



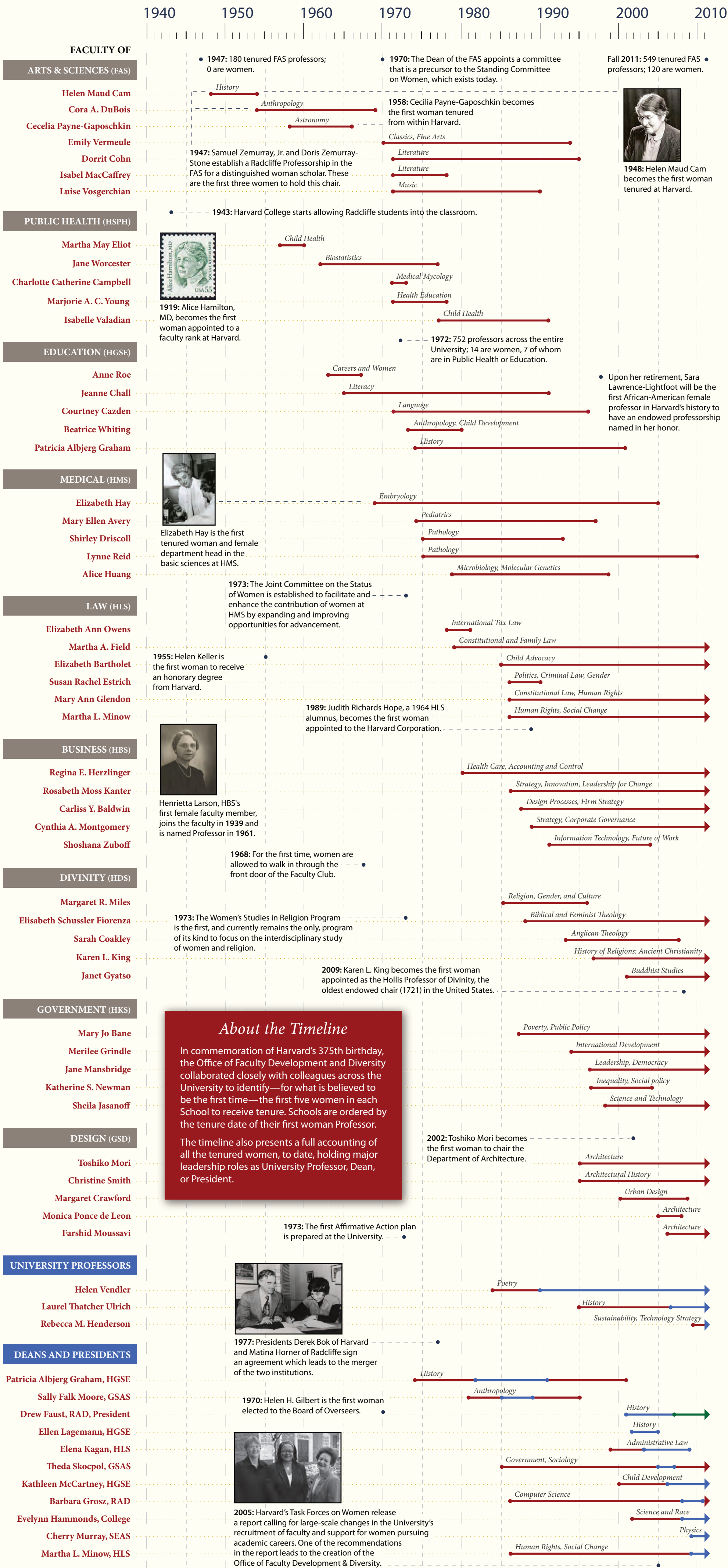
# H A R V A R D   U N I V E R S I T Y

## Office of the Senior Vice Provost Faculty Development & Diversity

### 2 0 1 1   A N N U A L   R E P O R T



The First Tenured Women Professors at Harvard University

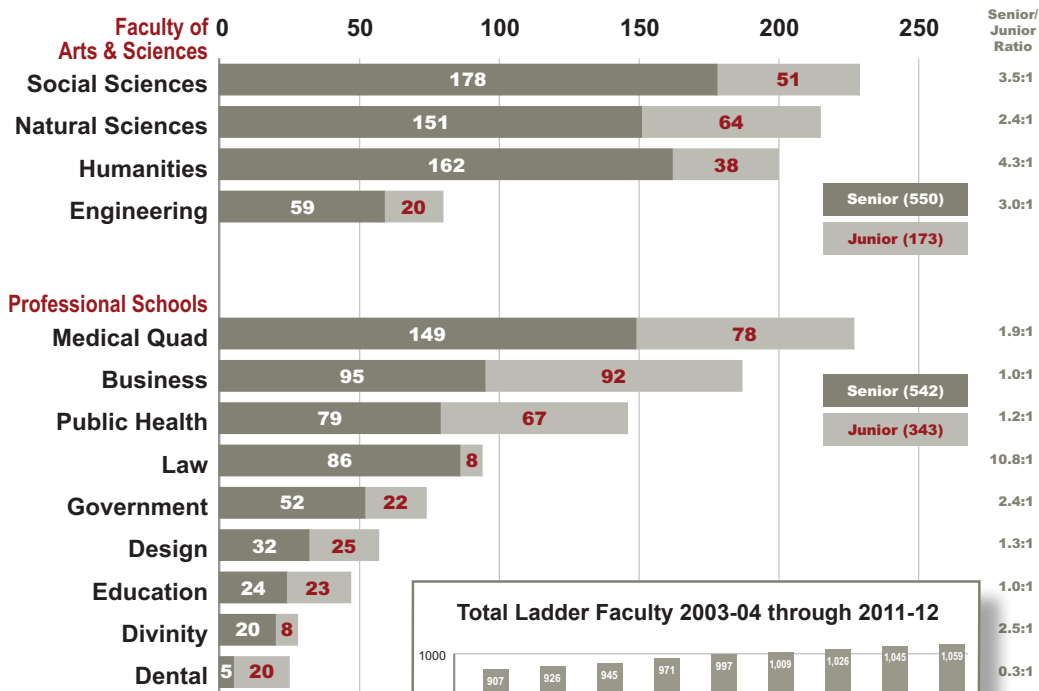


www.faculty.harvard.edu/first-tenured-women



# Number of Ladder Faculty by School and Rank

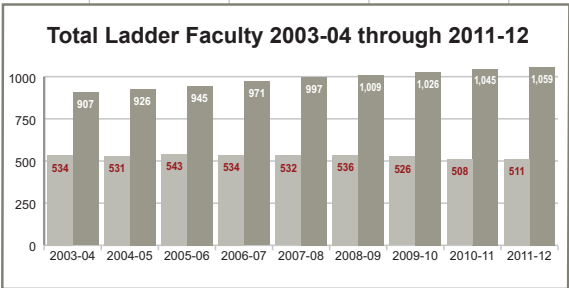
(2011-12, NUMBER = 1,570)



Harvard has 1,570 ladder faculty, up 17 (1%) from last year. This year we welcome 69 new junior faculty and 43 new senior faculty, 31 (72%) of which were promoted from within.

The entire increase in faculty size continues to be in the tenured ranks, which grew from 907 in 2003-04 to 1,059 in 2011-12 (a 17% increase). The size of the junior faculty has now stabilized (at slightly above 500), after several years of decline, due to all-time high internal promotion rates and reduced junior hiring during the financial crisis.

Although two-thirds of the University's ladder faculty are tenured, Senior/Junior ratios vary tremendously across schools which has important implications for faculty development and mentoring. In FAS, the average ratio is 3.2:1 (from a high of 4.3 in Humanities to a low of 2.4 in the Natural Sciences). In the Professional Schools, the ratios are generally lower, with an average of 1.6:1.



## Hospital-Based Ladder Faculty

Approximately 10,050 (829 senior, 9,222 junior) faculty are employed by one of the 18 Harvard affiliated hospitals (over 6 times as many as are employed by the University itself). Unlike the rest of the University, where there are generally twice as many senior faculty members as junior faculty members, the Senior/Junior ratio at the hospitals is reversed, with approximately 11 junior faculty members per senior faculty member.

## NOTES FOR ALL DATA

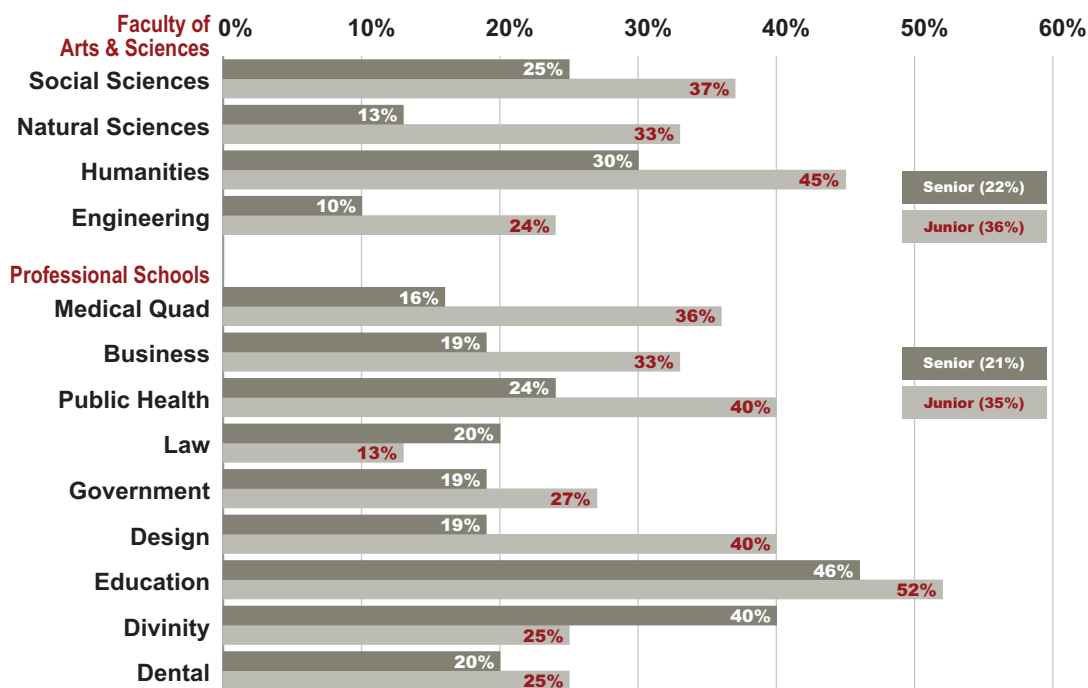
Source: Harvard Data Warehouse and School-based systems, July 1, 2003-09 and September 2, 2011-12. In cases when the University's system of record for appointments (PeopleSoft) varies from School-based data (due to timing and local appointment practices), the School-based data supersedes University data. The counts in this report may therefore differ from other University reports.

At the University, ladder faculty are the full-time professors, associate professors, assistant professors, and convertible instructors. At the Hospital Affiliates, ladder faculty are the full-time professors, associate professors, assistant professors, instructors, and clinical faculty. Ladder

faculty who have multiple appointments across Schools or FAS Divisions are counted in each of the School or FAS Division counts. At the University level, these individuals are counted only once. Race/Ethnicity designations are from self-report data in PeopleSoft. Changes in longitudinal data from previous Office of Faculty Development and Diversity (FD&D) annual reports are the result of corrections made to entries in Harvard's PeopleSoft system and a change in the definition of Medical School ladder faculty. The Medical School numbers now include Basic and Social Science faculty located at the Hospital Affiliates with Quad departmental affiliations.

## Percentage of Women Ladder Faculty by School and Rank

(2011-12, NUMBER = 415, 26%)

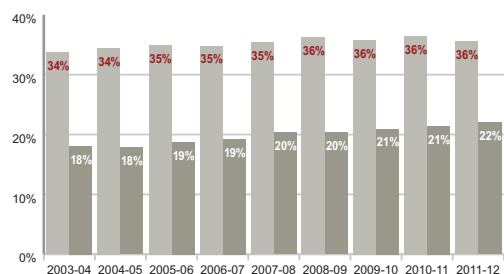


Just over one-quarter (26%) of the Harvard faculty are female, up 6 individuals from last year and 71 individuals (21%) from eight years ago.

As with the general longitudinal faculty trends, all the increase in the number of women has been in the senior ranks, from 164 in 2003-04 to 233 in 2011-12 (a 42% increase). For the first time in history, women now comprise 22% of the Harvard tenured faculty. As in years past, the percentage of senior women varies tremendously by field: it is highest in Education (46%), Divinity (40%), and FAS Humanities (30%), with FAS Social Science (25%) and Public Health (24%) close behind. The percentage of senior women remains stubbornly low across the sciences, including the Medical Quad (16%), FAS Natural Sciences (13%), and Engineering (10%).

Between 2003-04 and 2011-12, the number of junior women has remained remarkably stable (180 and 182, respectively), but because the total number of junior faculty has declined slightly, the percentage of women has risen slightly (to 36%). Once again field differences are pronounced with women exceeding 40% of the junior faculty in several fields.

