one another and hear about the Harvard faculty experience from more senior colleagues.
- **An Overview of Mentoring in the Academy by Carol Muller** — a presentation by the former CEO and President of MentorNet.
- **Junior Faculty Lunches with Senior Vice Provost Judith D. Singer** — a forum for junior faculty to ask questions and discuss concerns.
- **Media Training** — a resource for faculty to learn how to work with the media in communicating about their research.
- **Bok Center Players Performance and Interactive Discussion on Mentoring** — resources on how to become an effective mentor and/or mentee.



Photo courtesy of the Harvard Gazette.

Enrichment Activities

Last year FD&D hosted several events designed to introduce faculty to Harvard's museums and science facilities, and to provide opportunities for faculty from across the University to get to know one another.

- **Making Connections: A Special Evening for Harvard Faculty** — The program at the Sackler Art Museum included a showing of "Re-View," an exhibition displaying works from the Harvard Art Museum's three collections, displayed together for the first time. Distinguished faculty from several disciplines each discussed a piece from the collection that resonated with their own scholarship and research.
- **Connecting Worlds: A Night at the Peabody** — The program included a unique behind-the-scenes tour of the Peabody Museum's collections, including Digging Veritas (the new exhibit on artifacts from the continuing excavation of Harvard Yard); the Daguerreotype Conservation Project; and guided tours through collections with Peabody Museum staff and faculty experts, as well as a special performance by Harvard's Ballet Folklórico de Aztlán.
- **Connecting with the A.R.T.: A Meet & Greet with Diane Paulus** — This event introduced faculty to Diane Paulus, the new artistic director at the American Repertory Theatre. The program included an introduction of the 2009-10 season, sneak previews, behind-the-scenes tours, and conversations with actors, directors, and faculty.

The Office of Faculty Development and Diversity 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.

Childcare Programs

Harvard University is committed to establishing effective policies and providing benefits and services to help faculty achieve their career goals while meeting their family responsibilities. Access to affordable, high-quality childcare is essential to successful faculty performance. As a major regional employer and as a world-class institution, the University is committed to investing meaningful resources towards — and demonstrating executive leadership in — addressing the childcare challenges of its faculty.

- **Ladder ACCESS** — The Ladder ACCESS program, begun in January 2009, is designed to help ladder faculty meet their family care-giving 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. The program is administered through Harvard University's Office of Work/Life Resources. In 2009, the Ladder ACCESS Program awarded a total of \$745,000 to 55 faculty members.
- **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. Since its inception in 2007, the program has provided nearly \$1.5 million in funding to 37 faculty at five Harvard schools. In 2009-10 applications for the REGs program will be accepted twice per year.
- **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. Since its inception in 2007, the program has provided over \$100,000 in funding for 114 faculty from six Harvard schools. Applications for the DCF are accepted on a rolling basis.
- **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.

Pipeline Programs

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. We highlight two of our programs below.

- **Leadership Alliance/Summer Research Opportunities at Harvard (SROH)** — The SROH program is in its second year. The program was created by the Office of Faculty Development and Diversity in close partnership with Harvard faculty and the Leadership Alliance Consortium. The SROH is an eight-week program, 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 Harvard College Program for Research in Science and Engineering (PRISE)** — The PRISE program was created at the recommendation of the 2005 Task Force on Women in Science and Engineering (WISE) to establish a stimulating, collegial, and diverse

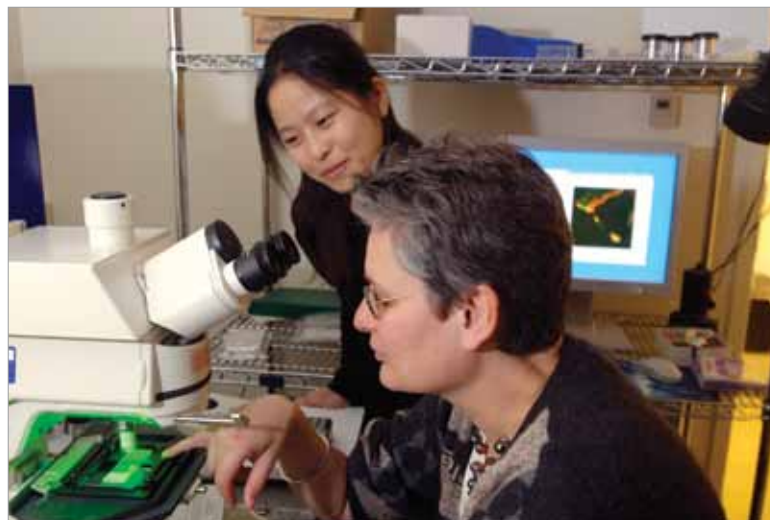


Photo courtesy of the Harvard Gazette.

residential community for Harvard undergraduates engaged in summer research in life science, physical science, applied science, mathematics, and engineering. This 10-week program is for students working with Harvard faculty in relevant academic departments and research centers in the Faculty of Arts and Sciences, as well as program directors and principal investigators at the Harvard Medical School, the School of Public Health, affiliated research institutes and hospitals, and other academic units throughout the University. For the first three years, the program was funded and administered by the Provost's Office. Administrative and fiscal oversight of PRISE was transferred to Harvard College starting in 2009.

The Office of 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 oversees:

- **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

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

Holyoke Center, Suite 880
1350 Massachusetts Avenue
Cambridge, MA 02138

(617) 495-9143 (p) • (617) 495-7694 (f)
fdd@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, and 37 (including Harvard) submitted data for academic year 2008.

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.

The data in this report are based on November 1, 2008 snapshots

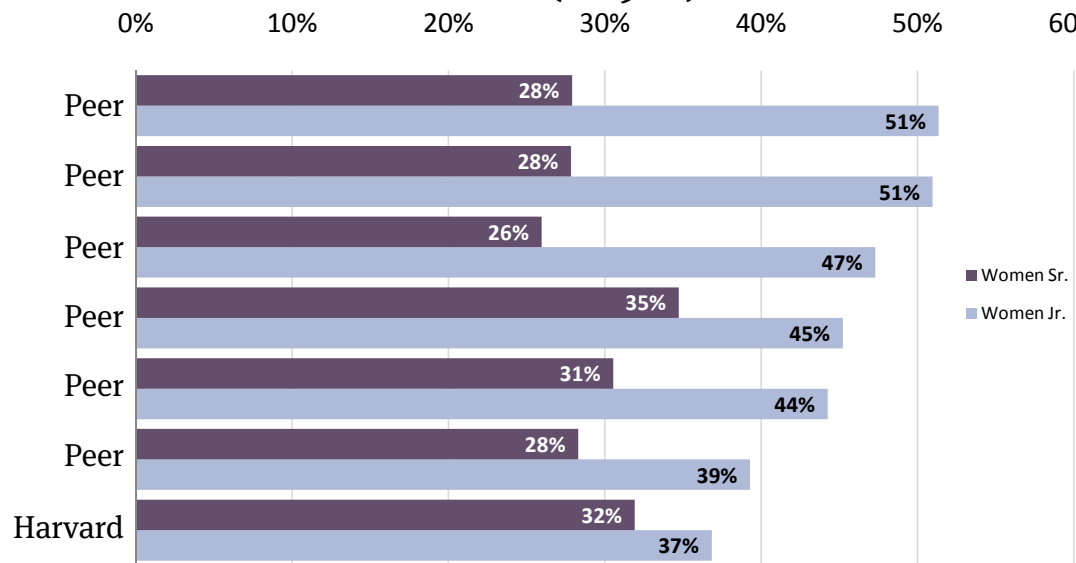
and are limited to paid, primary appointments as specified by the IPEDS EAP survey. Because of the snapshot date and IPEDS criteria, the Harvard figures submitted to the AAUDE faculty profiles exchange item will be slightly different from the Harvard figures that appear in other sections of the FD&D annual report.

Another important distinction is that Associate Professors at all other schools and Assistant Professors at some other schools are tenured, whereas only Professors are tenured at Harvard. For the purposes of the Peer Comparison charts Junior Faculty include Assistants and Associates and Senior Faculty include Professors.

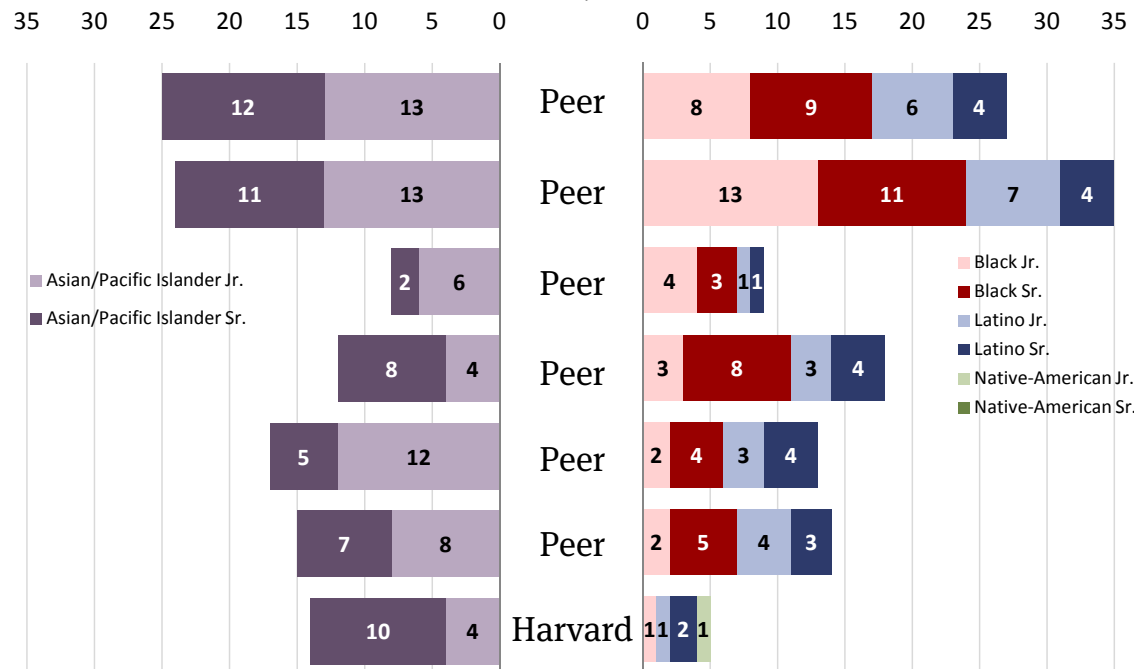
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



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

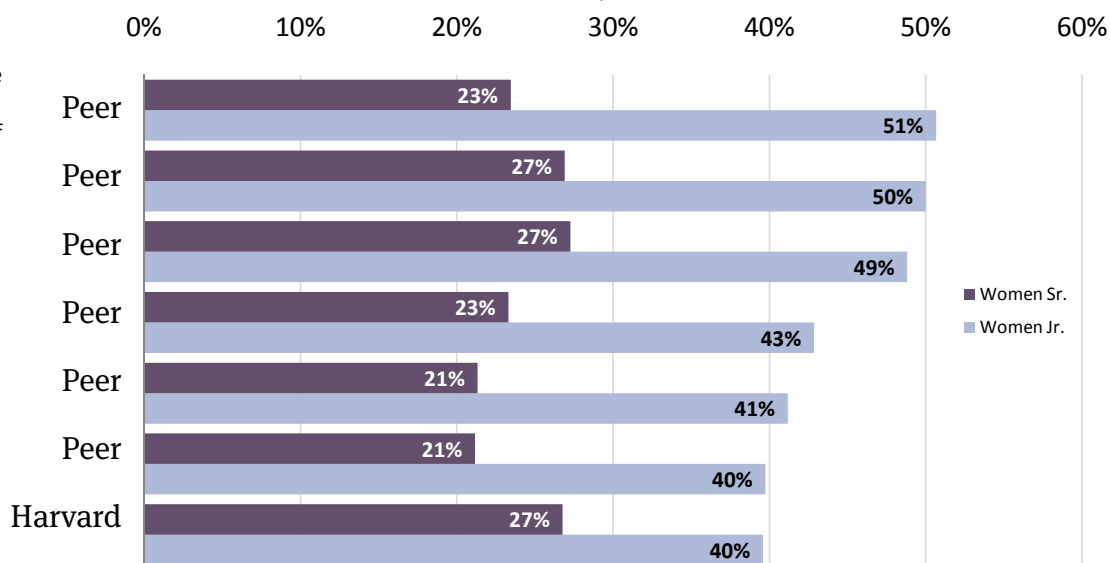
* Data from peer institutions is masked to protect their privacy.