### Women Ladder Faculty 2003-04 through 2011-12

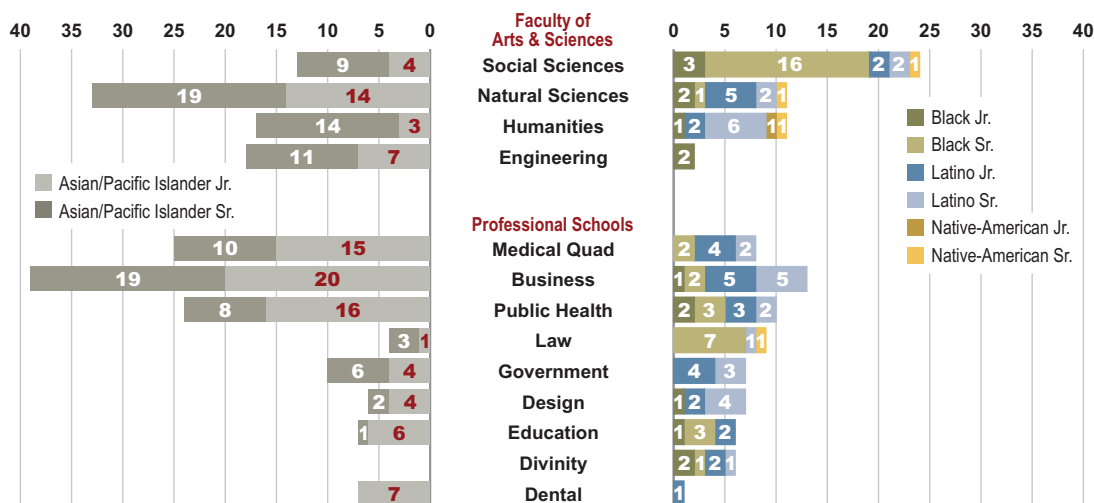


### Hospital-Based Ladder Faculty

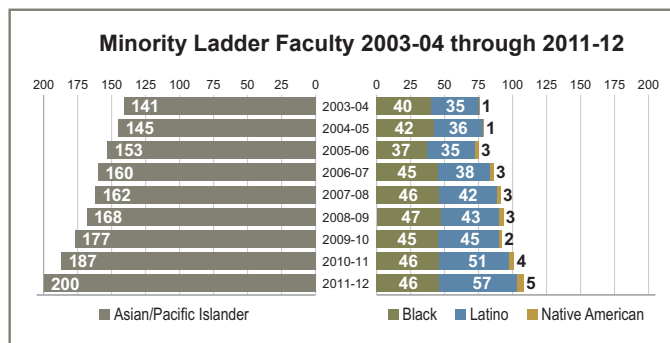
Approximately 4,210 women faculty are employed by one of the 18 Harvard affiliated hospitals (over 10 times the number of women faculty employed by the University itself). Notably, the percentage of women in the junior ranks at the Hospitals (44%) is higher than almost everywhere else at the University, but the percentage of women in the senior ranks (15%) is among the lowest.

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

(2011-12, NUMBER = 308, 20%)



Approximately 20% of the Harvard faculty are minorities, up 91 individuals, or 42%, from eight years ago. Two-thirds of the increase during this period has been in the number of Asian/Pacific Islander faculty, from 141 in 2003-04 to 200 in 2011-12. During this same period, the number of Black faculty increased by 6, the number of Latino faculty increased by 22, and the number of Native American faculty increased by 4.



## Hospital-Based Ladder Faculty

Approximately 2,335 minority faculty are employed by one of the 18 Harvard affiliated hospitals (8 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 (77%). That said, because of their sheer size, the hospitals have 3 to 5 times as many underrepresented minorities than the rest of the University: 202 Blacks, 321 Latinos, and 16 Native-Americans.

Before celebrating this progress—however limited

it may be—we must note that interpretation of longitudinal trends is complicated by recent methodological changes in the way in which Harvard—and all other federal contractors—gather and report race/ethnicity data. For this reason, we separately report the race/ethnicity data for the 81 ladder faculty new to Harvard: 13 Asian faculty, 3 Black faculty, 4 Latino faculty, 60 White faculty, and 1 faculty member belonging to two or more racial/ethnic groups.

Focusing on the entire current faculty, approximately two-thirds (65%) of the minority faculty are Asian/Pacific Islanders. They are best represented in Business (39), FAS Natural Sciences (33), Medical Quad (25), and Public Health (24) and less well represented in FAS Social Sciences, FAS Humanities, and many of the smaller Professional Schools.

Blacks, Latinos, and Native Americans represent just 15%, 19%, and 2% of the minority faculty respectively. As a fraction of the entire faculty, these percentages are just 3%, 4%, and 0.3%. In this graph, we present numbers, not percentages, to highlight just how few underrepresented minorities are on the Harvard faculty. Each “1” in this graph represents only one individual of that race/ethnicity at that rank in that School (or FAS division).

## ENHANCING FACULTY RECRUITMENT

FD&D is committed to helping search committees recruit effectively to attract a diverse cadre of outstanding faculty to Harvard.

After years of antiquated paper-based processes, a major initiative of 2010-11 was the development of an online faculty hiring system (*see box at right*). Other highlights included a panel with Professors Iris Bohnet, Sheena Iyengar, and Mahzarin Banaji, who presented lessons that decision scientists can offer about improving faculty search processes. Building upon this standing-room-only event, FD&D and Professor Banaji are now developing a Faculty Search Article Bank, which will provide search committees with evidence-based approaches for diversifying candidate pools and improving search practices.



### HARVARD ARIES

#### Academic Recruitment Information e-System

In July 2011, Harvard launched ARIES, the University's first online system custom-designed for academic hiring. Search committee members and administrators now have user-friendly tools for electronically receiving and reviewing applications; candidates can view complete information about all academic opportunities across the University (great for dual career recruiting) and submit applications online; referees can upload confidential recommendations; and the University can advertise positions more broadly and create more accurate and timely reports.

[academicpositions.harvard.edu](http://academicpositions.harvard.edu)

## SUPPORTING FACULTY WITH FAMILY RESPONSIBILITIES

In partnership with the Office of Work/Life, FD&D initiatives help Harvard faculty balance family commitments with academic responsibilities. 2010-11 highlights included completing the renovation of the Oxford Street and Harvard Yard Childcare Centers, improving their infrastructure and increasing the number of childcare slots; co-sponsorship of the Longwood Childcare Summit; and the Faculty Dual Career Forum (supported by the Dostart-Meers Dual Career Research Initiative). Harvard also supports faculty through the Ladder ACCESS Program, which provides need-based childcare scholarships of up to \$20K/year and through Research Enabling Grants and the Dependent Care Fund, which help faculty with families sustain their scholarly productivity.

### WATCH PORTAL

#### Web Access to Care at Harvard

Searching for a steady caregiver for your young children? Need a last-minute babysitter for a last-minute meeting? Have a teenager in high school or college looking for babysitting opportunities in your neighborhood? The WATCH Portal is a new PIN-restricted tool—open only to Harvard faculty, students, staff, and their high school and college enrolled household members—which links parents in our community who need childcare with students who can provide it.

[www.watch.harvard.edu](http://www.watch.harvard.edu)



# H A R V A R D

# FACULTY MENTORING AND DEVELOPMENT



FD&D events are open to all faculty, but we're especially interested in supporting pre-tenure ladder faculty. With support from the CEWH Junior Faculty Mentoring Program, FD&D hosts the University-wide New Faculty Institute; junior faculty lunches with Senior Vice Provost Judith Singer; media training sessions that teach faculty how to talk persuasively about their research; and the Digital Scholarship Summit (co-sponsored with HBS), where experts in digital scholarship, e-science, and

scholarly communications discuss the changing nature of research, scholarly publishing, and the faculty portfolio. Additional 2010-11 highlights were three panels on scholarly publishing, including the popular From Dissertation to Book, where senior faculty and academic publishers discussed the mysteries of contract negotiation and strategies for coping with the rapidly changing publishing world; and the Academic Uses of Social Media, co-sponsored by the Berkman Center and the Harvard Office of News and Public Affairs, where faculty bloggers and tweeters explained how and why they're moving into these new territories.



Event videos are viewable at the QR code above and can be found at [www.faculty.harvard.edu/about-office/events/event-videos](http://www.faculty.harvard.edu/about-office/events/event-videos)

## TALKING ABOUT TEACHING

This new University-wide seminar explores pedagogical connections across disciplines and Schools. Designed by faculty for faculty, the inaugural Spring 2011 series examined different approaches to case teaching across the University. Each of the four sessions began with a professor teaching an actual case to the "class" of approximately 40 faculty colleagues. Then a faculty member from a different School led a discussion of how the particular approach might be adapted to other contexts. With the announcement of the Harvard Initiative for Learning and Teaching (HILT), FD&D is exploring strategies for sustaining and expanding this series.

# FACILITATING FACULTY NETWORKING

FD&D hosts University-wide events designed to foster cross-School engagement and provide a "behind the scenes" look at our collections, centers, and other unique offerings. Highlights of 2010-11 included two celebrations of the popular Science of Food and Cooking Course, including a panel discussion with Ferran Adria, Jose Andres, and Harold McGee and celebrity-chef receptions (save November 30, 2011 for this year's follow up); a night at the Harvard Film Archive, with talks demonstrating the Archive's extensive collections and their potential academic uses; and a Food and Family Series, with hands-on cooking demonstrations and scholarly talks with Professors Ted Bestor (on sushi) and Walter Willett (with Mollie Katzen, on eating well).







## FACULTY GEOMAP

### Get to know your faculty neighbors.

The Harvard Faculty Geomap is an online, geographically organized tool—PIN restricted to Harvard faculty—which allows you to search for and contact colleagues who live near you or who share similar interests. Once you opt in and create a profile, you can search by commuting preferences, ages of children, personal/professional interests, etc. You can view results by list or map; there's also an email feature that allows you to contact colleagues individually or in groups. Nearly 600 Harvard colleagues have already joined: [www.faculty.harvard.edu/geomap](http://www.faculty.harvard.edu/geomap)

## DEVELOPING THE FACULTY PIPELINE

FD&D is committed to developing strategies for making Harvard a more inclusive environment in which excellence and diversity are understood as integral to our mission. Essential to these efforts are pipeline programs for undergraduates, graduate students, and postdoctoral fellows who express interest in becoming the faculty of the future. FD&D's summer pipeline program Summer Research Opportunities at Harvard has become especially successful: over 500 students (a record!) vied for one of 2011's 16 slots. FD&D also coordinates with the many other summer programs across the University, by sponsoring a welcome reception, mentor recognition lunch, graduate school recruitment fair, scholarly panels, and a research poster symposium.

## ONE HARVARD

### Recruiting the next generation of scholars

In Spring 2011, President Faust launched the One Harvard Initiative, the first ever University-wide graduate recruitment event. Over 200 students admitted to GSAS and the professional Schools came to campus to hear "the case" for choosing Harvard for their studies. All admitted students were invited, with special invitations to those from historically underrepresented groups, given the initiative's goal of recruiting and retaining graduate students from diverse backgrounds.







## 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 development, implementation, and evaluation of University-wide programs designed to improve faculty life and the systematic collection, analysis, stewardship, and dissemination of data on faculty appointments. 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

Holyoke Center, Suite 880  
1350 Massachusetts Avenue  
Cambridge, MA 02138  
617-495-9904  
[fdd@harvard.edu](mailto:fdd@harvard.edu)

For additional information about FD&D, please visit our website:  
[www.faculty.harvard.edu](http://www.faculty.harvard.edu)



**HARVARD UNIVERSITY** | Office of the Senior Vice Provost  
**Faculty Development & Diversity**



# Peer Comparisons

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

Note that AAUDE uses federal methodology for ascribing race/ethnicity. In this methodology, faculty without U.S. citizenship or permanent residency are assigned to a non-resident category (which is omitted from the Peer Comparison charts) instead of a particular race/ethnicity. The AAUDE Faculty Profile Exchange item is roughly based on the IPEDS EAP (Employees by Assigned

Position) survey and uses some of the definitions and inclusion criteria from that survey. The Harvard University race/ethnicity numbers presented in the FD&D Annual Report do not separate faculty without U.S. citizenship or permanent residency into a separate non-resident category, but instead assigns them to a particular race/ethnicity. As a result, the Harvard race/ethnicity figures submitted to the AAUDE faculty profiles exchange item will be slightly different from the Harvard race/ethnicity figures that appear in other sections of the FD&D annual report.

The data in this report are from 2010-11 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. For the purposes of the Peer Comparison charts, Junior Faculty include Assistants and Associates and Senior Faculty include Professors.

# FACULTY OF ARTS & SCIENCES: SOCIAL SCIENCES\*\*

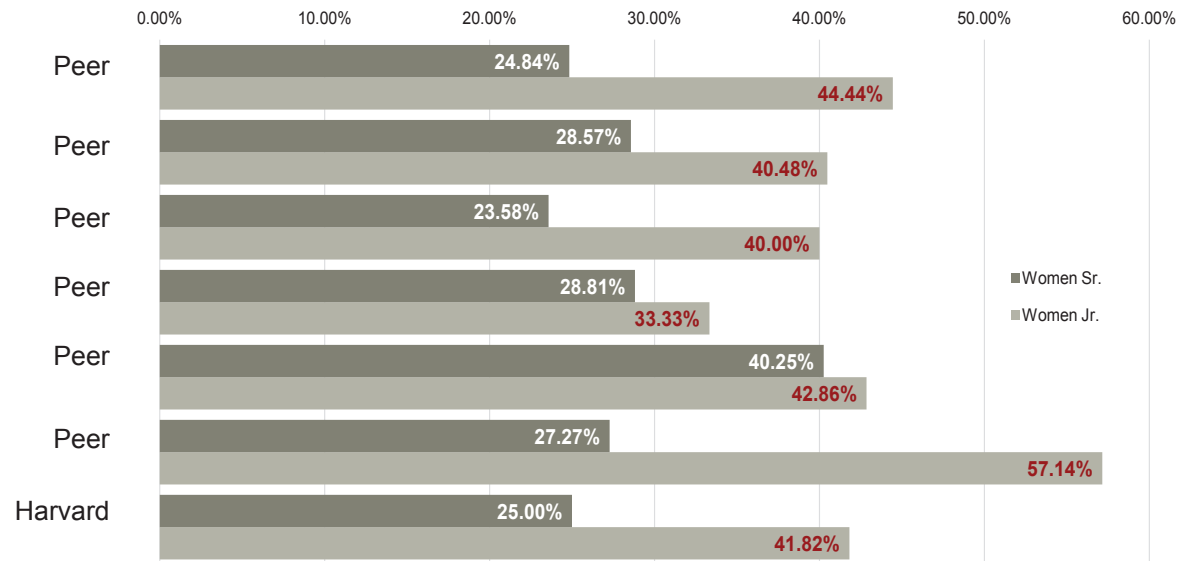
## Peer Schools Represented\*:

Columbia University  
Massachusetts Institute of Tecnology  
Princeton University  
Stanford University  
University of Michigan  
Yale University

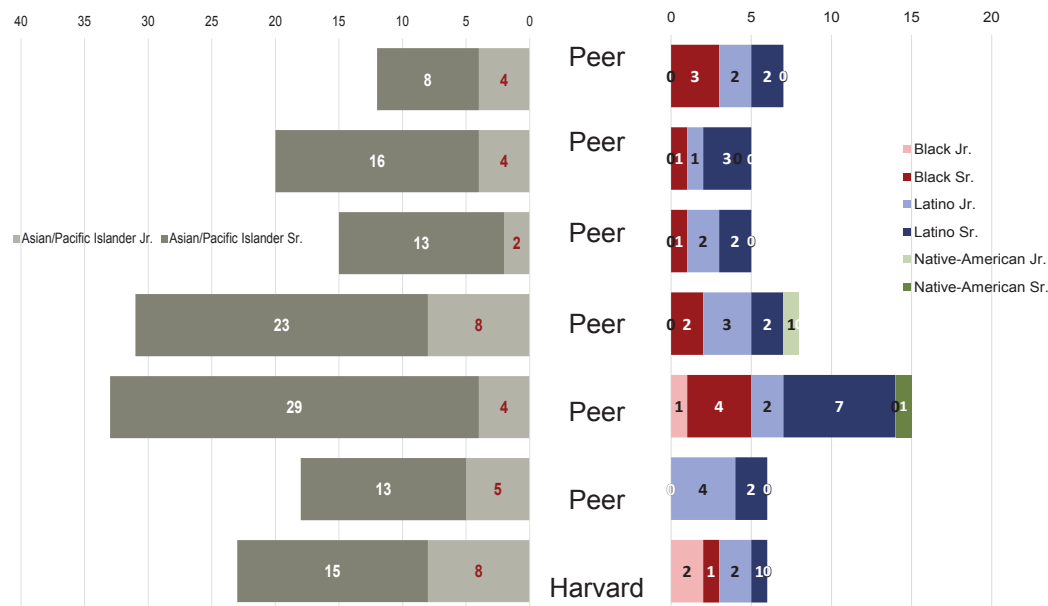
\* Data from peer institutions is masked to protect their privacy.

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

## Percentage of Women Ladder Faculty by School and Rank (2010-11)



## Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2010-11)



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# FACULTY OF ARTS & SCIENCES: NATURAL SCIENCES\*\*

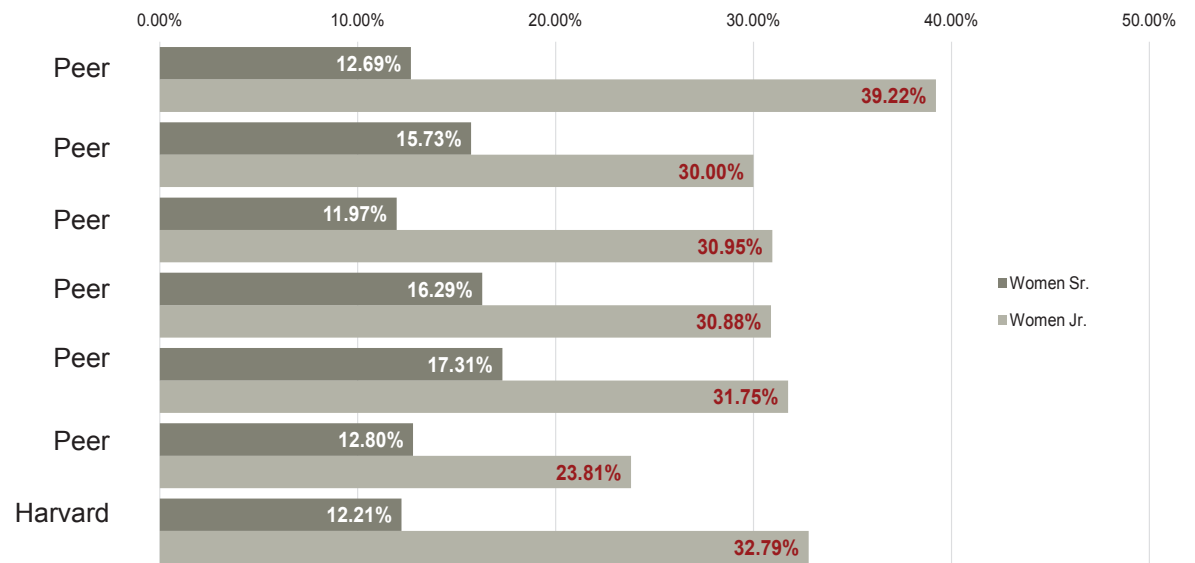
## Peer Schools Represented\*:

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Princeton University  
Stanford University  
University of Michigan  
Yale University

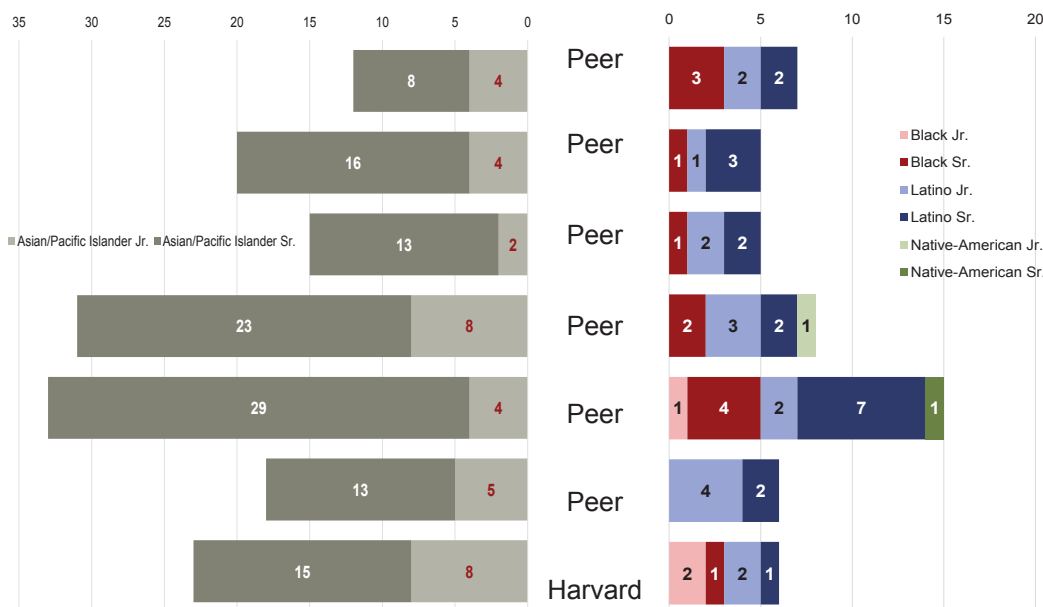
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# FACULTY OF ARTS & SCIENCES: HUMANITIES\*\*

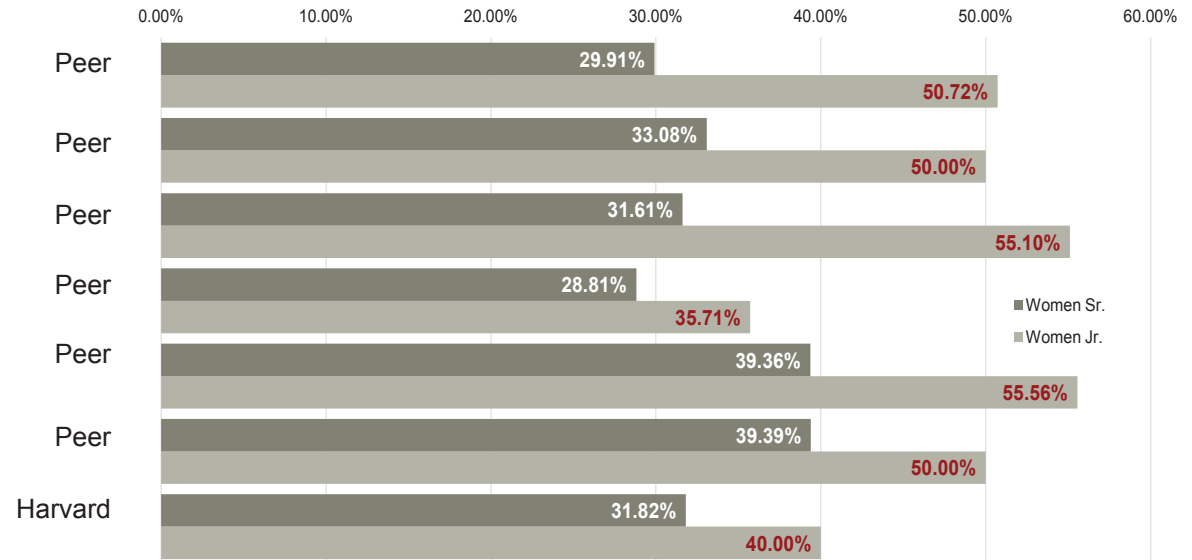
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Stanford University  
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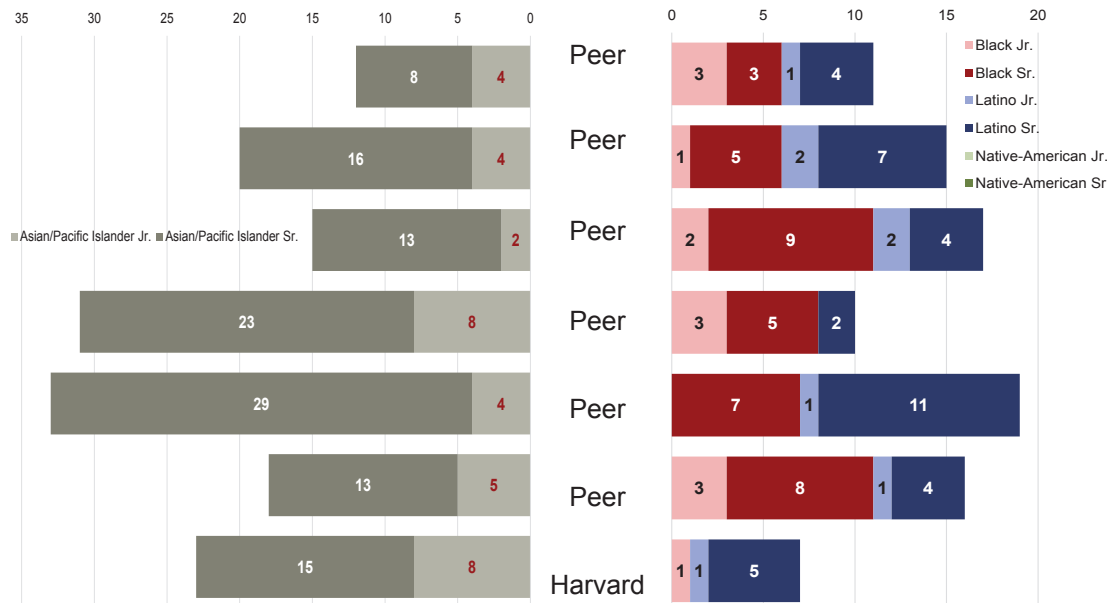
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## Percentage of Women Ladder Faculty by School and Rank (2010-11)



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# SCHOOL OF ENGINEERING AND APPLIED SCIENCES

## Peer Schools Represented\*:

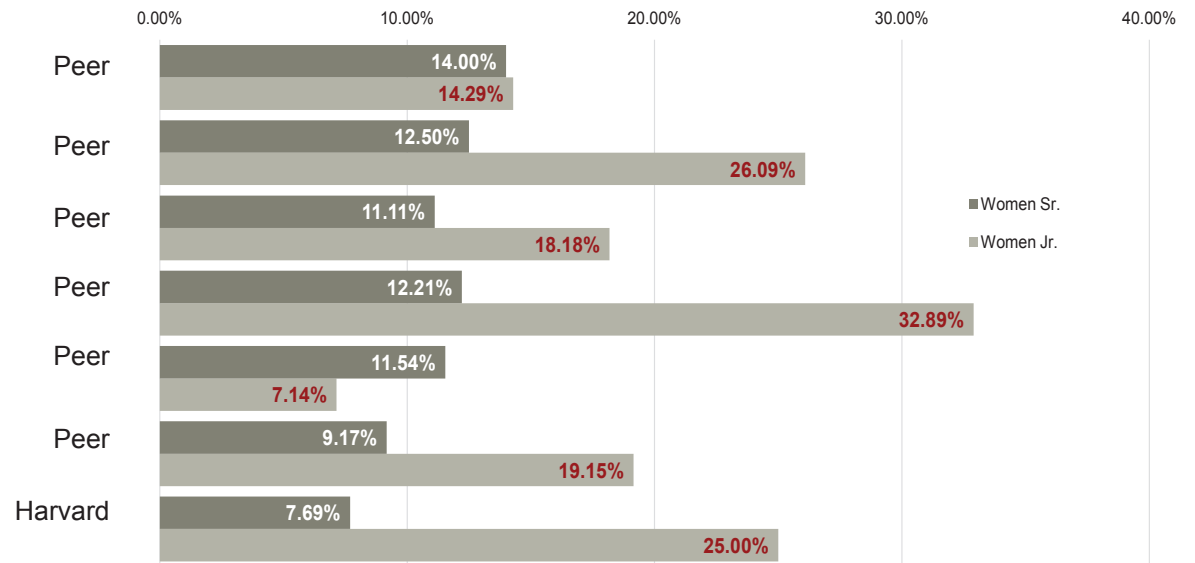
Brown University  
Columbia University  
Massachusetts Institute of Technology  
Princeton University  
Stanford University  
Yale University