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

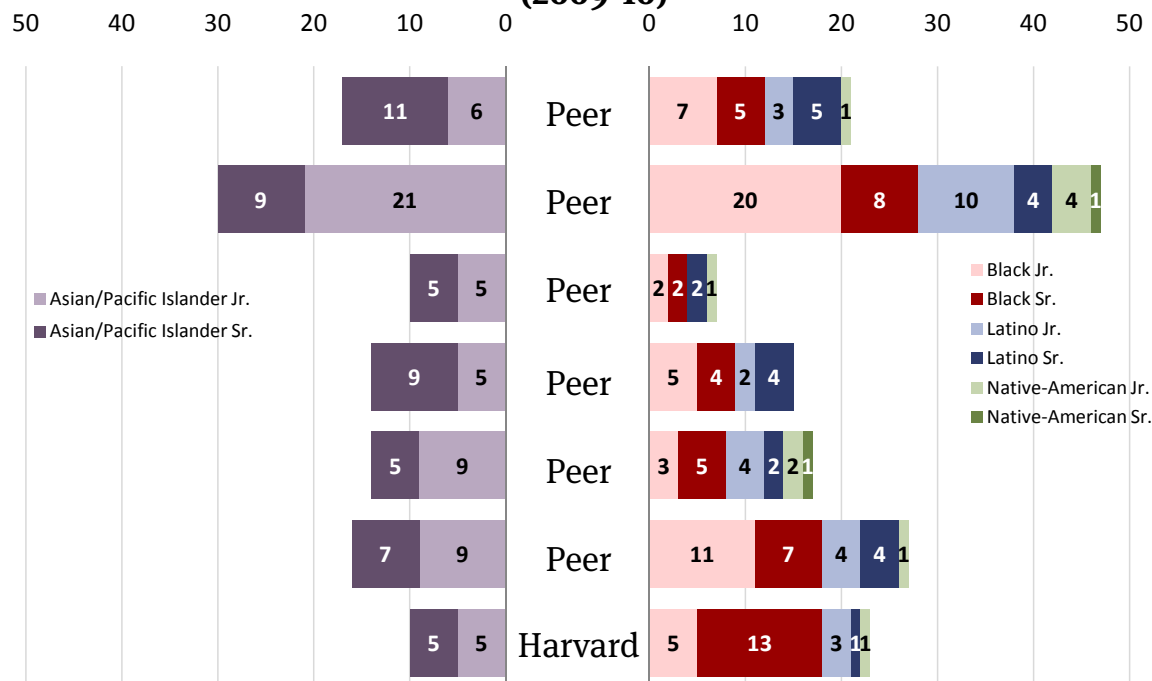
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



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



Peer Schools Represented*:

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

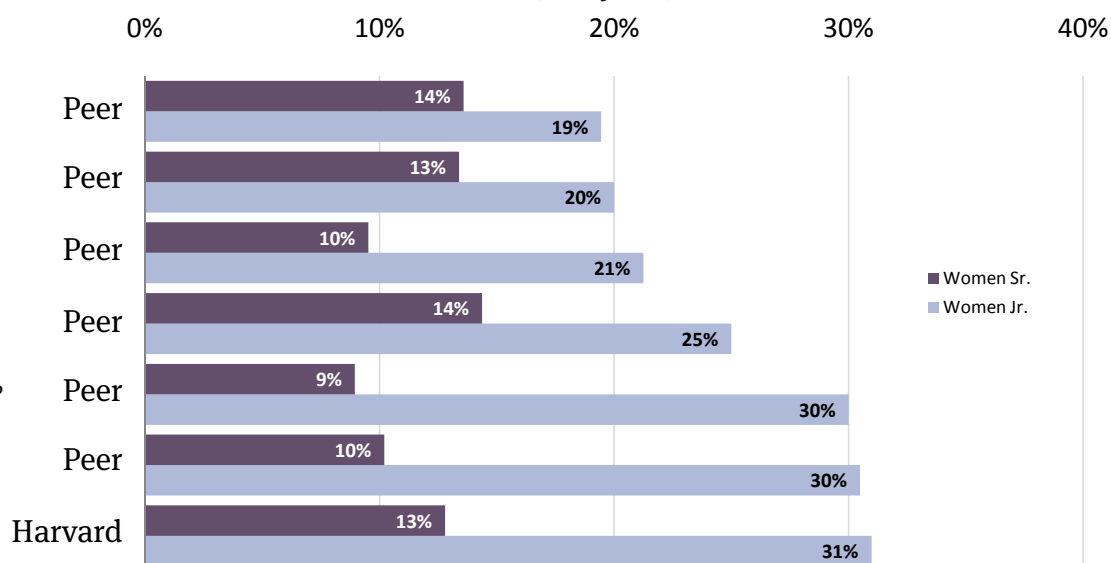
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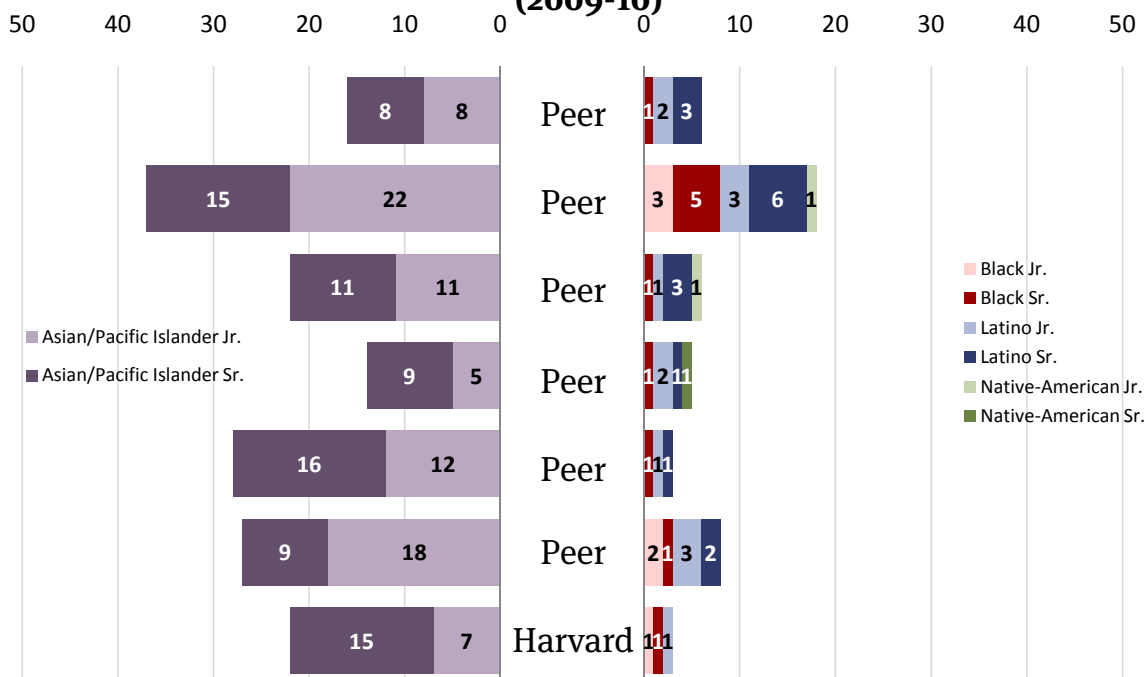
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



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



Peer Schools Represented*:

Columbia University
Harvard University
Massachusetts Institute of Technology
Princeton University
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University of Michigan
Yale University

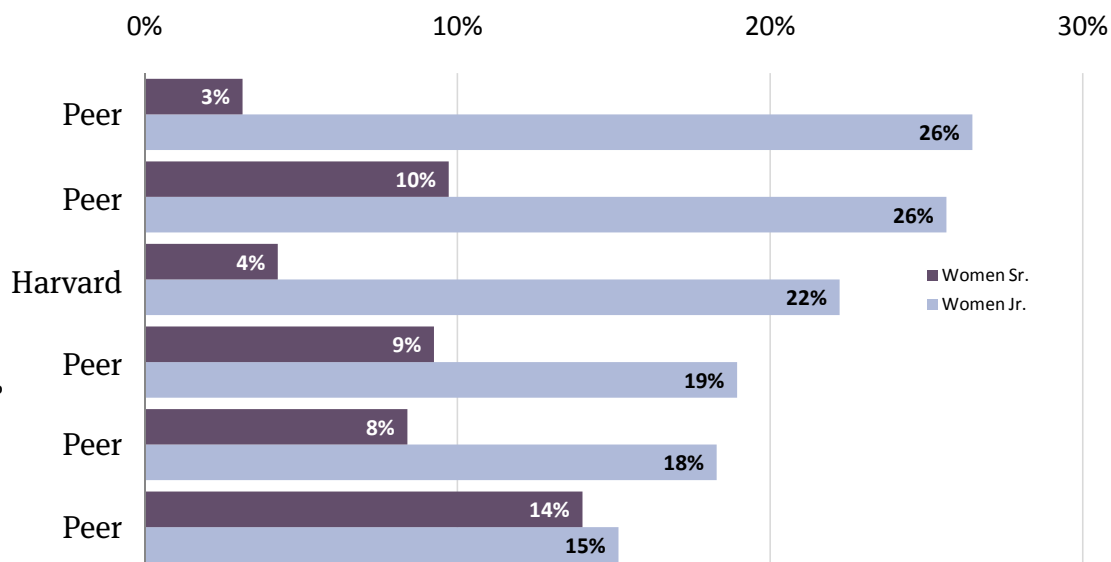
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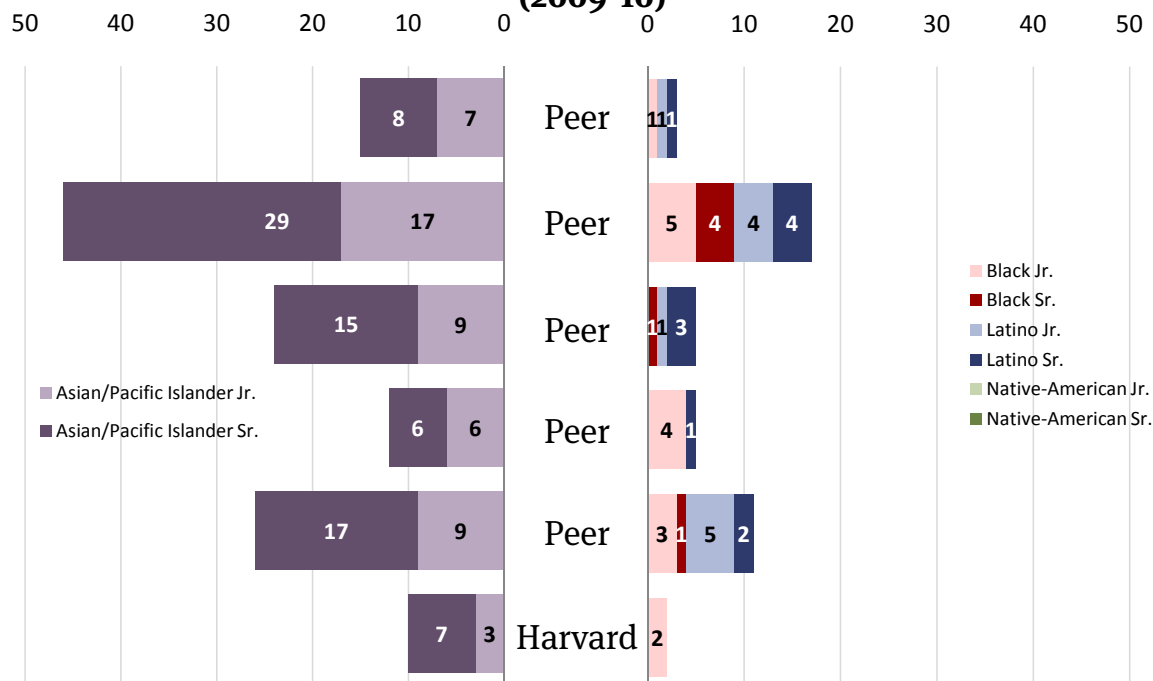
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Percentage of Women Ladder Faculty by School and Rank (2009-10)



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



Peer Schools Represented*:

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

Peer Schools with NO AAUDE data:

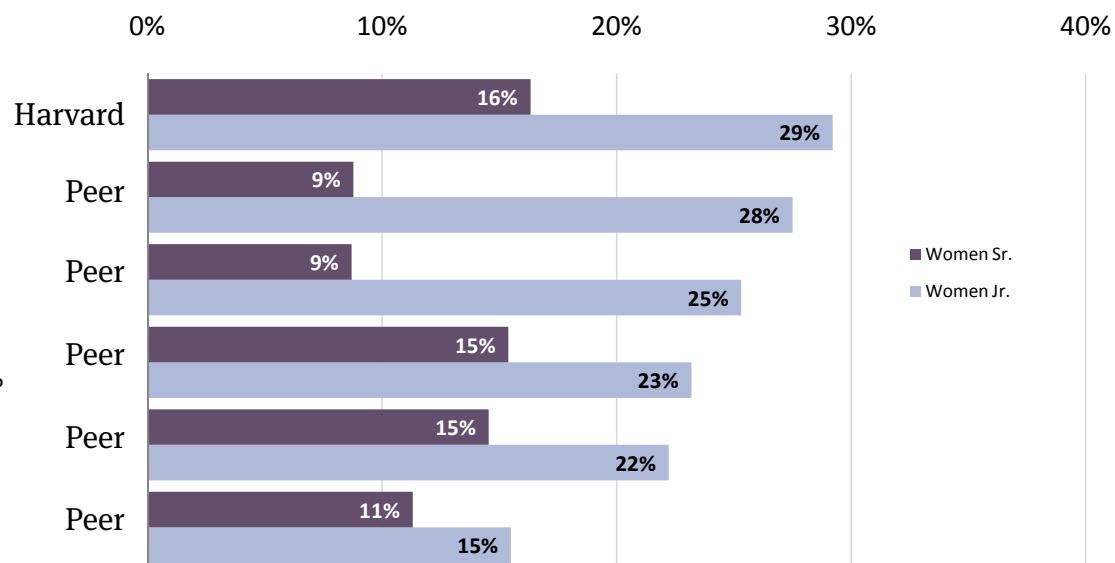
California Institute of Technology

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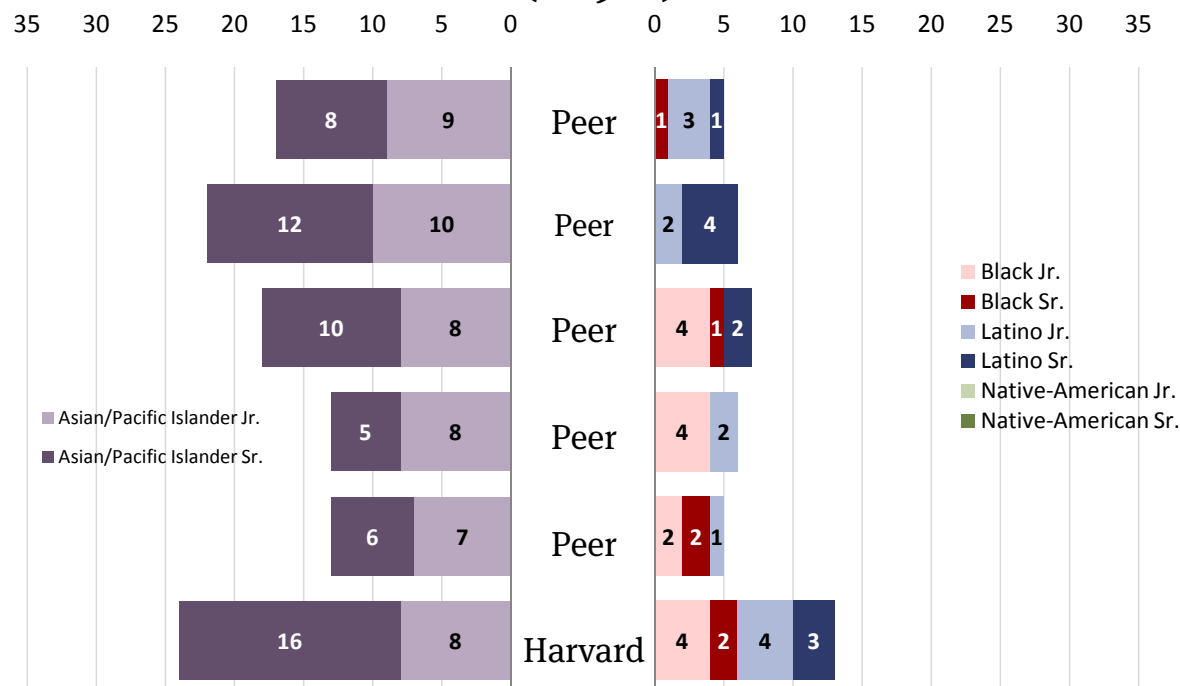
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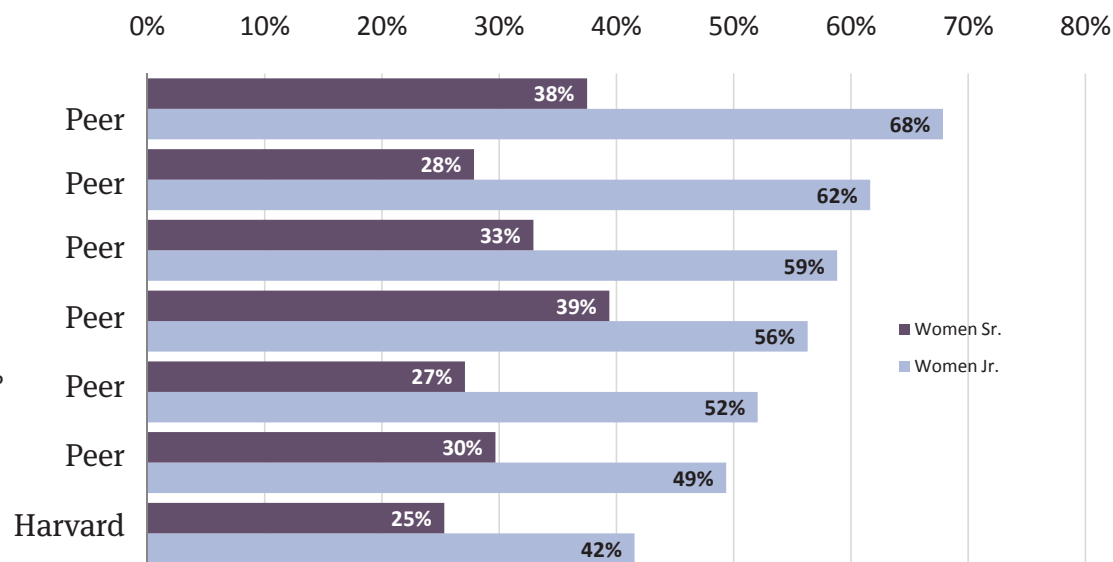
Columbia University
Harvard University
Northwestern University
Stanford University
University of Chicago
University of Pennsylvania

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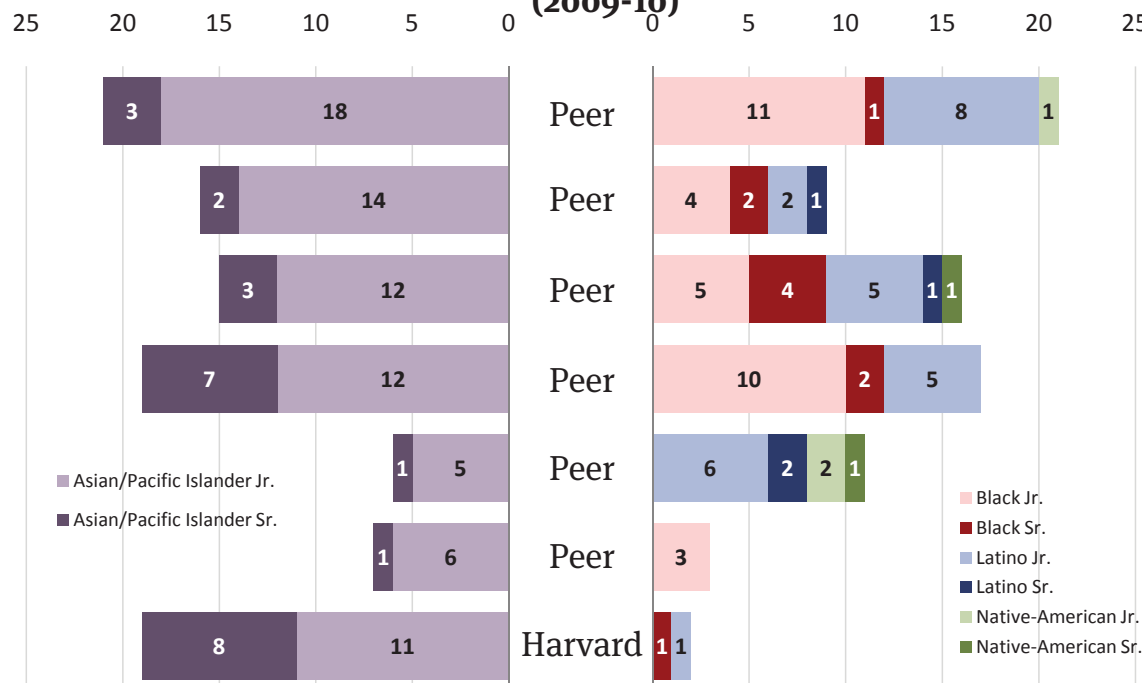
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Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2009-10)



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:

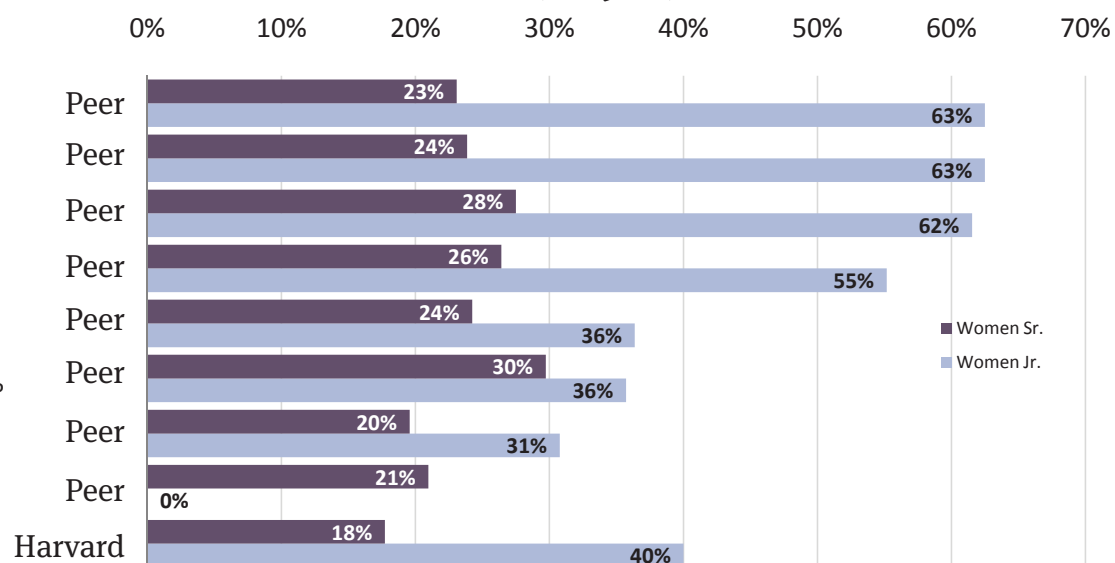
Johns Hopkins University

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

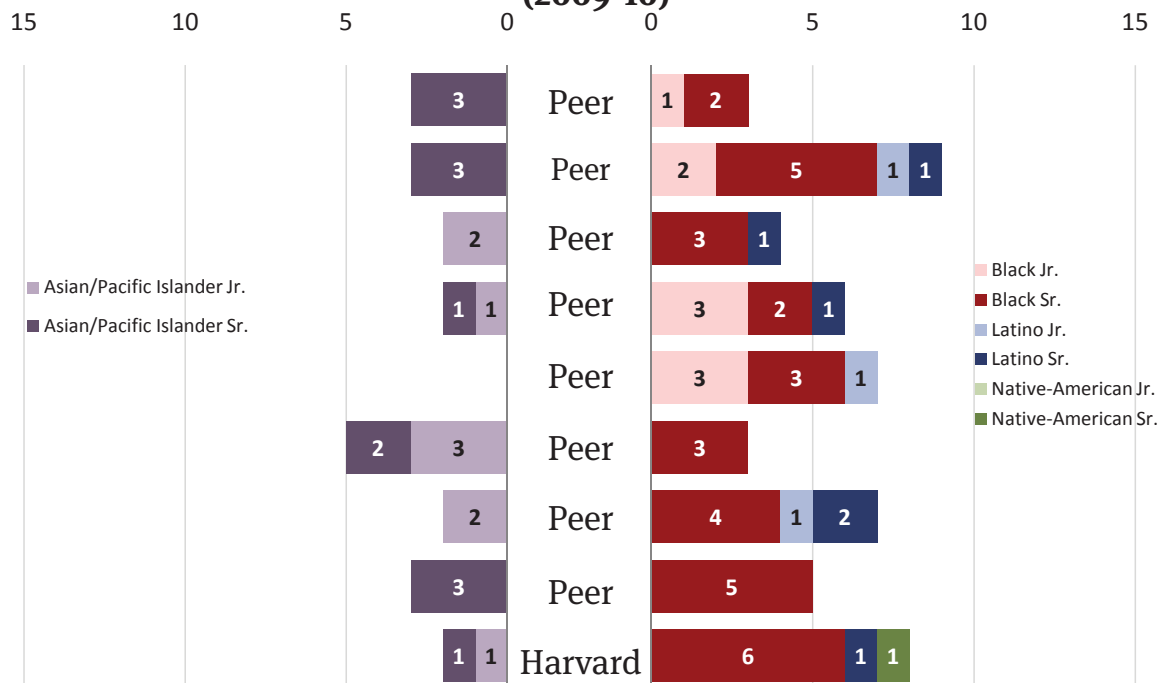
The following figures compare the demographic composition of the Harvard faculty with that of peer institutions for both junior and senior faculty. Each Harvard School selected its own peer comparison group based on the data that is available through the Association of American Universities Data Exchange (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, and 37 (including Harvard) submitted data for academic year 2008.

The data in this report are based on November 1, 2008 snapshots and are limited to paid, primary appointments as specified by the IPEDS EAP survey. Because of the snapshot date and IPEDS criteria, the Harvard figures submitted to the AAUDE faculty profiles exchange item will be slightly different from the Harvard figures that appear in other sections of the FD&D annual report. Please refer to the Peer Comparisons - Notes for more information.

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
Cornell University - Endowed College
Harvard University
Northwestern University
Stanford University
University of Michigan
University of Pennsylvania
University of Chicago
Yale University

Peer Schools with NO AAUDE data:

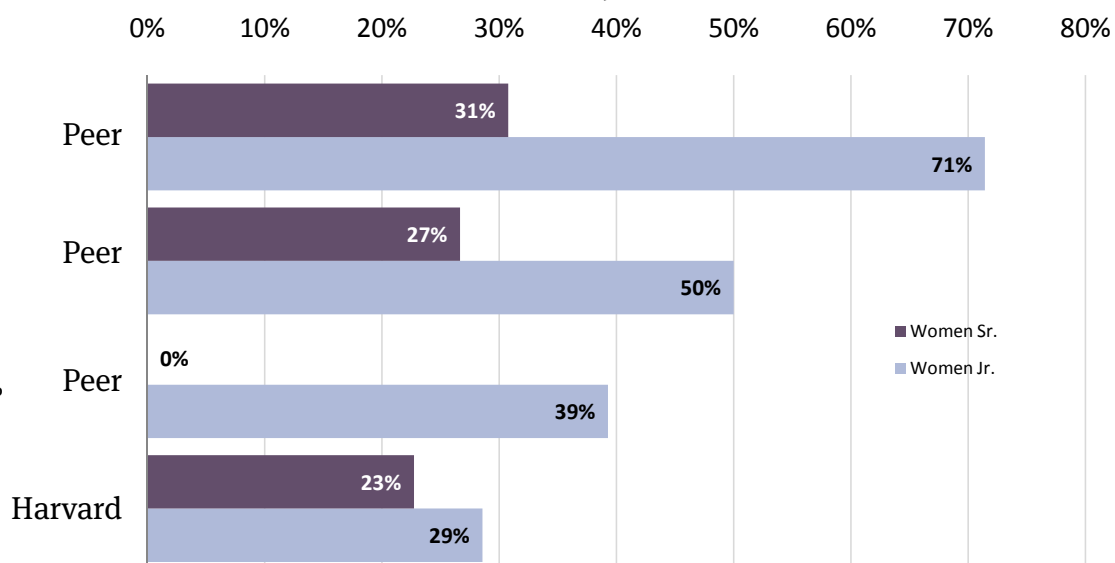
Duke University

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

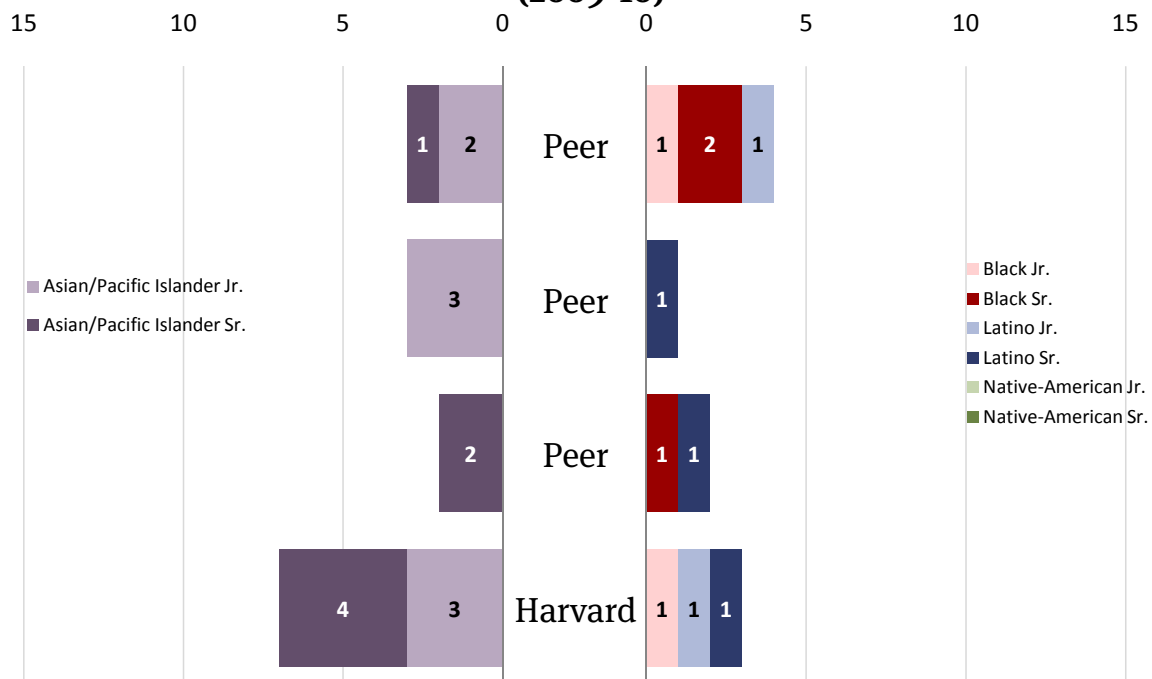
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The data in this report are based on November 1, 2008 snapshots and are limited to paid, primary appointments as specified by the IPEDS EAP survey. Because of the snapshot date and IPEDS criteria, the Harvard figures submitted to the AAUDE faculty profiles exchange item will be slightly different from the Harvard figures that appear in other sections of the FD&D annual report. Please refer to the Peer Comparisons - Notes for more information.

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
Harvard University
Princeton University
University of Michigan

Peer Schools with NO AAUDE data:

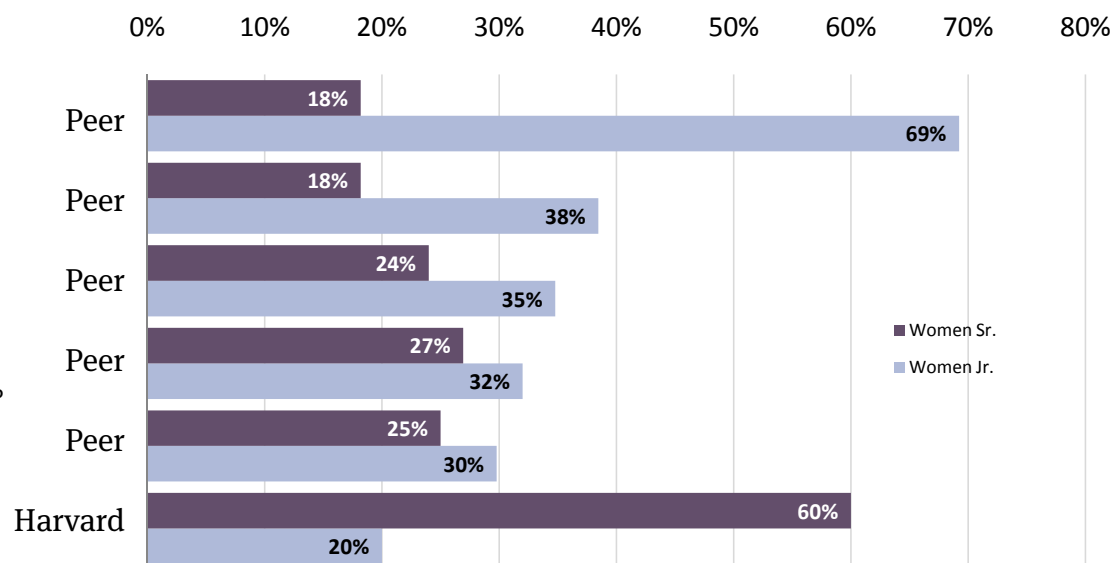
University of California, Berkeley

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

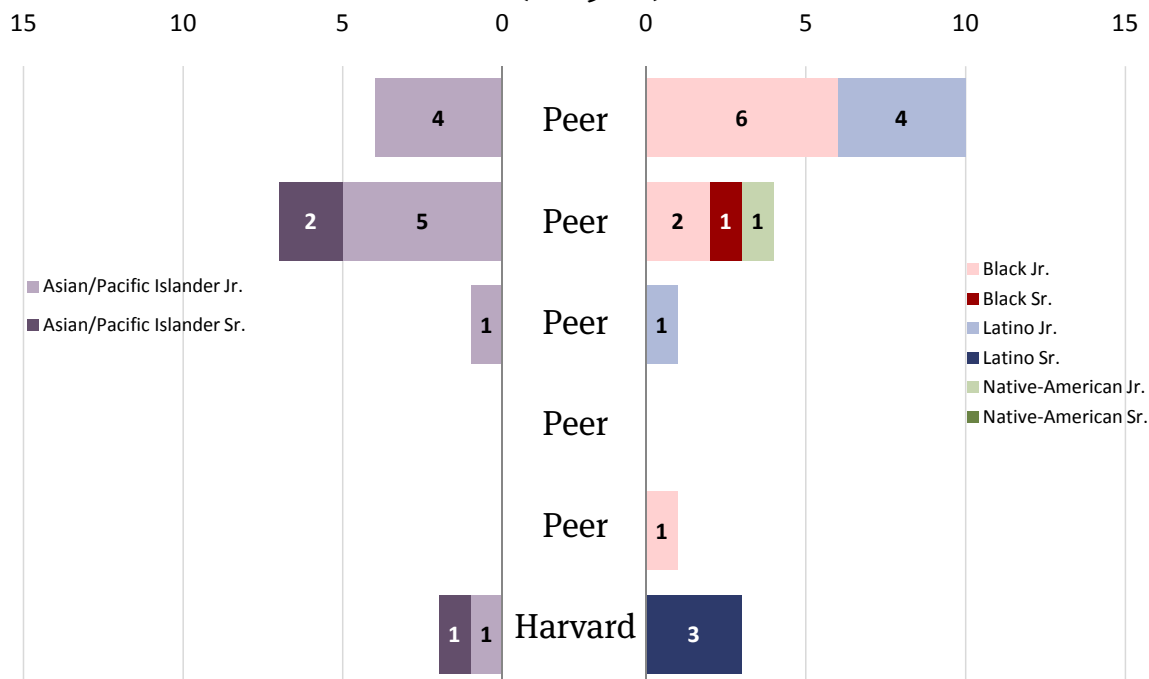
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The data in this report are based on November 1, 2008 snapshots and are limited to paid, primary appointments as specified by the IPEDS EAP survey. Because of the snapshot date and IPEDS criteria, the Harvard figures submitted to the AAUDE faculty profiles exchange item will be slightly different from the Harvard figures that appear in other sections of the FD&D annual report. Please refer to the Peer Comparisons - Notes for more information.

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
University of Pennsylvania
Princeton University
Yale University

Peer Schools with NO AAUDE data:

University of California, Berkeley
University of Virginia

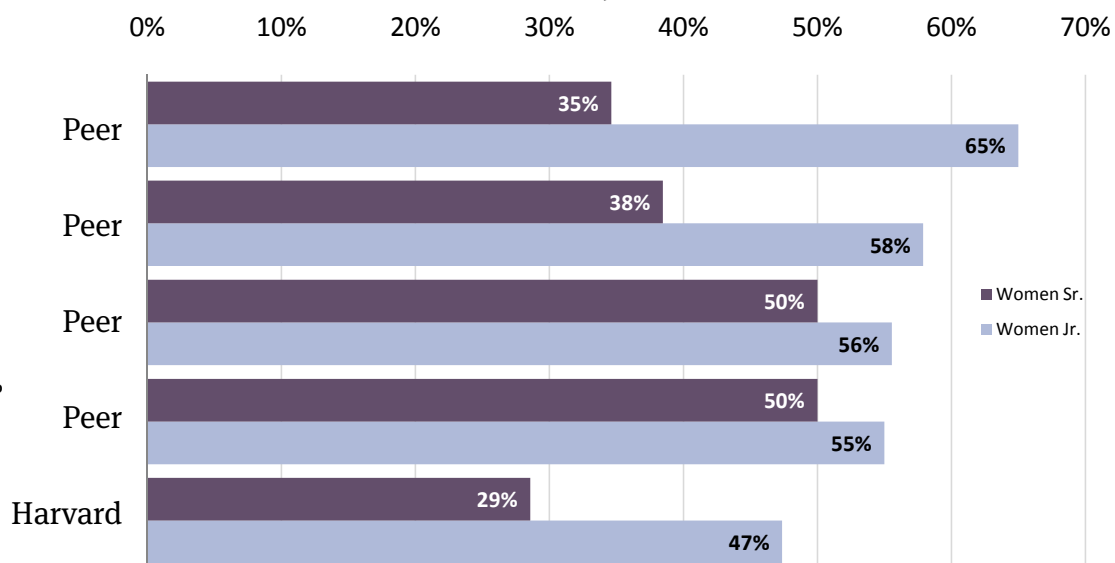
* Data from peer institutions is masked to protect their privacy.

** Professors of Practice are considered Non-Ladder Faculty in all Schools except Design, where they are grouped with Ladder Faculty. Adjunct Assistants and Adjunct Associates at the Design School are also considered Ladder Faculty.

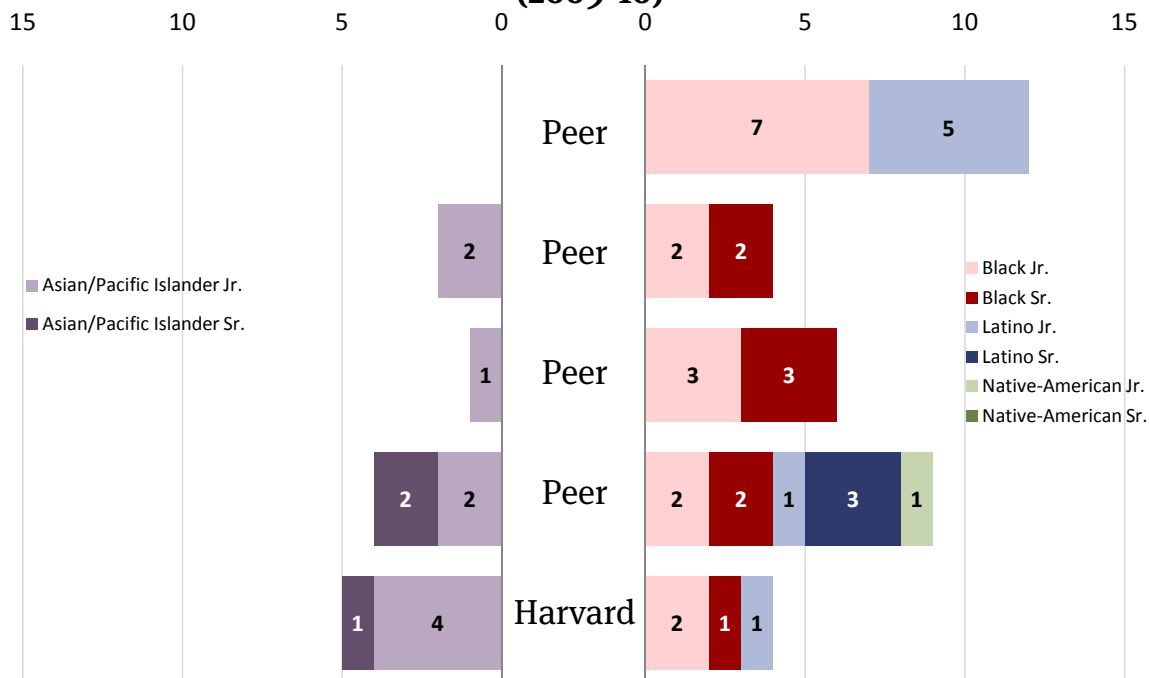
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The data in this report are based on November 1, 2008 snapshots and are limited to paid, primary appointments as specified by the IPEDS EAP survey. Because of the snapshot date and IPEDS criteria, the Harvard figures submitted to the AAUDE faculty profiles exchange item will be slightly different from the Harvard figures that appear in other sections of the FD&D annual report. Please refer to the Peer Comparisons - Notes for more information.