## Peer Schools with No AAUDE Data:

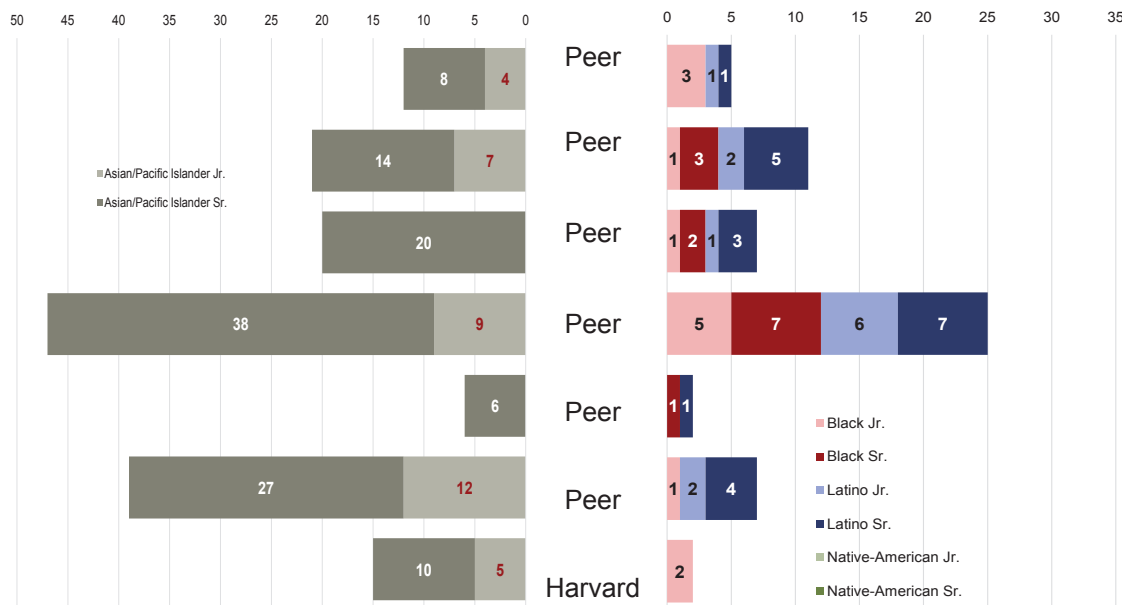
California Institute of Technology

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## Percentage of Women Ladder Faculty by School and Rank (2010-11)



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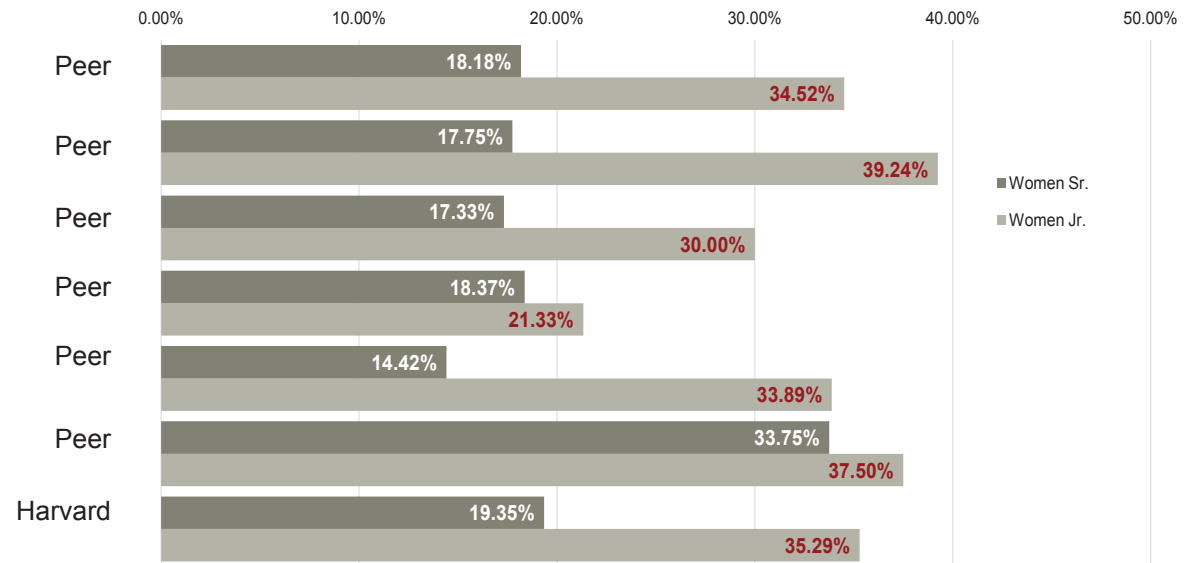
# HARVARD MEDICAL SCHOOL

## Peer Schools Represented\*:

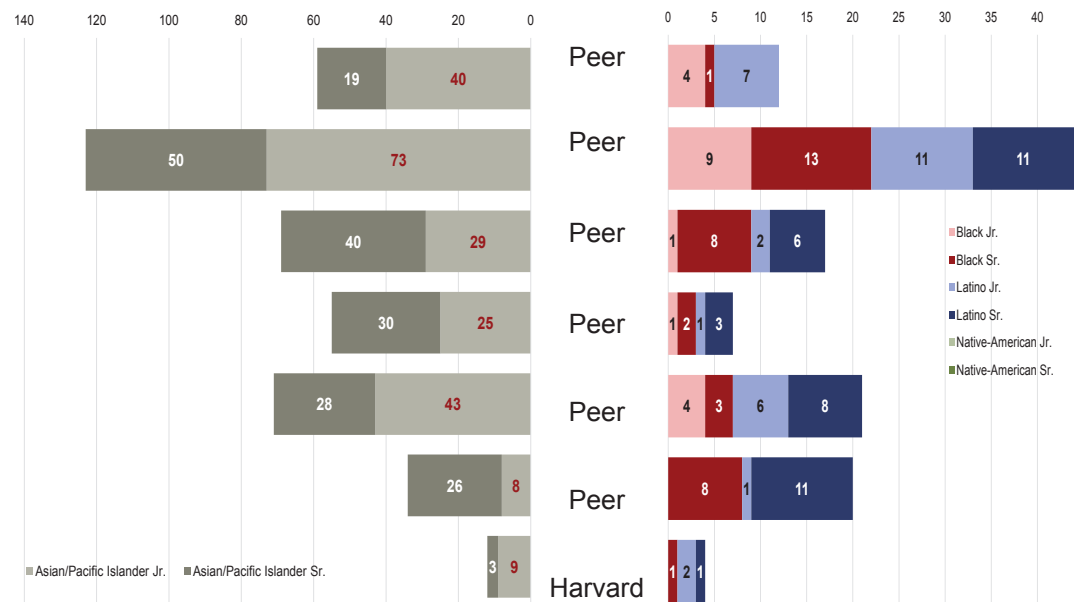
Columbia University  
Duke University  
University of Pennsylvania  
University of California San Francisco  
Stanford University  
Washington University - St. Louis

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## Percentage of Women Ladder Faculty by School and Rank (2010-11)



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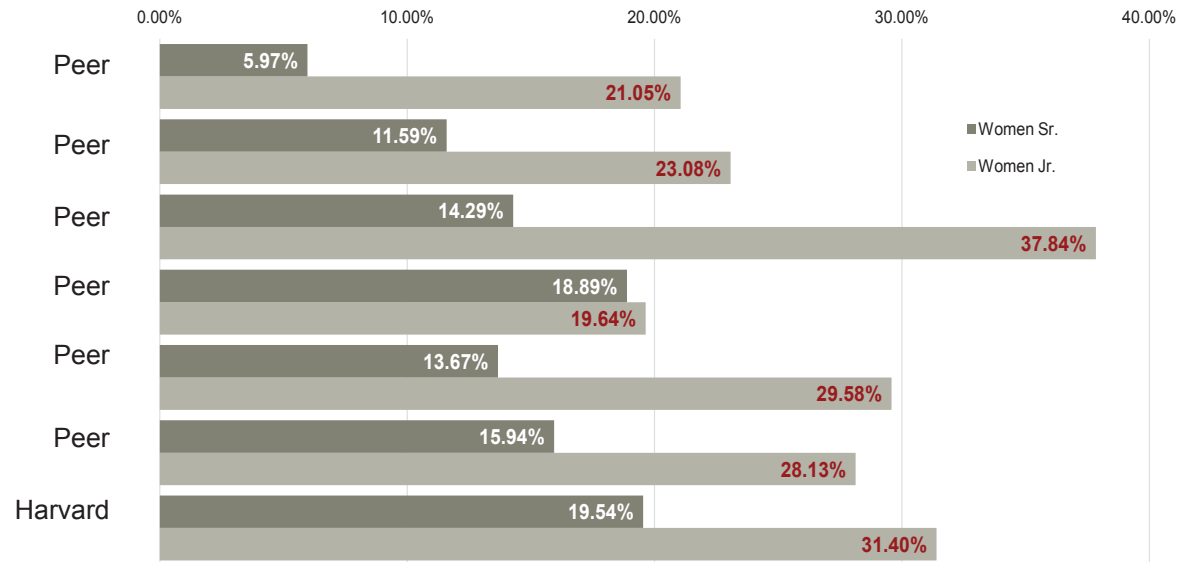
# HARVARD BUSINESS SCHOOL

## Peer Schools Represented\*:

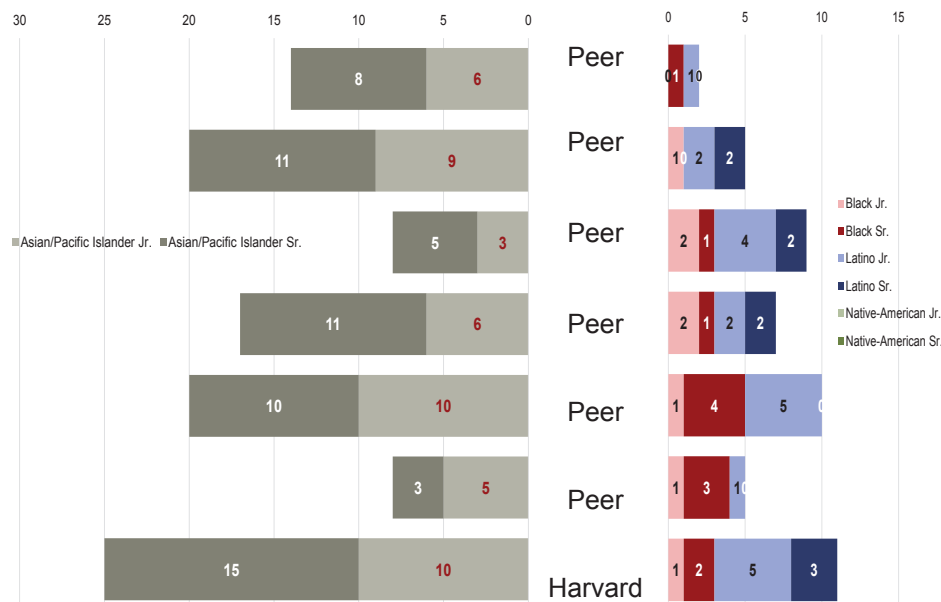
Columbia University  
Massachusetts Institute of Technology  
Northwestern University  
Stanford University  
University of Chicago  
University of Pennsylvania

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## Percentage of Women Ladder Faculty by School and Rank (2010-11)



## Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2010-11)



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# HARVARD SCHOOL OF PUBLIC HEALTH