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:

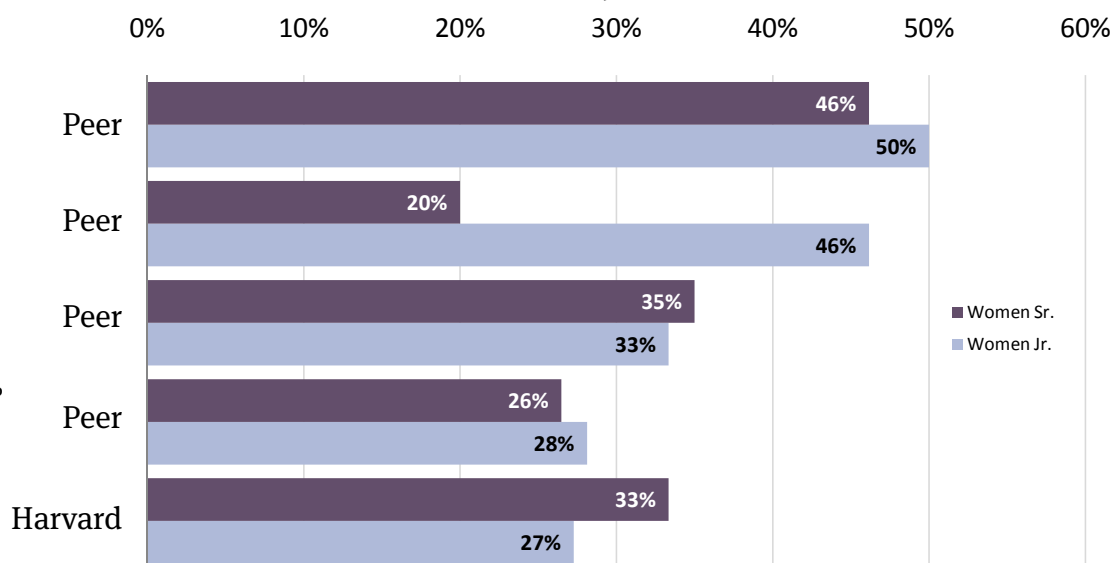
Columbia Teacher's College

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

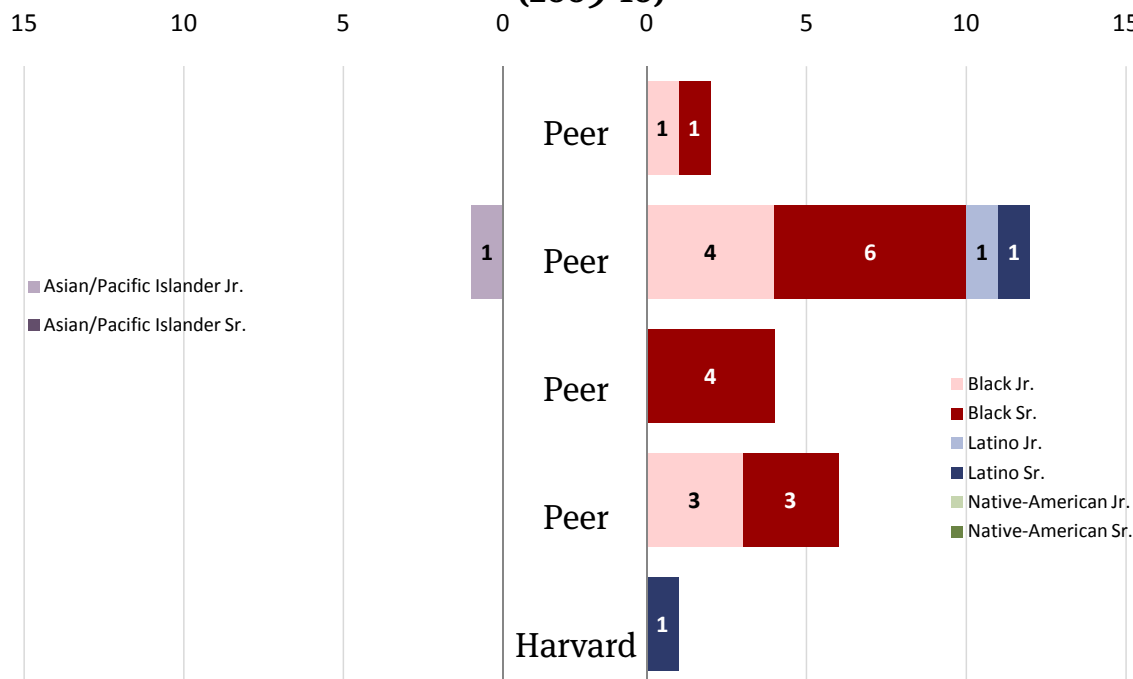
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The data in this report are based on November 1, 2008 snapshots and are limited to paid, primary appointments as specified by the IPEDS EAP survey. Because of the snapshot date and IPEDS criteria, the Harvard figures submitted to the AAUDE faculty profiles exchange item will be slightly different from the Harvard figures that appear in other sections of the FD&D annual report. Please refer to the Peer Comparisons - Notes for more information.

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
Princeton University
Yale University

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

Table 1 - Number of Harvard Ladder Faculty¹ by School and Rank 2003 - 04 through 2009 - 10

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

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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 Ladder Faculty¹ by School and Rank 2003 - 04 through 2009 - 10

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

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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 Ladder Faculty¹ that are Women by School and Rank 2003 - 04 through 2009 - 10

	Assistants							Associates							Professors						
	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10
HARVARD UNIVERSITY²	118	116	119	115	120	114	106	59	62	69	68	64	77	77	163	165	175	185	200	202	212
Faculty of Arts and Sciences	45	48	48	45	49	45	39	14	14	22	28	25	31	30	85	84	90	95	101	102	107
Humanities ³	17	18	17	14	14	12	13	4	5	7	7	6	8	6	38	38	42	43	45	46	50
Social Sciences ⁴	21	23	23	22	24	19	13	10	8	11	17	15	20	18	35	35	36	39	41	41	40
Natural Sciences ⁵	7	7	8	9	11	14	13	0	1	4	4	4	3	6	12	11	12	13	15	15	17
Life Sciences	5	4	3	3	5	9	10	0	1	3	3	3	2	4	7	6	7	8	9	9	10
Physical Sciences	2	3	5	6	6	5	3	0	0	1	1	1	1	2	5	5	5	5	6	6	7
SEAS	0	1	2	3	4	4	3	1	0	0	0	0	0	1	2	2	2	2	3	3	5
FAS Total	45	49	50	48	53	49	42	15	14	22	28	25	31	31	87	86	92	97	104	105	112
HBS	21	19	22	20	20	18	18	7	6	6	8	6	8	7	14	14	14	14	16	16	18
HMS Quad ⁶	8	10	12	13	14	14	14	6	8	8	6	5	7	10	14	17	16	17	17	17	18
HSPH	20	21	20	16	14	13	9	13	13	12	13	13	13	15	12	12	14	15	16	18	16
HLS	3	1	1	3	4	4	4	0	0	0	0	0	0	0	12	12	14	12	13	14	14
HKS	6	4	3	2	2	3	3	6	7	9	5	5	5	3	5	5	5	7	10	10	10
HGSE	8	8	6	6	6	6	7	2	3	3	3	5	7	5	11	10	9	9	9	9	10
GSD	2	1	2	4	4	4	5	7	6	5	3	4	4	4	3	3	4	6	7	7	6
HDS	3	1	1	1	2	1	2	1	2	0	0	0	1	1	5	6	8	8	8	7	8
HSDM	2	2	2	2	1	2	2	2	3	4	3	1	1	1	0	0	1	1	1	1	1
Professional Schools Total	73	67	69	67	67	65	64	44	48	47	41	39	46	46	76	79	85	89	97	99	101
Other Total⁷															2	2	1	1	2	1	2
								Junior Faculty ⁸							Professors						
Medical School Affiliates Total⁹								2,138	2,277	2,423	2,590	2,720	2,881	3,022	72	78	82	83	88	94	105

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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 2009 - 10

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

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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 5 - Number of Harvard Ladder Faculty¹ by School and Race/Ethnicity 2003 - 04 through 2009 - 10

	Asian/Pacific Islander							Black							Latino							Native American						
	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10
HARVARD UNIVERSITY ²	136	139	146	153	155	160	168	40	42	37	45	46	47	45	33	34	32	35	39	40	42	1	1	3	4	4	4	3
Faculty of Arts and Sciences	48	46	50	55	55	57	61	17	18	14	21	21	23	22	9	10	10	12	12	12	13	0	0	2	2	2	2	1
Humanities ³	13	14	16	15	15	16	16	2	2	1	2	1	1	1	5	4	3	4	4	4	5	0	0	1	1	1	1	1
Social Sciences ⁴	15	13	12	14	12	11	13	15	15	12	18	18	20	19	4	5	6	6	4	5	4	0	0	1	1	1	1	0
Natural Sciences ⁵	20	19	22	26	28	30	32	0	1	1	1	2	2	2	0	1	1	2	4	3	4	0	0	0	0	0	0	0
Life Sciences	9	8	7	10	11	11	13	0	1	1	1	2	2	2	0	0	0	1	2	2	3	0	0	0	0	0	0	0
Physical Sciences	11	11	15	16	17	19	19	0	0	0	0	0	0	0	0	1	1	1	2	1	1	0	0	0	0	0	0	0
SEAS	9	9	11	12	12	13	15	0	0	0	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FAS Total	57	55	61	67	67	70	76	17	18	14	23	23	25	24	9	10	10	12	12	12	13			2	2	2	2	1
HBS	25	26	27	28	31	32	33	6	5	5	5	6	6	4	7	7	7	7	9	9	9	0	0	0	0	0	0	0
HMS Quad ⁶	12	14	15	14	15	14	13	2	2	2	2	2	2	2	1	3	3	3	3	3	3	0	0	0	1	1	1	1
HSPH	30	31	28	28	26	25	23	2	3	4	4	5	4	3	3	3	3	3	3	2	3	0	0	0	0	0	0	0
HLS	1	1	1	2	2	2	2	7	6	6	6	6	6	6	1	1	1	1	1	1	1	1	1	1	1	1	1	
HKS	6	6	7	8	7	7	8	2	2	2	2	2	2	2	3	3	3	3	4	4	5	0	0	0	0	0	0	0
HGSE	2	2	2	3	4	5	7	3	4	3	3	3	3	4	4	2	0	0	0	1	1	0	0	0	0	0	0	0
GSD	2	2	2	1	2	2	2	1	1	0	0	0	0	1	5	5	5	6	7	8	7	0	0	0	0	0	0	0
HDS	0	0	0	0	1	1	1	0	1	1	2	1	1	1	1	1	1	1	1	1	2	0	0	0	0	0	0	0
HSDM	3	4	4	2	2	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Schools Total	81	86	86	86	90	92	94	23	24	23	24	25	24	23	25	25	23	24	28	29	31	1	1	1	2	2	2	2
Other Total ⁷	1	1	1	1	1			1	1	1	1	1	1	2														
Medical School Affiliates Total ^{9 10}	878	948	1,000	1,098	1,174	1,308	1,397	123	129	138	146	143	147	147	177	185	197	207	228	234	232	5	7	8	10	15	15	15

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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 pf 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 Univeristy 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 2009 - 10

	Asian/Pacific Islander							Underrepresented Minorities ¹¹							White						
	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10
HARVARD UNIVERSITY²	136	139	146	153	155	160	168	74	77	72	84	89	91	90	1,201	1,208	1,237	1,233	1,244	1,251	1,249
Faculty of Arts and Sciences	48	46	50	55	55	57	61	26	28	26	35	35	37	36	507	515	538	544	555	557	552
Humanities ³	13	14	16	15	15	16	16	7	6	5	7	6	6	7	170	178	188	188	187	182	180
Social Sciences ⁴	15	13	12	14	12	11	13	19	20	19	25	23	26	24	206	206	208	209	218	220	206
Natural Sciences ⁵	20	19	22	26	28	30	32	0	2	2	3	6	5	6	131	131	142	147	150	155	166
Life Sciences	9	8	7	10	11	11	13	0	1	1	2	4	4	5	63	62	68	72	76	80	87
Physical Sciences	11	11	15	16	17	19	19	0	1	1	1	2	1	1	68	69	74	75	74	75	79
SEAS	9	9	11	12	12	13	15	0	0	0	2	2	2	2	50	55	55	56	55	53	54
FAS Total	57	55	61	67	67	70	76	26	28	26	37	37	39	38	557	570	593	600	610	610	606
HBS	25	26	27	28	31	32	33	13	12	12	12	15	15	13	146	139	140	136	134	136	136
HMS Quad ⁶	12	14	15	14	15	14	13	3	5	5	6	6	6	6	138	148	152	156	155	156	157
HSPH	30	31	28	28	26	25	23	5	6	7	7	8	6	6	115	117	116	114	109	109	105
HLS	1	1	1	2	2	2	2	9	8	8	8	8	8	8	72	71	74	71	74	81	84
HKS	6	6	7	8	7	7	8	5	5	5	5	6	6	7	71	69	66	59	58	60	59
HGSE	2	2	2	3	4	5	7	7	6	3	3	3	4	5	35	33	31	34	36	37	36
GSD	2	2	2	1	2	2	2	6	6	5	6	7	8	8	41	41	43	42	43	42	41
HDS	0	0	0	0	1	1	1	1	2	2	3	2	2	3	24	22	23	24	26	25	26
HSDM	3	4	4	2	2	4	5	0	0	0	0	0	0	0	19	18	23	21	19	19	20
Professional Schools Total	81	86	86	86	90	92	94	49	50	47	50	55	55	56	661	658	668	657	654	665	664
Other Total⁷	1	1	1	1	1			1	1	1	1	1	1	2	3	5	4	5	7	6	6
Medical School Affiliates Total^{9 10}	878	948	1,000	1,098	1,174	1,308	1,397	305	321	343	363	386	396	394	4,876	5,006	5,160	5,332	5,469	5,614	5,748

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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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^[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.