## Peer Schools Represented\*:

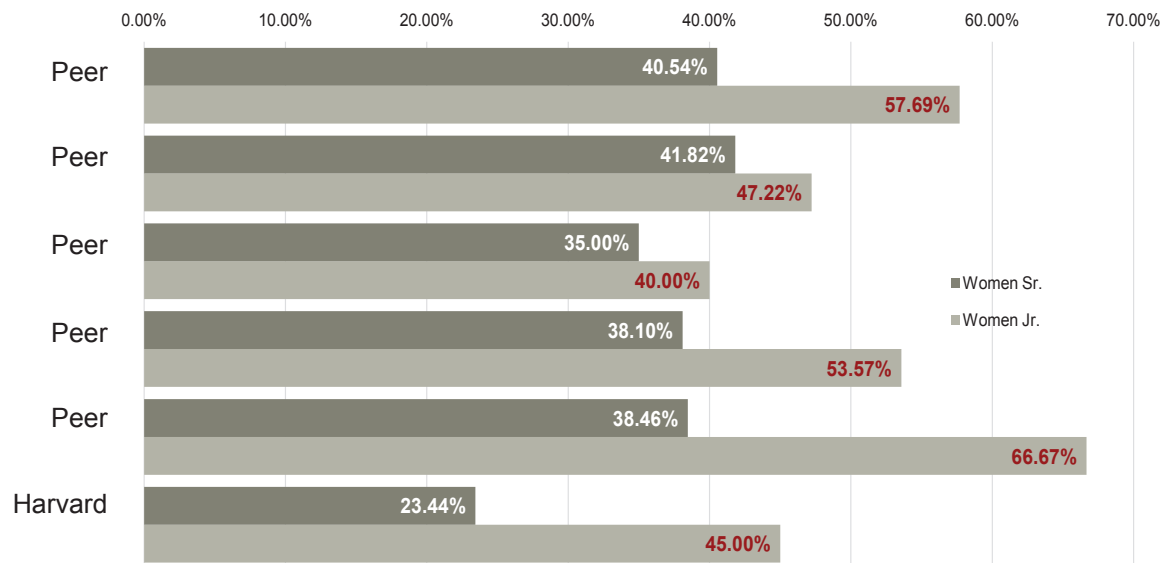
Columbia University  
Emory University  
University of Michigan  
University of North Carolina  
Yale University

## Peer Schools with No AAUDE Data:

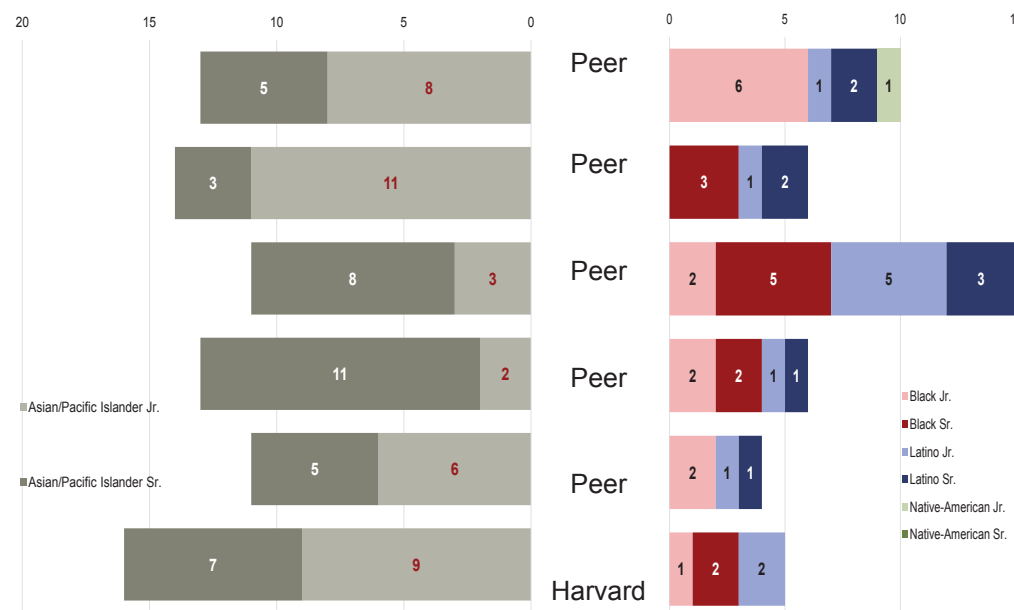
University of Washington

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

## Percentage of Women Ladder Faculty by School and Rank (2010-11)



## Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2010-11)



These 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.

The data in this report are from 2010-11 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.



# HARVARD LAW SCHOOL

## Peer Schools Represented\*:

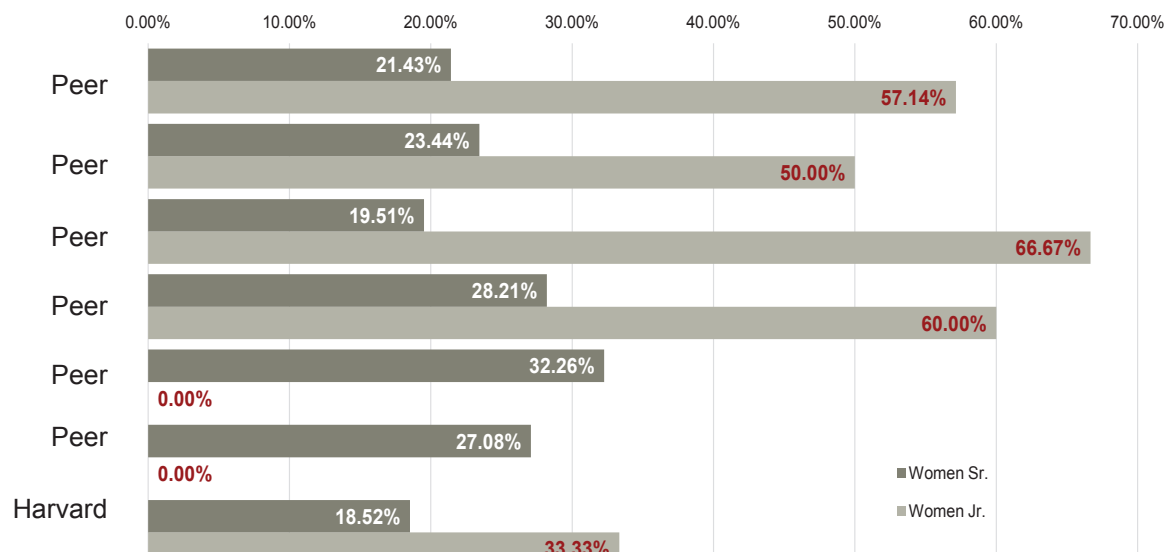
Columbia University  
Stanford University  
University of California Berkeley  
University of Chicago  
University of Pennsylvania  
Yale University

## Peer Schools with No AAUDE Data:

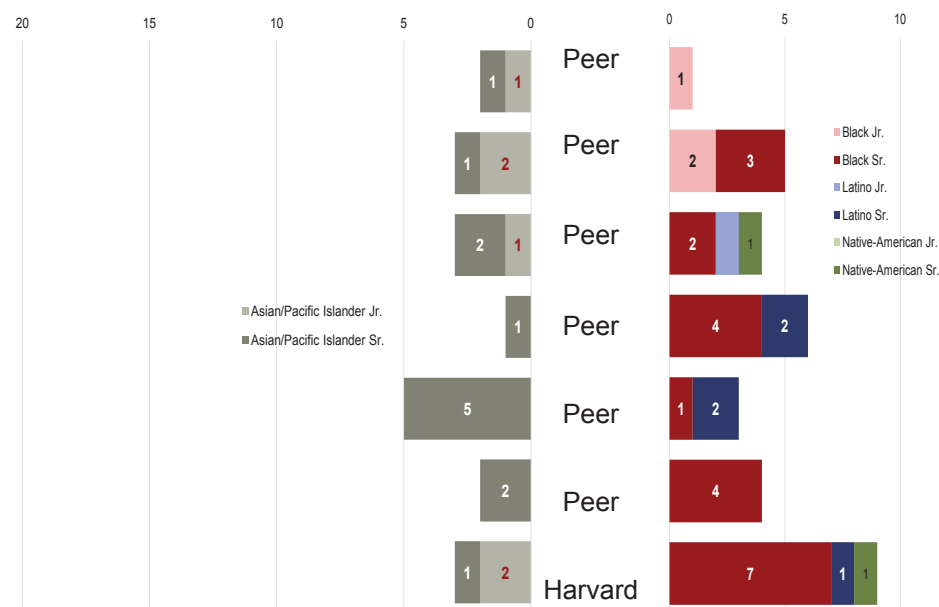
New York University  
University of Virginia

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

## Percentage of Women Ladder Faculty by School and Rank (2010-11)



## Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2010-11)



These 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.

The data in this report are from 2010-11 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.

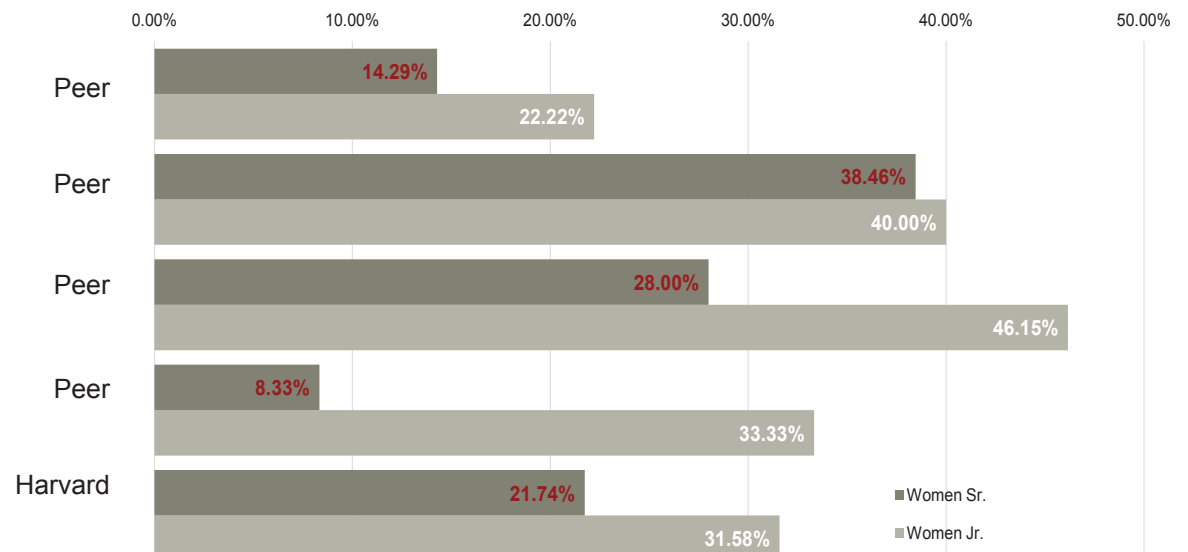
# HARVARD KENNEDY SCHOOL OF GOVERNMENT

## Peer Schools Represented\*:

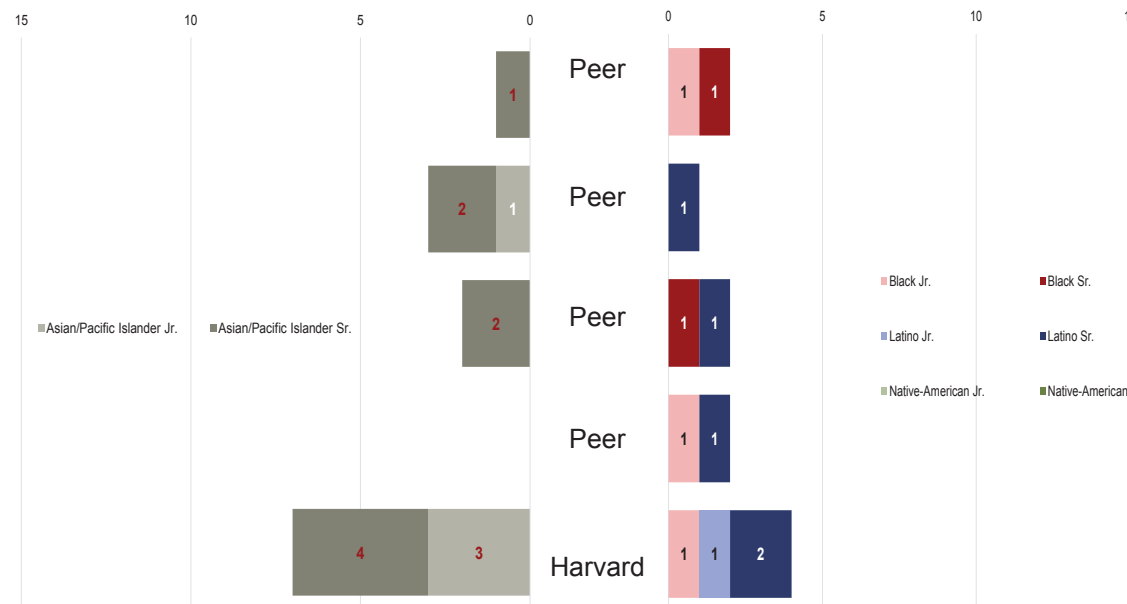
Princeton University  
University of Chicago  
University of Michigan  
University of California, Berkeley

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

## Percentage of Women Ladder Faculty by School and Rank (2010-11)



## Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2010-11)



These 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.

The data in this report are from 2010-11 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.