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^[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 2009 - 10

	Assistants							Associates							Professors						
	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10
HARVARD UNIVERSITY²	55	51	55	57	56	56	56	31	33	29	27	25	24	28	50	55	62	69	74	80	84
Faculty of Arts and Sciences	17	13	15	18	16	16	15	7	9	9	8	6	6	9	24	24	26	29	33	35	37
Humanities ³	5	5	5	4	3	2	2	1	2	3	2	3	3	3	7	7	8	9	9	11	11
Social Sciences ⁴	6	3	4	5	4	3	3	3	4	2	3	1	2	3	6	6	6	6	7	6	7
Natural Sciences ⁵	6	5	6	9	9	11	10	3	3	4	3	2	1	3	11	11	12	14	17	18	19
Life Sciences	1	1	0	2	3	3	4	3	2	2	1	0	0	0	5	5	5	7	8	8	9
Physical Sciences	5	4	6	7	6	8	6	0	1	2	2	2	1	3	6	6	7	7	9	10	10
SEAS	4	3	3	2	2	3	3	0	1	2	4	3	2	2	5	5	6	6	7	8	10
FAS Total	21	16	18	20	18	19	18	7	10	11	12	9	8	11	29	29	32	35	40	43	47
HBS	9	8	9	11	11	10	11	7	6	6	3	3	4	4	9	12	12	14	17	18	18
HMS Quad ⁶	3	5	7	6	7	6	5	6	5	2	2	2	2	2	3	4	6	6	6	6	6
HSPH	15	15	14	13	12	10	8	7	8	6	7	7	7	8	8	8	8	8	7	8	7
HLS	1	1	0	1	1	1	1	0	0	0	0	0	0	0	0	0	1	1	1	1	1
HKS	3	2	3	2	2	2	2	1	2	2	3	2	1	1	2	2	2	3	3	4	5
HGSE	2	2	2	2	2	3	5	0	0	0	0	1	1	1	0	0	0	1	1	1	1
GSD	0	0	0	0	0	0	0	1	1	1	0	1	1	1	1	1	1	1	1	1	1
HDS	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HSDM	1	2	2	2	2	4	5	2	2	2	0	0	0	0	0	0	0	0	0	0	0
Professional Schools Total	34	35	37	37	38	37	38	24	24	19	15	16	16	17	23	27	30	34	36	39	39
Other Total⁷															1	1	1	1	1		
								Junior Faculty ⁸							Professors						
Medical School Affiliates Total^{9 10}								855	927	977	1,068	1,141	1,274	1,360	23	21	23	30	33	34	37

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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 Faculty¹ by School and Rank 2003 - 04 through 2009 - 10

	Assistants							Associates							Professors						
	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10
HARVARD UNIVERSITY²	26	28	27	29	31	31	26	10	13	11	14	15	16	16	38	36	34	41	43	44	48
Faculty of Arts and Sciences	10	10	10	12	13	12	11	3	5	5	6	4	5	4	13	13	11	17	18	20	21
Humanities ³	4	3	3	4	3	3	3	1	2	1	0	1	1	0	2	1	1	3	2	2	4
Social Sciences ⁴	6	6	6	6	5	5	3	2	3	4	6	3	4	4	11	11	9	13	15	17	16
Natural Sciences ⁵	0	1	1	2	5	4	5	0	0	0	0	0	0	0	0	1	1	1	1	1	1
Life Sciences	0	0	0	1	3	3	4	0	0	0	0	0	0	0	0	1	1	1	1	1	1
Physical Sciences	0	1	1	1	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SEAS	0	0	0	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FAS Total	10	10	10	14	15	14	13	3	5	5	6	4	5	4	13	13	11	17	18	20	21
HBS	7	6	6	6	5	4	1	2	2	2	2	5	6	7	4	4	4	4	5	5	5
HMS Quad ⁶	1	3	3	3	3	3	3	0	0	0	1	1	1	1	2	2	2	2	2	2	2
HSPH	3	4	4	3	3	3	2	1	1	2	3	3	1	1	1	1	1	1	2	2	3
HLS	1	1	1	0	0	0	0	0	0	0	0	0	0	0	8	7	7	8	8	8	8
HKS	1	1	1	1	2	3	3	1	1	1	1	1	1	1	3	3	3	3	3	2	3
HGSE	3	2	1	1	1	1	1	1	2	1	1	1	2	1	3	2	1	1	1	1	3
GSD	0	0	0	1	2	3	2	2	2	0	0	0	0	1	4	4	5	5	5	5	5
HDS	0	1	1	0	0	0	1	0	0	0	1	0	0	0	1	1	1	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
Professional Schools Total	16	18	17	15	16	17	13	7	8	6	9	11	11	12	26	24	24	26	28	27	31
Other Total⁷	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	2
								Junior Faculty ⁸							Professors						
Medical School Affiliates Total^{9 10}								297	311	331	350	372	382	381	8	10	12	13	14	14	13

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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 2009 - 10

	Assistants							Associates							Professors						
	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10	2003 - 04	2004 - 05	2005-06	2006-07	2007-09	2008-09	2009-10
HARVARD UNIVERSITY²	250	225	231	223	224	223	217	151	166	175	169	162	170	167	800	817	831	841	858	858	865
Faculty of Arts and Sciences	96	87	93	91	93	93	89	34	42	50	51	50	55	54	377	386	395	402	412	409	409
Humanities ³	40	38	38	35	34	26	24	10	14	20	22	17	21	16	120	126	130	131	136	135	140
Social Sciences ⁴	36	33	35	37	39	38	31	21	24	23	17	22	24	23	149	149	150	155	157	158	152
Natural Sciences ⁵	20	16	20	19	20	29	34	3	4	7	12	11	10	15	108	111	115	116	119	116	117
Life Sciences	13	9	12	10	12	19	21	2	4	5	10	9	7	11	48	49	51	52	55	54	55
Physical Sciences	7	7	8	9	8	10	13	1	0	2	2	2	3	4	60	62	64	64	64	62	62
SEAS	5	8	7	8	7	4	5	7	6	6	7	7	7	6	38	41	42	41	41	42	43
FAS Total	101	95	100	99	100	97	94	41	48	56	58	57	62	60	415	427	437	443	453	451	452
HBS	46	41	42	40	40	38	40	24	23	28	28	27	27	23	76	75	70	68	67	71	73
HMS Quad ⁶	26	24	28	27	27	29	26	17	19	21	22	19	23	25	95	105	103	107	109	104	106
HSPH	34	32	29	24	23	23	17	24	26	25	25	23	20	25	57	59	62	65	63	66	63
HLS	8	5	5	4	6	9	9	0	0	0	0	0	0	0	64	66	69	67	68	72	75
HKS	12	8	7	6	3	4	8	18	21	17	12	11	11	8	41	40	42	41	44	45	43
HGSE	5	5	4	6	8	7	8	4	4	3	3	4	6	5	26	24	24	25	24	24	23
GSD	4	5	6	8	7	7	5	16	15	17	12	14	13	12	21	21	20	22	22	22	24
HDS	5	2	2	3	4	3	3	3	5	1	1	1	2	3	16	15	20	20	21	20	20
HSDM	9	8	9	7	6	6	7	4	5	8	8	6	6	6	6	5	6	6	7	7	7
Professional Schools Total	149	130	132	125	124	126	123	110	118	120	111	105	108	107	402	410	416	421	425	431	434
Other Total⁷	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	5	4	5	7	6	6
								Junior Faculty ⁸							Professors						
Medical School Affiliates Total^{9 10}								4,316	4,420	4,537	4,702	4,818	4,937	5,047	560	586	623	630	651	677	701

Source: PeopleSoft/Harvard Data Warehouse - July 1, 2003 - 2009.

^[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.

Research Enabling Grants Application and Funding Statistics 2007 - 09

BY SCHOOL

	2007				2008				2009			
	Applicants ¹		Recipients		Applicants		Recipients		Applicants		Recipients	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
Faculty of Arts and Sciences	21	\$1,226,471	5	\$257,473	21	\$1,144,139	9	\$309,595	5	\$236,878	5	\$150,265
Social Sciences	10	\$670,974	3	\$217,500	4	\$175,512	1	\$12,282	1	\$64,120	1	\$64,120
Humanities					3	\$150,798	3	\$117,016	2	\$23,588	2	\$21,588
Natural Sciences	11	\$595,497	2	\$39,973	14	\$816,829	5	\$180,297	2	\$149,170	2	\$64,557
Design					1	\$53,507			1	\$20,000	1	\$20,000
Government									1	\$73,351	1	\$32,052
Medical Quad	15	\$1,065,727	3	\$146,624	14	\$900,384	4	\$194,032	5	\$330,279	4	\$166,936
Public Health	3	\$184,854	2	\$85,260	10	\$574,456	3	\$105,632	2	\$144,504	0	
TOTAL	39	\$2,477,052	10	\$489,357	46	\$2,672,486	16	\$609,259	14	\$805,012	11	\$369,253

BY RANK

	2007				2008				2009			
	Applicants		Recipients		Applicants		Recipients		Applicants		Recipients	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
Postdoctoral Fellow	9	\$485,134	3	\$107,910	15	\$895,420	2	\$124,510	5	\$324,201	2	\$62,500
Assistant Professor	17	\$1,119,722	3	\$131,168	25	\$1,448,401	11	\$394,449	7	\$332,865	7	\$200,106
Associate Professor	8	\$537,279	4	\$250,279	4	\$203,665	2	\$40,300	1	\$73,351	1	\$32,052
Other	5	\$374,917	0	\$0	2	\$125,000	1	\$50,000	1	\$74,595	1	\$74,595
TOTAL	39	\$2,517,052	10	\$489,357	46	\$2,672,486	16	\$609,259	14	\$805,012	11	\$369,253

Notes:

[1]Applicant numbers represent individual applications. For individuals who applied more than once, each submitted application is counted.

Dependent Care Fund Application and Funding Statistics 2007 - 09

	2007	2008	2009
Applications ¹ Received	46	52	27
Applications Funded	41	46	27
Total Funds Requested	\$44,735	\$48,723	\$20,641
Total Funds Awarded	\$38,303	\$46,675	\$20,261

Notes:

[1]Applicant numbers represent individual applications. For individuals who applied more than once, each submitted application is counted.

Ladder ACCESS Application and Funding Statistics 2009

BY SCHOOL

	2007		
	Applicants ¹	Awardees	Award Amount
Faculty of Arts and Sciences	36	28	\$390,000
Engineering	2	2	\$15,000
Education	3	3	\$25,000
Government	4	3	\$50,000
Medical Quad	5	5	\$65,000
Public Health	7	6	\$75,000
Design	7	6	\$110,000
Divinity	2	2	\$15,000
TOTAL	66	55	\$745,000

Notes:

[1]Applicant numbers represent individual applications. For individuals who applied more than once, each submitted application is counted.

SCHOOL-BASED ACTIVITIES

The following Schools have provided reports highlighting progress and accomplishments over the past academic year to advance faculty development and diversity.

1. Faculty of Arts and Sciences
2. Harvard School of Engineering and Applied Sciences
3. Harvard Business School
4. Harvard Medical School
5. Harvard School of Public Health
6. Harvard Law School
7. Harvard Kennedy School
8. Graduate School of Design
9. Harvard Graduate School of Education
10. Harvard Divinity School
11. Harvard School of Dental Medicine

SCHOOL-BASED ACTIVITIES

FACULTY OF ARTS AND SCIENCES

Submitted by Michèle Lamont, FAS Senior Advisor on Faculty Development and Diversity, Robert I. Goldman Professor of European Studies, Professor of Sociology and African and African-American Studies

Given financial constraints affecting Harvard University, the Faculty of Arts and Sciences (FAS) authorized fewer faculty searches in academic year 2008-2009 than in the previous year: 31 compared to 88 in academic year 2007-2008.

Although fewer searches were conducted in AY 08-09, the percentage of senior offers to women in 2008-2009 remained consistent with the previous year, and the percentage of junior offers to women increased significantly. Specifically, in AY 08-09, 30.4% of all tenured positions were offered to women, compared with the previous year's rate of 31% (the highest rate since AY 00-01, when 36% of tenured positions were offered to women). Additionally, 53.3% of tenure-track offers in AY 08-09 went to women, an increase from 36% in the previous year. Also in AY 08-09, 40% of tenure-track offers went to minority candidates and 13% of tenured offers went to minority candidates.

Despite the current economic climate, the FAS continues to experience faculty renewal in the ladder ranks. 26 new faculty, some of whom were recruited in previous years, will begin their appointments in the fall of 2009, and four additional tenure-track faculty will arrive in the spring term. Of these new faculty, one-third (33.3%) are women.

The FAS views the current economic situation as an incentive and an opportunity to redouble efforts to advance the professional development of its tenure-track faculty. The FAS Senior Advisor on Faculty Development and Diversity (FAS FDD), appointed in January 2009, has been working with FAS faculty and administrative leaders, the FAS Office for Faculty Affairs, the FAS Standing Committee on Women, the University FDD office and others, to revitalize and expand mentoring opportunities for tenure-track faculty and to foster other aspects of their professional development. New approaches to "developmental networking" will be proposed in Fall 2009; an FAS FDD website is under construction; focus groups assessing tenure-track faculty concerns were conducted in Spring 2009 and will be conducted again in AY 09-10; and in collaboration with colleagues, FAS FDD is developing a manual on best practices for hiring and promotion of tenure-track faculty, toolkits to aid faculty search committees, and workshops addressing myriad aspects of a tenure-track faculty member's career.

In AY 09-10, FAS FDD also plans outreach to faculty recently granted or denied tenure, to improve communication and gather information on refining the process. Collaboration with FAS Human Resources will continue, to promote communication between faculty and staff, and the Senior Advisor will continue to serve on several committees, such as the Committee on Appointment and Promotion, sharing information and expertise to help build a faculty that is excellent and diverse.

In addition, the FAS Dean, Office for Faculty Affairs, divisional deans, and Senior Advisor on FDD worked this year to clarify the processes for tenure. Communications from the FAS Dean, a newly produced Tenure-Track Handbook, and a revamped FAS Appointment and Promotion Handbook are significant steps towards not only demystifying the process but helping to ensure that the tenure-track works as it should.

SCHOOL-BASED ACTIVITIES

HARVARD SCHOOL OF ENGINEERING AND APPLIED SCIENCE

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

As a result of the recent transition from the Division to the School of Engineering and Applied Sciences (SEAS), the administration has been assessing and enhancing ongoing faculty development efforts. Additionally, SEAS's academic and administrative structures have continued to adapt to the new School status, while also adjusting to the challenges associated with the extraordinary financial shifts posed during the past year. With the appointment of Cherry A. Murray as the new dean of SEAS in July, a comprehensive strategic planning process has begun in earnest.

Area Administration Structure & Academic Affairs

Faculty in engineering and applied sciences are members of both SEAS and the Faculty of Arts and Sciences (FAS). While SEAS enjoys a close relationship with FAS and faculty members in engineering and applied sciences utilize appropriate resources, the need for increased and specialized school-based support has long been recognized.

To better coordinate activities within its non-departmental structure, SEAS has created the roles of Area Associate Deans and Area Administrators for Applied Mathematics; Applied Physical Science and Engineering; and Chemical/Biological Sciences and Engineering, to compliment the existing position in Computer Science and Electrical Engineering. During this past academic year, the deans for Chemical/Biological Sciences and Engineering (David Mooney), Applied Physical Science and Engineering (Frans Spaepen); and Applied Mathematics (Michael Brenner) were all appointed. Rob Howe was also appointed as Associate Dean for Academic Programs.

The area deans manage relevant academic and course planning; faculty searches (including diversity and affirmative action efforts); promotion reviews; represent SEAS to the FAS committee on appointments and promotions; and advise the dean on academic leadership.

Using existing and newer staff, SEAS also created an Office of Academic Affairs to better manage issues ranging from faculty and teaching staff recruitment, diversity, promotions, and personnel issues, to research staff employment and related personnel, visa, benefits, and appointments services. Academic Affairs staff members are working with the area deans and area administrators on developing a comprehensive guide for SEAS-specific policies and procedures related to searches, promotions, and faculty personnel issues that will complement those promulgated by the FAS and the Central Administration.

Finally, to ensure increased transparency and to provide easy access to information as existing processes are refined and new ones are created, the administration, working with the IT Office and the Communications Office, has implemented a suite of web-based solutions such as a community intranet site (<http://intranet.seas.harvard.edu>) and a secure, restricted environment for sharing documents and other materials relevant to, for example, committees, faculty searches, and promotion and tenure cases.

SCHOOL-BASED ACTIVITIES

Faculty Recruiting, Appointments, and Development

This past year, SEAS completed a wave of faculty appointments that bolstered existing areas such as computer science, as well as to foster emerging areas such as biologically inspired engineering, and engineering and economic development. Of the four senior and five junior hires one was a cross-school appointment and three were joint departmental arrangements. In addition, two associate professors were promoted to tenured appointments.

The new Wyss Institute for Biologically Inspired Engineering joined SEAS in a search that led to the recruitment of a new assistant professor who will be based in SEAS with membership in the Institute. SEAS, along with Harvard Medical School, will continue recruiting both tenure-track and tenured bioengineers with the Institute.

Internally, SEAS is committed to developing junior faculty both through promotions and with a mentorship program, the groundwork of which was put into place a few years ago and is now being transitioned into a formal program. The program will feature a team of mentors for each tenure-track member, led by one of the area associate deans, that will advise formally and informally on the full range of relevant developmental issues, including obtaining assistance from individuals outside of SEAS and/or the tenure-track faculty members field. Committees will have clearly-defined roles and will report annually to the SEAS dean and the academic leadership. In a related development, SEAS was fortunate to become part of the Capers Mentorship Award program. In the spring of 2008, Marion and Capers McDonald MBA '88 generously established an award for Excellence in Mentoring and Advising at SEAS for members of the SEAS faculty and staff. The inaugural recipient was Michael Brenner, Glover Professor of Applied Mathematics and Applied Physics.

Future Planning

Dean Murray intends to use the coming academic year for developing a comprehensive strategic plan to guide SEAS for the next ten years. The plan will address faculty growth, undergraduate and graduate education, space, funding, and staffing. Murray is leading the planning process, engaging faculty, administrators, and staff to determine how to best build upon the recent renewal and growth at SEAS under Dean Venkatesh "Venky" Narayanamurti and Interim Dean Frans Spaepen. The broader goal is to further connect such success to the academic and research goals of the University as a whole, but the underlying strategies will create an environment that supports our tenure-track and tenured faculty members as they continue to pursue excellence in teaching and research. A general steering committee and various sub-committees (or task forces) dedicated to particular academic areas or activities (of particular note are those dedicated to community and awards and teaching practice) have been established, and in October, Dean Murray will host an "all hands" meeting to present a broad outline of the course of action for SEAS.

SCHOOL-BASED ACTIVITIES

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 Dean Jay Light 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 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 in 2008-09, 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 2008-09 recruiting season, 50% of ladder faculty offers were made to women. In spring 2008, a full-time Associate Director was added to the team of administrators supporting the Senior Associate Dean, Director of Faculty Planning & Recruiting, and unit recruiting activities. Key areas of focus for this new 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.

Faculty Development

All new teaching faculty attend a four-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. In 2008-09, a new program chair (a recently 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

SCHOOL-BASED ACTIVITIES

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 Dean, Director of Faculty Planning and Recruiting, Unit Heads, and Research Directors to ensure that 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 Dean 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 new 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 seventh annual Faculty Research Symposium and six Course Development Research (CORE) Seminars. The research symposium, attended by more than 90 faculty, highlighted completed projects by nine ladder faculty and included a session on cross-disciplinary research. CORE seminars provide a forum for faculty engaged in course development research to discuss early stage work with colleagues throughout the School. More than 80 faculty participated in CORE in 2008-09 (the sixth year of the seminar series). In response to the global economic crisis, Dean Light established a faculty working group that hosted two half-day colloquia and a weekly "Deep Dive" seminar series where HBS faculty, colleagues from elsewhere in the University, and other academics and practitioners presented their work and ideas on a particular aspect of the crisis. A key objective of all of these research activities is to create opportunities for faculty connections across units.

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, 90% of the School's 2008-09 teaching faculty (comprising the ladder, senior and other ranks) have taken advantage of the Center's offerings, including 100% of assistant professors. In 2008-09, the Center hosted its fourth annual 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. In 2008-09, the Seminar was expanded from six to nine sessions.

SCHOOL-BASED ACTIVITIES

Each year, periodic 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.

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. A diversity workshop for students was piloted in 2007-08 and incorporated into the Program in 2008-09. 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 @ HBS*, was taught by section chairs in 2008-09. 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 twice per year. In 2008-09, a new Research in Action Day was piloted, when no classes were held and students attended faculty research presentations. Learning Team lunches and dinners, and Research in Action Day give 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.

Work Life Balance

The Senior Associate Dean, Director of Faculty Planning and Recruiting reaches out to all expectant 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 were 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.

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.

SCHOOL-BASED ACTIVITIES

HARVARD MEDICAL SCHOOL

Submitted by Maureen Connelly, Acting Dean for Faculty Affairs

Task Force on Faculty Development and Diversity

In 2009, Harvard Medical School, under the leadership of Dean Jeffrey Flier, has made a substantial commitment to defining the School's faculty development and diversity agenda. Dean Flier has appointed a Task Force on Faculty Development and Diversity, chaired by Nancy Tarbell, Dean for Academic and Clinical Affairs. The charge to the Task Force is to refine and prioritize the faculty development and diversity needs at HMS and HSDM with the goal of creating a vibrant and diverse faculty & trainee community and to present recommendations and an associated action plan for meeting the identified needs to the Dean of the Faculty of Medicine. Fifty faculty members and staff from the Medical School, Harvard School of Dental Medicine, Harvard University and the affiliated institutions are currently working in three subcommittees to address 1) searches and expanding the pool, 2) mentoring, and 3) communication, community, and culture. The Task Force anticipates make recommendations to the Dean in the spring of 2010.

Office for Diversity and Community Partnership (DCP)

DCP 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 a DCP program aimed at leadership and career development is the three-day Faculty Development and Leadership Program which 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. DCP also continues to sponsor two-year, non-degree Faculty Fellowship Programs for HMS junior faculty that enables them to pursue activities that promote their professional development.

Eleanor and Miles Shore 50th Anniversary Faculty Fellowships

Eight-eight faculty were recognized at a reception with Dean Flier as recipients of the Shore 50th Anniversary Fellowships program. Now in its 13th year, the Shore Fellowship program has provided a total of \$13 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.

HMS Foundation Funds Program (formerly the Red Book)

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, 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.

SCHOOL-BASED ACTIVITIES

Leadership Course for Physician Scientists

For the 7th 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 50 faculty, 24 of whom were women, attended lectures on negotiation, finance, presentation skills, and personnel management.

Joint Committee on the Status of Women (JCSW)

This year the JCSW recognized its 35th Anniversary with a Symposium at Harvard Medical School. Speakers included Judith Singer, Senior Vice Provost of Faculty Development and Diversity, Dean Flier, and Dean Bruce Donoff, Dean of the School of Dental Medicine. The JCSW has conducted a survey of women faculty regarding mentoring needs and is currently analyzing the results. The JCSW solicited and reviewed nominations for the Joseph B. Martin Dean's Award for the Advancement of Women Faculty and recommended that Dr. Marsha Moses, Professor of Surgery at Children's Hospital Boston, receive the prestigious honor in 2009.

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.

SCHOOL-BASED ACTIVITIES

HARVARD SCHOOL OF PUBLIC HEALTH

Submitted by Bernita Anderson, Associate Dean

In 2008–09, HSPH had a strong year with respect to the recruitment and promotion of women. Five women were promoted to associate from assistant professor; one woman, Michelle Mello, was promoted to full professor. HSPH recruited Tiffany Horng to join the Department of Genetics and Complex Diseases as an assistant professor, and Maria Glymour began her first year as assistant professor of society, human development, and health. Three additional women, products of last year's searches, are joining the faculty during the current academic year. One of these, Francesca Dominici, is a tenured professor. Eric Tchetgen, an underrepresented minority member and former Yerby postdoctoral fellow (see below), began his tenure at HSPH as assistant professor of epidemiology in 2008–09.

The Yerby Postdoctoral Fellowship Program, which offers focused mentoring by senior faculty to promising young scholars underrepresented in public health, continued its impressive record of training and placement. The three fellows completing the program in spring 2009 all found assistant professor positions. Of twenty fellows who have completed the program since 2000, sixteen currently hold faculty positions. Last year's applicant pool of thirty-two produced four highly qualified new fellows, including (for the first time) two in the laboratory sciences.

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. Last year, for example, major progress was made in expanding the number and quality of department-based formal mentoring programs for junior faculty. Three departments (Biostatistics, Environmental Health, and Society, Human Development, and Health) initiated comprehensive programs, and a fourth has just produced a draft. In fact, six of the school's nine departments now have such programs. The director of junior faculty mentoring and development is currently working with two small laboratory departments (Genetics and Complex Diseases and Immunology and Infectious Diseases) to encourage a more structured, collaborative approach.

Both junior faculty members and postdoctoral fellows also receive career development opportunities on a school wide 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 and focusing on subjects relating to research (e.g., human subjects, authorship, grants administration), teaching (e.g., planning a new course, mentoring students), and general academic professional development (e.g., balancing and prioritizing the responsibilities of a faculty member, critical factors in advancing to tenure). For the first time last year, an intensive grant-preparation workshop was offered for new junior faculty and Yerby postdoctoral fellows. 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 also supported three junior faculty sabbaticals. The Office of Faculty Affairs expanded its program of workshops for postdoctoral fellows to foster the skills necessary for them to become competitive applicants for faculty positions. The school recently appointed a new associate dean for research whose office will be working with HSPH faculty members (and to a lesser extent postdoctoral fellows) to identify funding sources and to support external review and editing of grant applications and publications.

SCHOOL-BASED ACTIVITIES

HSPH has also been paying greater attention to environmental and equity concerns. For example, in fall 2008, the school's Committee of the Concerns of Women Faculty (CCWF) completed its analysis of faculty salary by gender and presented the results to the HSPH faculty community. During the year, CCWF and the Office of Career Services sponsored panels for doctoral students and postdoctoral fellows on finding a faculty position and balancing work and life responsibilities. The school's full-time work/life liaison met with candidates for faculty positions and provided information on an ongoing basis to faculty and postdoctoral fellows related to child care, work/life issues, and other employee assistance programs. The work/life liaison formed a group at HSPH to foster support for working parents and those taking care of elderly parents; she also created a seminar series on a range of practical topics (financial planning, legal issues, home buying). The Committee on Child Care, a standing committee appointed by the dean's office, met several times to investigate options regarding child care for the HSPH community.

The HSPH Office of Diversity, now two years old, hosted a number of activities geared toward increasing diversity and promoting cultural competency during the 2008–09 academic year. The office recruited an associate director and several student ambassadors; sponsored an open house, a multicultural film series, student focus groups, and lunchtime seminars on health disparities; participated in student orientation; worked with departments and admissions on diversity strategies; and represented HSPH in national forums. In the future, the office will be collaborating with the HMS Office for Diversity and Community Partnerships on initiatives to strengthen diversity efforts on the Longwood campus.

SCHOOL-BASED ACTIVITIES

HARVARD LAW SCHOOL

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

In July 2009, Martha Minow became the 12th dean of the Harvard Law School. Elena Kagan stepped down as dean in the spring term 2009 to assume the position of the United States Solicitor General; Howell Jackson served as acting dean during this transition. Despite the transitions in leadership at the Law School this past year, the School has stayed focused on faculty development and diversity.

Faculty Appointments

The Laterals Appointments Committee brought five tenured professor appointment recommendations to the Law School faculty last year, all of which were approved. Of these five appointments, two are women. Both offers remain open, but it is expected that at least one of the offers will be accepted during the 2009-10 academic year. In addition, the faculty voted a highly renowned scholar of feminist theory and sex equality a five-year visiting offer (one semester each year), and she accepted the offer. (The Law School made no entry-level appointment offers during the 2008-09 year.)

The appointment of women and of faculty of color will remain a priority for both the lateral appointments committee and the entry-level appointments committee during the 2009-10 year. The entry-level committee has undertaken an extra level of review of all minority candidates in the current market. The laterals committee has several minority candidates under review.

Junior Faculty Development

Tenure-track faculty at the Law School are each closely mentored in scholarship and teaching by two to three senior faculty colleagues. 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 are fully integrated in the Law School's governance: they are regularly invited to serve on important Law School committees and they guide school-wide curricular initiatives, and 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.

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 visitor pool reflects in large part the Law School's tenured faculty hiring possibilities. The visitors' pools in 2008-09 and 2009-10 include several women and faculty of color. It is expected that several of these faculty members will be considered for offers within the next few years.

SCHOOL-BASED ACTIVITIES

The Law School sponsors several fellowships that aim to support aspiring new law teachers and scholars and 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 scholarship resources; and opportunities for mentoring. 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 2008-09, 6 women and 7 men, one of Hispanic descent, held these fellowships. Three women and four men were offered fellowships beginning in 2009. Fellows in other programs include three members of minority groups. Fellows in these programs have been placed in top schools throughout the country.