# HARVARD GRADUATE SCHOOL OF DESIGN

## Peer Schools Represented\*:

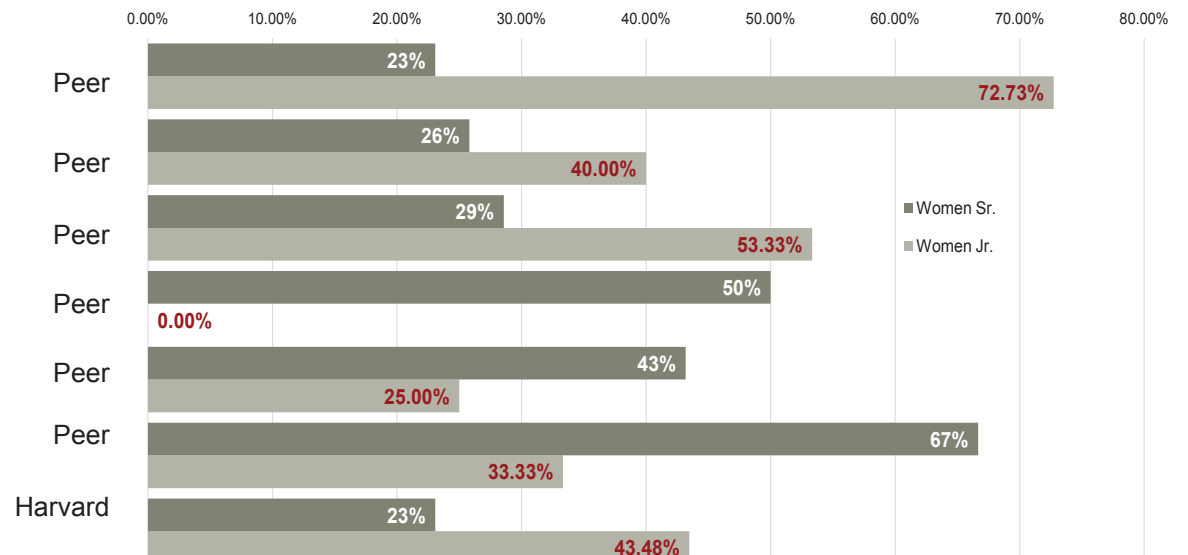
Columbia University  
Princeton University  
Massachusetts Institute of Technology  
University of California, Berkeley  
University of Pennsylvania  
Yale University

## Peer Schools with No AAUDE Data:

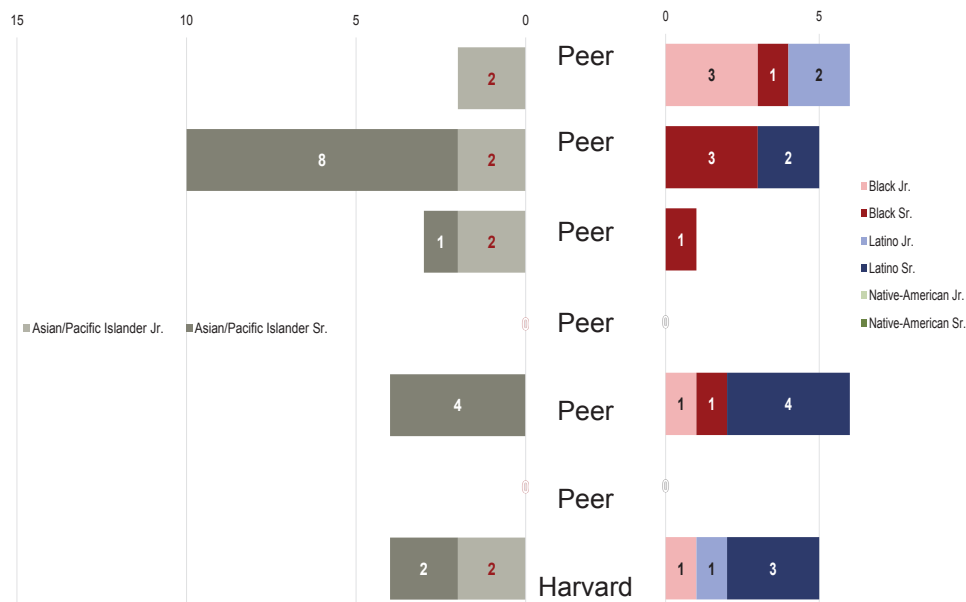
University of Virginia

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

## Percentage of Women Ladder Faculty by School and Rank (2010-11)



## Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2010-11)



These 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.

The data in this report are from 2010-11 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.



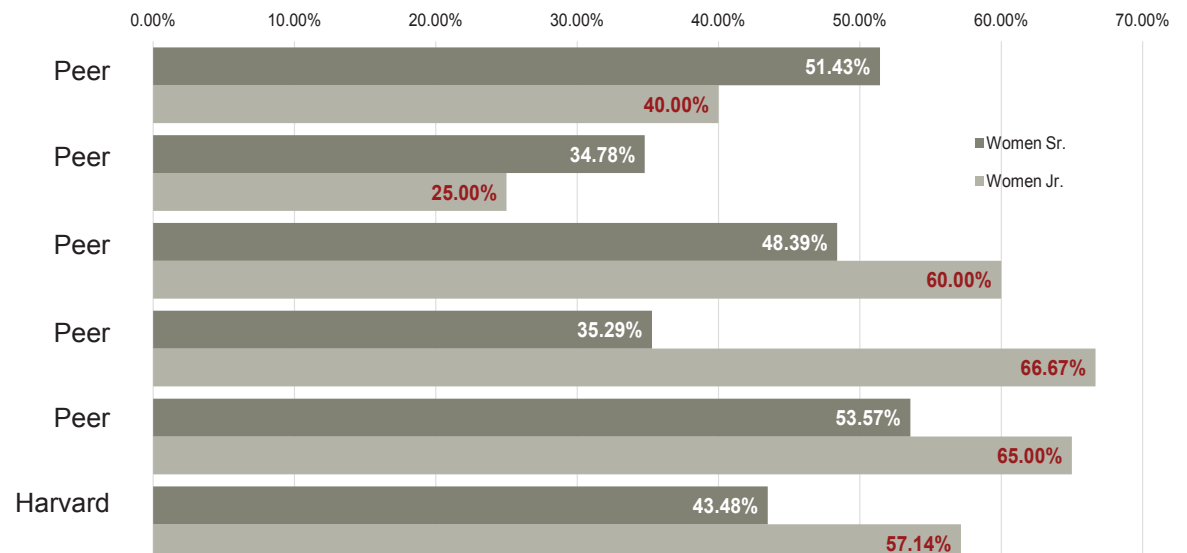
# HARVARD GRADUATE SCHOOL OF EDUCATION

## Peer Schools Represented\*:

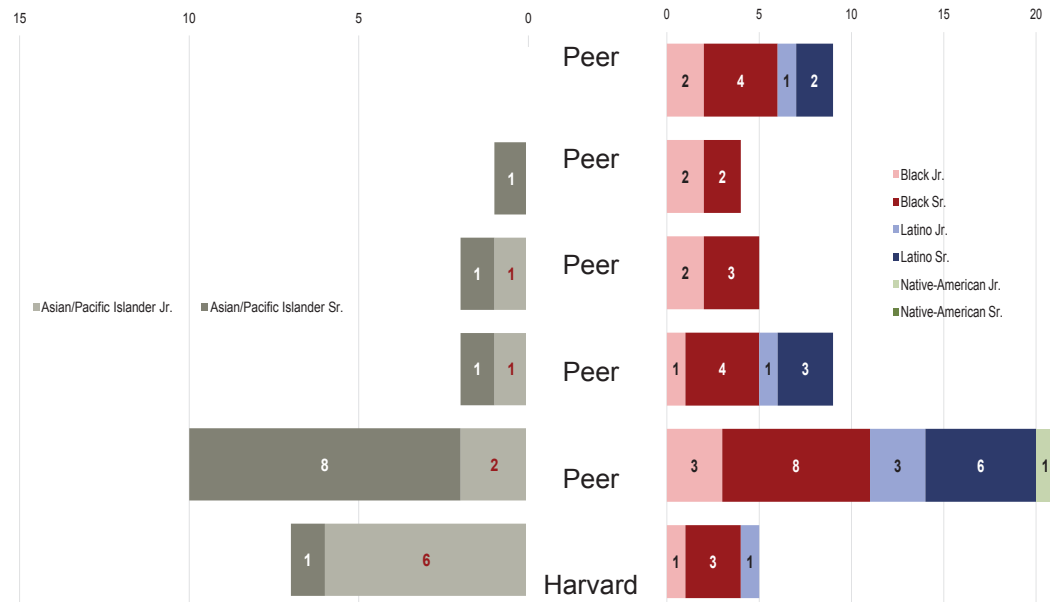
Columbia Teacher's College  
Northwestern University  
University of Michigan  
University of Pennsylvania  
Stanford University

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

## Percentage of Women Ladder Faculty by School and Rank (2010-11)



## Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2010-11)



These 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.

The data in this report are from 2010-11 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.

# HARVARD DIVINITY SCHOOL

## Peer Schools Represented\*:

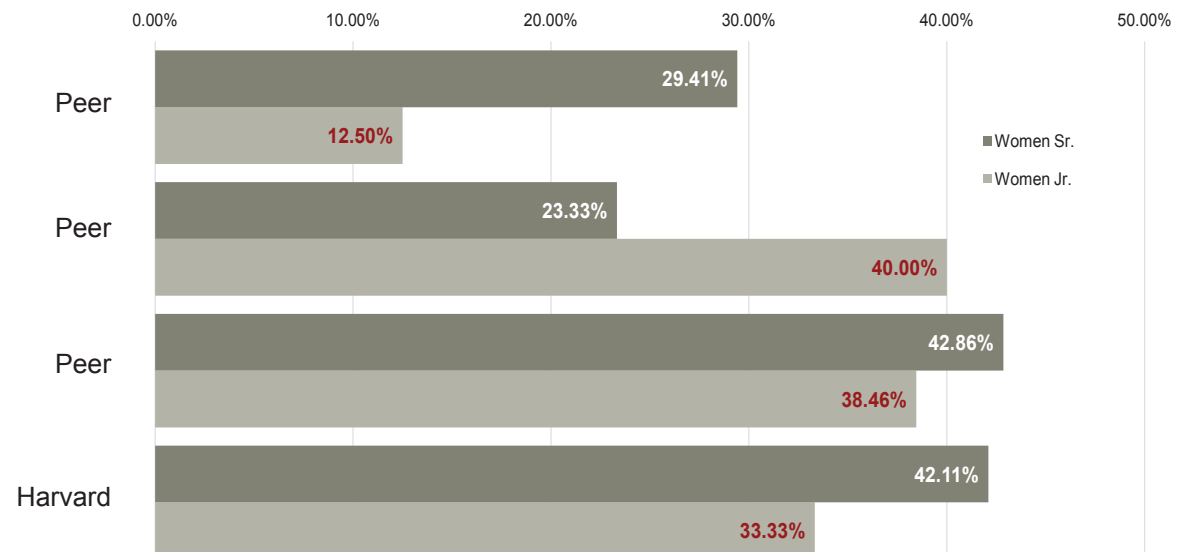
University of Chicago  
Emory University  
Yale University

## Peer Schools with No AAUDE Data:

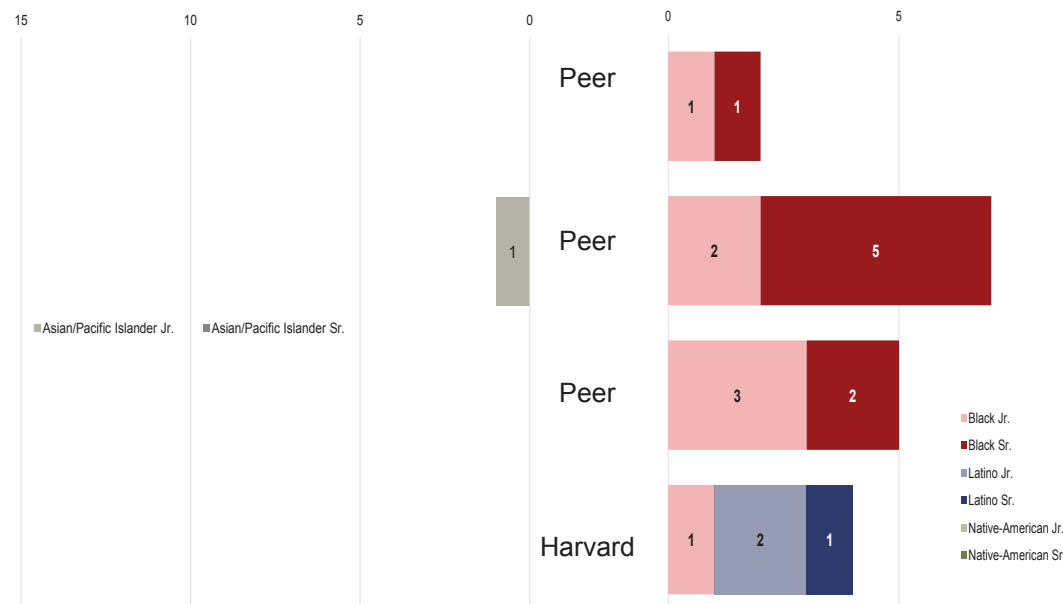
Princeton Theological Seminary

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

## Percentage of Women Ladder Faculty by School and Rank (2010-11)



## Number of Minority Ladder Faculty by School, Rank, and Race/Ethnicity (2010-11)



These 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.

The data in this report are from 2010-11 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.

**TABLE 1: NUMBER OF HARVARD LADDER<sup>1</sup> FACULTY BY SCHOOL AND RANK  
2003-04 THROUGH 2011-12**

	Assistants									Associates									Professors								
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
HARVARD UNIVERSITY <sup>2</sup>	335	309	320	315	322	323	313	297	281	199	222	223	219	210	213	213	211	230	907	926	945	971	997	1,009	1,026	1,045	1,059
Faculty of Arts and Sciences	121	110	117	120	122	123	115	99	80	45	54	61	64	60	67	65	59	73	411	424	430	446	460	461	470	487	491
Humanities <sup>3</sup>	47	45	46	43	40	31	29	25	17	13	17	21	24	21	26	19	16	21	131	136	140	145	149	150	156	162	162
Social Sciences <sup>4</sup>	49	43	44	47	48	47	37	34	30	25	30	29	25	26	29	29	18	21	165	166	162	172	178	175	175	177	178
Natural Sciences <sup>5</sup>	25	22	27	30	34	45	49	40	33	7	7	11	15	13	12	17	25	31	115	122	128	129	133	136	139	148	151
Life Sciences	13	10	12	13	18	27	30	25	23	6	6	7	11	9	8	10	15	19	52	56	58	60	64	67	69	74	77
Physical Sciences	12	12	15	17	16	18	19	15	10	1	1	4	4	4	4	7	10	12	63	66	70	69	69	69	70	74	74
SEAS	9	11	10	12	11	9	10	11	10	7	7	8	11	10	9	7	9	10	44	47	49	48	49	50	53	56	57
FAS and SEAS Total	130	121	127	132	133	132	125	110	90	52	61	69	75	70	76	72	68	83	455	471	479	494	509	511	523	543	548
HBS	62	55	57	57	56	52	52	42	48	33	31	36	33	35	37	34	44	44	89	91	86	86	89	94	96	92	95
HMS Quad <sup>6</sup>	34	37	46	43	51	54	53	55	42	30	34	32	34	30	29	32	32	36	116	127	129	134	138	138	141	143	149
HSPH	52	51	47	40	37	36	27	30	34	32	35	33	35	33	28	34	35	33	67	69	71	74	72	76	73	75	79
HLS	10	7	6	5	7	10	10	9	8	0	0	0	0	0	0	0	0	0	71	72	76	75	76	80	83	85	86
HKS	16	11	11	9	7	10	13	12	15	20	24	19	16	14	13	9	7	7	47	45	46	49	52	53	53	55	52
HGSE	10	9	7	9	11	11	14	12	13	5	6	4	4	6	9	7	9	10	29	26	25	27	26	26	27	25	24
GSD	4	5	6	9	9	10	7	10	11	19	18	18	12	15	14	14	13	14	27	27	27	29	29	29	31	31	32
HDS	5	3	3	3	4	3	4	6	7	3	5	1	2	1	2	3	3	1	17	16	21	22	23	22	22	21	20
HSDM	10	10	11	9	8	10	12	14	16	6	7	10	8	6	6	6	5	4	6	5	6	6	7	7	7	6	5
Professional Schools Total	203	188	194	184	190	196	192	190	194	148	160	153	144	140	138	139	148	149	469	478	487	502	512	525	533	533	542
Other Total <sup>7</sup>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	7	6	7	9	7	8	10	9
										Junior Faculty <sup>8</sup>									Professors								
Medical School Affiliates Total <sup>9</sup>										7,049	7,232	7,432	7,783	7,990	8,326	8,481	8,743	9,222	521	547	583	593	614	632	653	696	829

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

<sup>[1]</sup> 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.

<sup>[2]</sup> 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 or FAS Divisions at the School or FAS Division 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.

<sup>[3]</sup> 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.

<sup>[4]</sup> 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.

<sup>[5]</sup> 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.

<sup>[6]</sup> The Medical School Quad includes nine Basic and Social Science Departments.

<sup>[7]</sup> 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.

<sup>[8]</sup> 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.

<sup>[9]</sup> 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 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<sup>1</sup> FACULTY BY SCHOOL AND RANK  
2003-04 THROUGH 2011-12**

	Assistants										Associates										Professors									
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12			
HARVARD UNIVERSITY <sup>2</sup>	23%	21%	22%	21%	21%	21%	20%	19%	18%	14%	15%	15%	15%	14%	14%	14%	15%	63%	64%	64%	65%	65%	65%	66%	67%	67%				
Faculty of Arts and Sciences	21%	19%	19%	19%	19%	19%	18%	15%	12%	8%	9%	10%	10%	9%	10%	10%	9%	71%	72%	71%	71%	72%	71%	72%	76%	76%				
Humanities <sup>3</sup>	25%	23%	22%	20%	19%	15%	14%	12%	9%	7%	9%	10%	11%	10%	13%	9%	8%	69%	69%	68%	68%	71%	72%	76%	80%	81%				
Social Sciences <sup>4</sup>	21%	18%	19%	19%	19%	19%	15%	15%	9%	11%	13%	12%	10%	10%	12%	12%	8%	69%	69%	69%	70%	71%	70%	73%	77%	78%				
Natural Sciences <sup>5</sup>	17%	15%	16%	17%	19%	23%	24%	20%	16%	5%	5%	7%	9%	7%	6%	8%	12%	78%	81%	77%	74%	74%	71%	68%	72%	74%				
Life Sciences	18%	14%	16%	15%	20%	26%	28%	22%	19%	8%	8%	9%	13%	10%	8%	9%	13%	73%	78%	75%	71%	70%	66%	63%	65%	65%				
Physical Sciences	16%	15%	17%	19%	18%	20%	20%	15%	10%	1%	1%	4%	4%	4%	4%	7%	10%	83%	84%	79%	77%	76%	76%	73%	75%	77%				
SEAS	15%	17%	15%	17%	16%	13%	14%	14%	13%	12%	11%	12%	15%	14%	13%	10%	12%	73%	72%	73%	68%	70%	74%	76%	74%	74%				
FAS Total	20%	19%	19%	19%	19%	18%	17%	15%	13%	8%	9%	10%	11%	10%	11%	10%	9%	71%	72%	71%	70%	71%	71%	73%	75%	76%				
HBS	34%	31%	32%	32%	31%	28%	29%	24%	26%	18%	18%	20%	19%	19%	20%	19%	25%	48%	51%	48%	49%	49%	51%	53%	52%	51%				
HMS Quad <sup>6</sup>	19%	19%	22%	20%	23%	24%	23%	24%	19%	17%	17%	15%	16%	14%	13%	14%	14%	64%	64%	62%	63%	63%	62%	62%	62%	66%				
HSPH	34%	33%	31%	27%	26%	26%	20%	21%	23%	21%	23%	22%	23%	23%	20%	25%	25%	44%	45%	47%	50%	51%	54%	55%	54%	54%				
HLS	12%	9%	7%	6%	8%	11%	11%	10%	9%	0%	0%	0%	0%	0%	0%	0%	0%	88%	91%	93%	94%	92%	89%	89%	90%	91%				
HKS	20%	14%	14%	12%	10%	13%	17%	16%	20%	24%	30%	25%	22%	19%	17%	12%	9%	57%	56%	61%	66%	71%	70%	71%	74%	70%				
HGSE	23%	22%	19%	23%	26%	24%	29%	26%	28%	11%	15%	11%	10%	14%	20%	15%	20%	66%	63%	69%	68%	60%	57%	56%	54%	51%				
GSD	8%	10%	12%	18%	17%	19%	14%	19%	19%	38%	36%	35%	24%	28%	26%	27%	24%	54%	54%	53%	58%	55%	55%	60%	57%	56%				
HDS	20%	13%	12%	11%	14%	11%	14%	20%	25%	12%	21%	4%	7%	4%	7%	10%	10%	4%	68%	67%	84%	81%	82%	81%	76%	70%	71%			
HSDM	45%	45%	41%	39%	38%	43%	48%	56%	64%	27%	32%	37%	35%	29%	26%	24%	20%	16%	27%	23%	22%	26%	33%	30%	28%	24%	20%			
Professional Schools Total	25%	23%	23%	22%	23%	23%	22%	22%	22%	18%	19%	18%	17%	17%	16%	16%	17%	57%	58%	58%	60%	61%	61%	62%	62%	63%				
Other Total <sup>7</sup>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%				
											Junior Faculty <sup>8</sup>										Professors									
Medical School Affiliates Total <sup>9</sup>										93%	93%	93%	93%	93%	93%	93%	93%	92%	7%	7%	7%	7%	7%	7%	7%	7%	8%			

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

<sup>1</sup> 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.

<sup>2</sup> 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 or FAS Divisions at the School or FAS Division 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.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> The Medical School Quad includes nine Basic and Social Science Departments.

<sup>7</sup> 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.

<sup>8</sup> 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.

<sup>9</sup> 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<sup>1</sup> FACULTY THAT ARE WOMEN BY SCHOOL AND RANK 2003-04 THROUGH 2011-12**

	Assistants									Associates									Professors										
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12		
HARVARD UNIVERSITY <sup>2</sup>	118	118	121	117	124	117	111	109	98	62	65	69	69	64	77	77	76	84	164	165	177	187	203	205	215	224	233		
Faculty of Arts and Sciences	45	48	48	45	49	46	39	35	26	14	14	22	27	25	32	29	24	31	84	83	87	93	99	99	104	111	114		
Humanities <sup>3</sup>	16	17	17	14	14	12	13	12	7	4	5	6	7	6	9	6	5	10	38	38	41	43	45	46	49	50	49		
Social Sciences <sup>4</sup>	22	24	23	22	24	20	13	11	8	10	8	12	16	15	19	17	10	11	35	35	35	38	41	40	40	42	45		
Natural Sciences <sup>5</sup>	7	7	8	9	11	14	13	12	11	0	1	4	4	4	4	6	9	10	11	10	11	12	13	13	15	19	20		
Life Sciences	5	4	3	3	5	9	10	10	10	0	1	3	3	3	3	4	5	6	7	6	7	8	9	9	10	13	14		
Physical Sciences	2	3	5	6	6	5	3	2	1	0	0	1	1	1	1	2	4	4	4	4	4	4	4	4	5	6	6		
SEAS	0	1	2	3	4	4	3	4	3	1	0	0	0	0	0	1	1	2	3	3	3	3	4	4	6	6	5		
FAS Total	45	49	50	48	53	50	42	39	29	15	14	22	27	25	32	30	25	33	87	86	90	96	103	103	110	117	119		
HBS	21	19	22	20	20	18	18	16	17	7	6	6	8	6	8	7	11	13	14	14	14	14	16	16	18	17	18		
HMS Quad <sup>6</sup>	8	12	14	15	19	19	21	20	15	9	11	9	7	5	7	10	10	13	14	17	18	19	20	20	21	21	24		
HSPH	20	21	20	16	14	13	9	14	15	13	13	12	13	13	13	15	15	12	12	12	14	15	16	18	16	17	19		
HLS	3	1	1	3	4	4	4	3	1	0	0	0	0	0	0	0	0		12	12	14	12	13	14	14	16	17		
HKS	6	4	3	2	2	3	3	2	3	6	7	8	5	5	5	3	4	3	6	5	5	7	10	10	10	10	10		
HGSE	8	8	6	6	6	6	7	6	6	2	3	3	3	5	7	5	6	6	11	10	9	9	9	9	10	11	11		
GSD	2	1	2	4	4	4	5	6	6	7	6	5	3	4	4	4	4	4	3	3	4	6	7	7	6	6	6		
HDS	3	1	1	1	1	0	1	2	2	1	2	0	0	0	1	1	1	0	5	6	8	8	8	7	8	8	8		
HSDM	2	2	2	2	1	2	2	2	4	2	3	4	3	1	1	1	1	1	0	0	1	1	1	1	1	1	1		
Professional Schools Total	73	69	71	69	71	69	70	71	69	47	51	47	42	39	46	46	52	52	77	79	87	91	100	102	104	107	114		
Other Total <sup>7</sup>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1	1	2	1	2	4	4		
										Junior Faculty <sup>8</sup>									Professors										
Medical School Affiliates Total <sup>9</sup>										2,781	2,928	3,071	3,268	3,398	3,580	3,694	3,825	4,083	58	63	65	68	72	79	88	102	128		

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

<sup>[1]</sup> 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.

<sup>[2]</sup> 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 or FAS Divisions at the School or FAS Division 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.

<sup>[3]</sup> 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.

<sup>[4]</sup> 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.

<sup>[5]</sup> 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.

<sup>[6]</sup> The Medical School Quad includes nine Basic and Social Science Departments.

<sup>[7]</sup> 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.

<sup>[8]</sup> 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.