SCHOOL-BASED ACTIVITIES

HARVARD KENNEDY SCHOOL OF GOVERNMENT

Submitted by:

Carolyn Wood, Assistant Academic Dean

Suzanne Cooper, Associate Academic Dean

Iris Bohnet, Professor of Public Policy, FD&D representative

In AY08/09, the Harvard Kennedy School introduced new policies and practices addressing the faculty's concerns about which we learned in the 2006/07 Harvard wide survey. The survey result that stood out most at HKS was a gap in job satisfaction between tenured and tenure-track faculty, with the junior faculty being less satisfied with being a faculty member at Harvard and at HKS than the senior faculty. In particular, tenure-track faculty members were much less satisfied with mentoring, the tenure process and the atmosphere of their primary unit at the school.

The Associate Academic Dean and the Assistant Academic Dean took the lead institutionalizing faculty development and diversity at HKS. The FD&D rep. played a more informal role meeting with junior faculty members, addressing ad-hoc issues raised by faculty and students regarding diversity or lack thereof at HKS, organizing dinners for the women faculty, and briefing the dean on FD&D issues.

The Office of the Associate Academic Dean took the following steps:

1. The Office of the Associate Academic Dean piloted an orientation meeting for new faculty to introduce the heads of major units at HKS and to help new faculty understand the overall organizational structure of the School. In AY09, we will refine this session to make it crisper and to allow for more dialogue and Q&A.
2. While last year's pilot orientation session was a stand-alone event, this year we have integrated the session into the broader 2.5 day teaching workshop offered by our program on Strengthening Learning and Teaching Excellence (SLATE). While the SLATE workshop was previously focused almost exclusively on pedagogical methods, classroom management, and assessment, this year's program will also cover issues related to overall orientation to the School. For example, a panel of faculty relatively new to HKS will talk about what they wish they had known earlier, what it means to be affiliated with a research center, who to approach for help and guidance, and how to get things done at HKS.
3. We created a new faculty portal on our HKS website with links to key information and documents that might prove useful to faculty, and we are working with several administrative departments around the School to help refine their web content to better address common questions asked by faculty. We will visit each new faculty member during their first week at school and bookmark this site on their browser for ease of reference.
4. We have strengthened the role played by the administrators of our six Academic Areas in the new faculty orientation process. Our Area Administrators now work with our Director of Faculty Appointments and our Human Resources Office to help ensure administrative support is in place after the employment offer has been accepted before a faculty assistant is assigned to support new faculty. Area Administrators now meet with incoming faculty when they come to town for house-hunting visits, thus positioning the Area Administrator as a key resource in their transition

SCHOOL-BASED ACTIVITIES

to HKS. Area Administrators also schedule meetings between new faculty and Area Chairs and other critical stakeholders key to their successful integration into the HKS community. They can also work to ensure that offices, computers, phone lines, and any other special request are attended to before new faculty arrive on campus in the fall.

5. The Area Administrators will proactively check in with new faculty every three weeks to ensure that they are finding their way around and troubleshoot any problems.
6. The Associate Academic Dean will be hosting a monthly brown bag lunch for new core faculty to give them a chance to ask questions and build relationships.

Other support to new faculty includes:

1. The SLATE program runs an ongoing faculty teaching seminar to help HKS faculty stay abreast of cutting-edge practices in pedagogy, assessment and classroom management.
2. The weekly faculty research seminar provides an opportunity for faculty to present work in progress and get feedback from mentors and peers.
3. All faculty meetings once or twice per semester provide an opportunity for the Dean to brief the faculty on School priorities, policies, and events as well as providing an opportunity for the faculty to discuss curriculum and policy issues.
4. The Academic Area meetings that occur two to three times per semester provide an opportunity for smaller groups of faculty to have in-depth discussion about curriculum planning, the research agenda, faculty recruiting, and policy issues.

SCHOOL-BASED ACTIVITIES

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, two tenured professors, one tenured professor in practice and one term professor have been appointed. The two full professor appointments (one the department chair, the other a Hispanic woman) were to a department that has been in need of leadership and participation from additional senior faculty, where it is expected that these hires will have a major impact. Two additional senior faculty searches are in progress. 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, the assessment of faculty hiring needs is ongoing. Meanwhile, consideration of revisions 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” was very active in 2008-09, and a half-day diversity summit with practitioners and scholars was held in April to discuss the issue and make recommendations. The group agreed to compile a list of African American potential candidates for the full spectrum of possible appointments or other involvement with the school: 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 is 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. 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.

Issues related to 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 Alternative Futures Collaborative is in its preliminary stages, and focuses on imagining the ways in which technology and the media impact the shape of future cities and buildings. It also highlights questions about environmental change and the role that architecture and planning can play in redressing ecological problems. 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 dean commissioned a faculty member to develop a proposal for junior faculty development, which was then vetted by the GSD Executive Committee. It will be presented to the full Senior Faculty Council this fall. The results of the Faculty Climate Survey were used to support the recommendations of the proposal. These include the formation of a junior faculty mentoring program, which is being implemented this fall. It stresses the importance of clarity and transparency in promotion policies and

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the need for junior faculty to get clear advice on pursuing their research and scholarship and feedback on the likelihood of promotion.

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HARVARD GRADUATE SCHOOL OF EDUCATION

Submitted by Daphne Layton, Associate Dean for Curriculum and Faculty Appointments

HGSE achieved some important milestones related to faculty development and diversity in 2008-09.

Despite the worsening economic climate, HGSE was able to conclude all but one of its five originally planned searches for this year. HGSE appointed two outstanding female African-American faculty members to the tenured faculty. These appointments are an important step forward in diversifying our Senior Faculty. One of these appointments is especially significant for the School as it represents the first assistant professor to be tenured from within in more than two decades. The School continued to make progress in diversifying the faculty at other ranks, and, thanks to the encouragement of the Dean and the commitment of faculty search committees, brought in a diverse pool of candidates for the year's announced searches. Forty percent of the core faculty members hired at HGSE since Kathleen McCartney became Dean in 2006 have been faculty of color.

The Faculty Appointments Committee (FAC) completed a second year of the School's new annual "advisory" review process for Assistant and Associate Professors. The goal of the annual review process is to help keep junior faculty members "on track" toward appointment milestones such as promotion or tenure by flagging areas of strength as well as areas that may need attention in a faculty member's research, teaching, and/or service.

This year, the Dean established an Advisory Committee on Equity and Diversity. The Committee made a number of recommendations related to faculty development and diversity, including placing a high priority on hiring faculty who directly address issues of race and diversity in key content areas within education, reviewing our support mechanisms for junior faculty and developing a plan to increase retention of faculty of color, and offering faculty members the opportunity to join together with other faculty in examining their syllabi and pedagogy in order to improve their teaching around issues of race, equity and diversity. The Committee will continue as a standing committee of the School and work with the administration to implement these and other initiatives.

The School's Faculty Workload Committee also made progress on designing a new model for faculty workload that better accommodates our evolving mission as a professional school and addresses weaknesses in our current system. This committee's recommendations will be circulated, debated, and it is hoped, adopted, by the faculty in 2009-10.

Challenges for the Future

HGSE will continue to address the following challenges going forward. We must make excellent new faculty appointments as we renew and grow our faculty. In this environment of severely constrained resources, this process will slow but it will not stop. We seek to diversify our faculty at all levels, especially the Senior Faculty. We seek to provide better mentoring and support to junior faculty so that they have a higher chance of succeeding at HGSE over the long term than was the case in the past. We are also revising our appointments policy for faculty in non-ladder positions (Lecturers, Senior Lecturers, and Professors of Practice) to establish more clear and consistent processes and criteria for appointment, renewal and promotion and clarify expectations for roles and responsibilities.

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HARVARD DIVINITY SCHOOL

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

For the last seven years, HDS has been rebuilding its traditional faculty strengths even as it has expanded its faculty resources in traditions other than Christian studies, broadly understood. The financial crisis will force the School to put off for several years filling the last few faculty slots needed truly to complete the planned rebuilding. But even without these last few hires, the School's regular faculty now numbers 47 and provides more coverage across traditions than any other divinity school or religion program in the country.

In 2008-09 the School undertook two senior searches in American Religious history which resulted in the appointment of R. Marie Griffith and Leigh Eric Schmidt, both formerly at Princeton University. R. Marie Griffith was Professor of Religion at Princeton University, where she also served as director of the university's Program in the Study of Women and Gender, was named the John A. Bartlett Professor of New England Church History at HDS. Leigh Eric Schmidt, who held the Agate Brown and George L. Collard professorship and chaired the Department of Religion at Princeton, where he taught since 1995, is now the Charles Warren Professor of the History of Religion in America at the Harvard Divinity School.

The School also undertook five tenure-track searches, two in New Testament and Christian Origins, two in African-American Religious Studies, and one in Latino/a Religious Studies. Of the two searches in New Testament and Christian Origins, the first resulted in the appointment of Giovanni Bazzana as Assistant Professor of New Testament, and the second was canceled for budgetary reasons. Of the two searches in African-American Religious Studies, one resulted in the appointment of Aisha M. Beliso-De Jesús as Assistant Professor of African American Religions, and the second ended when a second offer of appointment was not accepted. The search in Latino/a Studies resulted in the appointment of Mayra Rivera Rivera as Assistant Professor of Theology and Latina/o Studies. She will begin her appointment at HDS in July 2010.

There was one promotion and one reappointment last year. Matthew Myers Boulton, a theologian in the Reformed tradition, was promoted to Associate Professor of Ministry Studies. Stephanie Paulsell was reappointed Houghton Professor of the Practice of Ministry Studies.

Three highly regarded faculty retired on June 30, 2009: Harvey Cox, Paul Hanson, and David Little. Harvey Cox has been teaching at HDS and in the Faculty of Arts and Sciences since 1965. He has published numerous books, including the bestselling *Secular City*, which was selected by the University of Marburg as one of the most influential books of Protestant theology in the twentieth century. Paul D. Hanson has taught at Harvard since 1971 and has been the Florence Corliss Lamont Professor of Divinity since 1988. David Little came to the Divinity School in 1999 and was, from 1999 to 2005, the T. J. Dermot Dunphy Professor of the Practice in Religion, Ethnicity, and International Conflict. In 2005, he became Professor of the Practice in Religion, Ethnicity, and International Conflict and Faculty Associate at the Weatherhead Center for International

As the HDS faculty has grown and taken on more research and teaching areas within theological and religious studies, it has become necessary to rethink what the School asks individual faculty to do in any

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one year and how better to support their prime responsibilities for research and teaching. A faculty taskforce this last year made a number of recommendations that the faculty then discussed as a body and that I, as the Dean, have now implemented: beginning in 2010, a new, stronger leave policy (up to three terms of paid leave over every two leave cycles with six terms). The School has also ratcheted down the faculty committee loads to no more than two committee assignments annual for most faculty members. To make these changes feasible given our masters students two- and three-year programs, faculty have agreed to do more systematic course planning that looks out three years from the current year. Each faculty member has also agreed to teach middle-level courses as well as basic and specialized courses within their field. They will also participate on a rotating basis in the teaching of the general courses and seminars necessary to the School's curricula in the two master's programs and in doctoral studies in religion.

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HARVARD SCHOOL OF DENTAL MEDICINE

Submitted by Mary Cassesso, Dean for Administration and Finance

The Harvard School of Dental Medicine (HSDM) is steadfast in its commitment to diversity through the recruitment and advancement of women and underrepresented minorities across all job groups. Reflecting this commitment, women are well represented on the HSDM senior leadership team, of which 40 percent are women (with one open position).

HSDM takes very seriously its responsibility for the career development and mentoring of its faculty. To encourage and support junior faculty, all department heads and their faculty members participate in an annual career-planning process. This review focuses on the faculty member's goals for the coming year and assesses his/her contributions to the School in teaching, research, and patient care. A main objective of the process is to gauge the faculty member's readiness for promotion and provide mentoring toward that goal.

For HSDM faculty researchers, the percentage of women and men is nearly equal. The majority of these faculty are recent PhD graduates and in entry-level research positions. These individuals typically spend several years in a laboratory performing experiments under the direction of a principal investigator, while perfecting techniques and exploring their own research career paths. These positions act as feeders for internal promotion to the junior and senior faculty levels.

Research support and monetary awards, such as the Eleanor and Miles Shore 50th Anniversary Fellowship Program for Scholars in Medicine and the HSDM Dean's Scholars award, are earmarked for junior faculty. These awards allow the individuals to focus on innovative research and foster their academic careers. Awardees also receive mentoring in research techniques, publication preparation, grant writing, and teaching. The ultimate goal is to attract postgraduates and assist in their transition into successful faculty members. For each of the past eight years, HSDM has funded a Shore Faculty Development Fellowship.

In addition, every year HSDM funds at least two Dean's Scholars to aid the transition of outstanding postdoctoral students into instructor positions. Since its inception in 2002, the program has supported and mentored 22 junior faculty and has successfully retained this diverse group of individuals in academia, 13 of whom are women and three of whom are minorities.

HSDM encourages its women faculty to take part in the Executive Leadership in Academic Medicine Program for Women through the Drexel University College of Medicine. This in-depth course focuses on preparing senior women faculty at schools of medicine, dentistry, and public health for institutional leadership positions from which they can effect positive change.

Several women in the HSDM community are members of the HMS-HSDM Joint Committee on the Status of Women. This committee was formed to facilitate the development and contribution of women affiliated with the Harvard School of Dental Medicine and Harvard Medical School by expanding and improving the opportunities for the advancement of women faculty and staff to achieve their maximum potential.

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In terms of recruitment, as part of the Faculty of Medicine, HSDM works closely with Harvard Medical School (HMS) and its Office for Faculty Affairs to ensure that HSDM's faculty-search procedure is most thorough and reveals a diverse and well-qualified pool of candidates. To further enhance the School's search efforts, HSDM proposes that at least two female faculty members serve on every search committee, as research has shown that expanding the composition of a search committee facilitates broadening the diversity of identified candidates. HSDM also works closely with the HMS Office for Diversity and Community Partnerships, which promotes increased recruitment, retention, and advancement of diverse faculty, particularly underrepresented minorities.