<sup>[9]</sup> 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 FACULTY<sup>1</sup> THAT ARE WOMEN BY SCHOOL AND RANK  
2003-04 THROUGH 2011-12**

	Assistants										Associates										Professors									
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12			
HARVARD UNIVERSITY <sup>2</sup>	35%	38%	38%	37%	39%	36%	35%	37%	35%	31%	29%	31%	32%	30%	36%	36%	36%	37%	18%	18%	19%	19%	20%	20%	21%	21%	22%			
Faculty of Arts and Sciences	37%	44%	41%	38%	40%	37%	34%	35%	32%	31%	26%	36%	42%	42%	48%	45%	41%	42%	20%	20%	20%	21%	22%	21%	22%	23%	23%			
Humanities <sup>3</sup>	34%	38%	37%	33%	35%	39%	45%	48%	41%	31%	29%	29%	29%	29%	35%	32%	31%	48%	29%	28%	29%	30%	30%	31%	31%	31%	30%			
Social Sciences <sup>4</sup>	45%	56%	52%	47%	50%	43%	35%	32%	27%	40%	27%	41%	64%	58%	66%	59%	56%	52%	21%	21%	22%	22%	23%	23%	23%	24%	25%			
Natural Sciences <sup>5</sup>	28%	32%	30%	30%	32%	31%	27%	30%	33%	0%	14%	36%	27%	31%	33%	35%	36%	32%	10%	8%	9%	9%	10%	10%	11%	13%	13%			
Life Sciences	38%	40%	25%	23%	28%	33%	33%	40%	43%	0%	17%	43%	27%	33%	38%	40%	33%	32%	13%	11%	12%	13%	14%	13%	14%	18%	18%			
Physical Sciences	17%	25%	33%	35%	38%	28%	16%	13%	10%	0%	0%	25%	25%	25%	25%	29%	40%	33%	6%	6%	6%	6%	6%	6%	7%	8%	8%			
SEAS	0%	9%	20%	25%	36%	44%	30%	36%	30%	14%	0%	0%	0%	0%	0%	14%	11%	20%	7%	6%	6%	6%	8%	8%	11%	11%	9%			
FAS Total	35%	40%	39%	39%	40%	38%	34%	35%	32%	29%	23%	32%	36%	36%	42%	42%	37%	40%	19%	18%	19%	19%	20%	20%	21%	22%	22%			
HBS	34%	35%	39%	35%	36%	35%	35%	38%	35%	21%	19%	17%	24%	17%	22%	21%	25%	30%	16%	15%	16%	16%	18%	17%	19%	18%	19%			
HMS Quad <sup>6</sup>	24%	32%	30%	35%	37%	35%	40%	36%	36%	30%	32%	28%	21%	17%	24%	31%	31%	36%	12%	13%	14%	14%	14%	14%	15%	15%	16%			
HSPH	38%	41%	43%	40%	38%	36%	33%	47%	44%	41%	37%	36%	37%	39%	46%	44%	43%	36%	18%	17%	20%	20%	22%	24%	22%	23%	24%			
HLS	30%	14%	17%	60%	57%	40%	40%	33%	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	17%	17%	18%	16%	17%	18%	17%	19%	20%			
HKS	38%	36%	27%	22%	29%	30%	23%	17%	20%	30%	29%	42%	31%	36%	38%	33%	57%	43%	13%	11%	11%	14%	19%	19%	19%	18%	19%			
HGSE	80%	89%	86%	67%	55%	55%	50%	50%	46%	40%	50%	75%	75%	83%	78%	71%	67%	60%	38%	38%	36%	33%	35%	35%	37%	44%	46%			
GSD	50%	20%	33%	44%	44%	40%	71%	60%	55%	37%	33%	28%	25%	27%	29%	29%	31%	29%	11%	11%	15%	21%	24%	24%	19%	19%	19%			
HDS	60%	33%	33%	33%	25%	0%	25%	33%	29%	33%	40%	0%	0%	0%	50%	33%	33%	0%	29%	38%	38%	36%	35%	32%	36%	38%	40%			
HSDM	20%	20%	18%	22%	13%	20%	17%	14%	25%	33%	43%	40%	38%	17%	17%	17%	20%	25%	0%	0%	17%	17%	14%	14%	14%	17%	20%			
Professional Schools Total	36%	37%	37%	37%	37%	35%	35%	36%	37%	32%	32%	31%	29%	28%	33%	33%	35%	16%	17%	18%	18%	20%	19%	19%	20%	20%				
Other Total <sup>7</sup>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	40%	29%	17%	14%	22%	14%	25%	40%	44%			
											Junior Faculty <sup>8</sup>										Professors									
Medical School Affiliates Total <sup>9</sup>											39%	40%	41%	42%	43%	43%	44%	44%	44%	11%	12%	11%	11%	12%	13%	13%	15%	15%		

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

<sup>[1]</sup> 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.

<sup>[2]</sup> 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 or FAS Divisions at the School or FAS Division 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.

<sup>[3]</sup> 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.

<sup>[4]</sup> 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.

<sup>[5]</sup> 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.

<sup>[6]</sup> The Medical School Quad includes nine Basic and Social Science Departments.

<sup>[7]</sup> 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.

<sup>[8]</sup> 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.

<sup>[9]</sup> 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 FACULTY<sup>1</sup> BY SCHOOL AND RACE/ETHNICITY  
2003-04 THROUGH 2011-12**

	Asian/Pacific Islander										Black										Latino										Native American									
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12				
HARVARD UNIVERSITY <sup>2</sup>	141	145	153	160	162	168	177	187	200	40	42	37	45	46	47	45	46	46	35	36	35	38	42	43	45	51	57	1	1	3	3	3	3	2	4	5				
Faculty of Arts and Sciences	45	44	49	54	54	58	61	59	63	17	18	14	20	21	23	21	21	23	12	13	13	15	14	14	15	16	19	0	0	2	2	2	2	2	1	1	4			
Humanities <sup>3</sup>	12	12	14	14	15	16	16	15	17	2	2	1	2	1	1	1	1	1	6	5	4	5	5	5	6	7	8	0	0	1	1	1	1	1	1	2				
Social Sciences <sup>4</sup>	13	12	12	14	12	12	13	12	13	15	15	12	17	18	20	18	17	19	4	5	6	6	4	5	4	4	4	0	0	1	1	1	1	0	0	1				
Natural Sciences <sup>5</sup>	20	20	23	26	27	30	32	32	33	0	1	1	1	2	2	2	3	3	2	3	3	4	5	4	5	5	7	0	0	0	0	0	0	0	0	1				
Life Sciences	9	9	8	10	11	12	14	14	15	0	1	1	1	2	2	2	3	3	2	2	2	3	3	3	4	4	6	0	0	0	0	0	0	0	0	0				
Physical Sciences	11	11	15	16	16	18	18	18	18	0	0	0	0	0	0	0	0	0	0	1	1	1	2	1	1	1	1	0	0	0	0	0	0	0	0	1				
SEAS	9	9	11	12	12	13	15	18	18	0	0	0	2	2	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
FAS Total	54	53	60	66	66	71	76	77	81	17	18	14	22	23	25	23	23	25	12	13	13	15	14	14	15	16	19	0	0	2	2	2	2	1	1	4				
HBS	25	26	27	28	31	32	33	35	39	6	5	5	5	6	6	4	3	3	7	7	7	7	9	9	9	9	10	0	0	0	0	0	0	0	0	0				
HMS Quad <sup>6</sup>	16	19	21	20	22	21	23	22	25	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	5	6	6	0	0	0	0	0	0	0	0	0				
HSPH	31	32	29	29	27	26	24	23	24	2	3	4	4	5	4	3	4	5	4	4	5	5	5	4	5	3	5	0	0	0	0	0	0	0	0	0				
HLS	1	1	1	2	2	2	2	3	4	7	6	6	6	6	6	6	7	7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1					
HKS	6	6	7	8	7	8	8	10	10	2	2	2	2	2	2	2	2	0	3	3	3	3	4	4	5	5	7	0	0	0	0	0	0	0	0	0				
HGSE	2	2	2	3	4	5	7	7	7	3	4	3	3	3	3	4	4	4	4	2	0	0	0	1	1	1	2	0	0	0	0	0	0	0	0	0				
GSD	2	2	2	1	2	2	2	4	6	1	1	0	0	0	0	1	1	1	5	5	5	6	7	8	7	6	6	0	0	0	0	0	0	0	0	0				
HDS	0	0	0	0	0	0	0	0	0	0	1	1	2	1	1	1	2	3	1	1	1	1	1	1	2	3	3	0	0	0	0	0	0	0	0	0				
HSDM	3	4	4	2	2	4	5	6	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0				
Professional Schools Total	86	92	93	93	97	100	104	100	100	23	24	23	24	25	24	23	25	27	27	26	27	31	32	35	35	41	1	1	1	1	1	1	1	1	1	1				
Other Total <sup>7</sup>	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	2	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
Medical School Affiliates Total <sup>8,10</sup>	962	1,019	1,087	1,196	1,266	1,410	1,493	1,594	1,796	155	157	168	175	168	172	177	187	202	212	219	227	248	279	288	288	295	321	6	9	8	9	15	13	13	15	16				

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

<sup>[1]</sup> 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.

<sup>[2]</sup> 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.

<sup>[3]</sup> 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.

<sup>[4]</sup> 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.

<sup>[5]</sup> 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.

<sup>[6]</sup> The Medical School Quad includes nine Basic and Social Science Departments.

<sup>[7]</sup> 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.

<sup>[8]</sup> 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.

<sup>[9]</sup> 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.

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

**TABLE 6: NUMBER OF HARVARD LADDER FACULTY<sup>1</sup> BY SCHOOL AND RACE/ETHNICITY  
2003-04 THROUGH 2011-12**

	Asian/Pacific Islander										Underrepresented Minorities <sup>11</sup>										White											
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12					
HARVARD UNIVERSITY <sup>2</sup>	141	145	153	160	162	168	177	187	200	76	79	75	86	91	93	92	101	108	1,224	1,233	1,260	1,259	1,276	1,284	1,283	1,260	1,258					
Faculty of Arts and Sciences	45	44	49	54	54	58	61	59	63	29	31	29	37	37	39	37	38	46	503	513	530	539	551	554	552	548	534					
Humanities <sup>3</sup>	12	12	14	14	15	16	16	15	17	8	7	6	8	7	7	8	9	10	171	179	187	190	188	184	180	179	172					
Social Sciences <sup>4</sup>	13	12	12	14	12	12	13	12	13	19	20	19	25	23	26	23	22	22	207	207	204	206	217	213	206	196	191					
Natural Sciences <sup>5</sup>	20	20	23	26	27	30	32	32	33	2	4	4	5	7	6	7	8	11	125	127	139	143	146	157	166	173	171					
Life Sciences	9	9	8	10	11	12	14	14	15	2	3	3	4	5	5	6	7	9	60	60	66	70	75	85	89	93	95					
Physical Sciences	11	11	15	16	16	18	18	18	18	0	1	1	1	2	1	1	1	2	65	67	73	73	71	72	77	80	76					
SEAS	9	9	11	12	12	13	15	18	18	0	0	0	2	2	2	2	2	2	51	56	56	57	56	53	53	56	57					
FAS Total	54	53	60	66	66	71	76	77	81	29	31	29	39	39	41	39	40	48	554	569	586	596	607	607	605	604	591					
HBS	25	26	27	28	31	32	33	35	39	13	12	12	12	15	15	13	12	13	146	139	140	136	134	136	136	131	135					
HMS Quad <sup>6</sup>	16	19	21	20	22	21	23	22	25	4	6	6	6	6	6	7	8	8	160	173	180	185	191	194	196	200	194					
HSPH	31	32	29	29	27	26	24	23	24	6	7	9	9	10	8	8	7	10	114	116	113	111	105	106	102	110	112					
HLS	1	1	1	2	2	2	2	3	4	9	8	8	8	8	8	8	9	9	71	70	73	70	73	80	83	80	78					
HKS	6	6	7	8	7	8	8	10	10	5	5	5	5	6	6	7	7	7	72	69	64	61	60	62	60	57	57					
HGSE	2	2	2	3	4	5	7	7	7	7	6	3	3	3	4	5	5	6	35	33	31	34	36	37	36	34	34					
GSD	2	2	2	1	2	2	2	4	6	6	6	5	6	7	8	8	7	7	42	42	44	43	44	43	42	43	44					
HDS	0	0	0	0	0	0	0	0	0	1	2	2	3	2	2	3	5	6	24	22	23	24	26	25	26	25	22					
HSDM	3	4	4	2	2	4	5	6	7	0	0	0	0	0	0	0	1	1	19	18	23	21	19	19	20	18	17					
Professional Schools Total	86	92	93	93	97	100	104	100	100	51	52	50	52	57	57	59	61	67	683	682	691	685	688	702	701	698	693					
Other Total <sup>7</sup>	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	2	3	2	3	5	4	5	7	6	6	7	7					
Medical School Affiliates Total <sup>9,10</sup>	962	1,019	1,087	1,196	1,266	1,410	1,493	1,594	1,796	373	385	403	432	462	473	478	497	539	6,155	6,280	6,408	6,603	6,704	6,862	6,922	7,075	7,471					

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

<sup>1</sup> 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

<sup>2</sup> 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:

<sup>3</sup> 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

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> The Medical School Quad includes nine Basic and Social Science Departments.

<sup>7</sup> 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.

<sup>8</sup> 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.

<sup>9</sup> 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,

<sup>10</sup> 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.

<sup>11</sup> Underrepresented minorities includes Black, Latino, and Native-American race/ethnicity categories.



**TABLE 7: NUMBER OF HARVARD ASIAN/PACIFIC LADDER FACULTY<sup>1</sup> BY SCHOOL AND RANK 2003-04 THROUGH 2011-12**

	Assistants									Associates									Professors										
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12		
HARVARD UNIVERSITY <sup>2</sup>	57	54	58	60	59	59	60	64	63	33	35	30	28	26	26	30	31	37	51	56	65	72	77	83	87	92	100		
Faculty of Arts and Sciences	15	12	14	17	16	17	15	13	11	7	7	8	8	6	6	9	7	10	23	25	27	29	32	35	37	39	42		
Humanities <sup>3</sup>	4	4	4	3	3	2	2	1	2	1	1	2	2	3	3	3	2	1	7	7	8	9	9	11	11	12	14		
Social Sciences <sup>4</sup>	5	3	4	5	4	4	3	3	3	3	3	2	3	1	2	3	1	1	5	6	6	6	7	6	7	8	9		
Natural Sciences <sup>5</sup>	6	5	6	9	9	11	10	9	6	3	3	4	3	2	1	3	4	8	11	12	13	14	16	18	19	19	19		
Life Sciences	1	1	0	2	3	3	4	5	3	3	2	2	1	0	0	0	0	3	5	6	6	7	8	9	10	9	9		
Physical Sciences	5	4	6	7	6	8	6	4	3	0	1	2	2	2	1	3	4	5	6	6	7	7	8	9	9	10	10		
SEAS	4	3	3	2	2	3	3	4	4	0	1	2	4	3	2	2	3	3	5	5	6	6	7	8	10	11	11		
FAS Total	19	15	17	19	18	20	18	17	15	7	8	10	12	9	8	11	10	13	28	30	33	35	39	43	47	50	53		
HBS	9	8	9	11	11	10	11	12	15	7	6	6	3	3	4	4	5	5	9	12	12	14	17	18	18	18	19		
HMS Quad <sup>6</sup>	4	7	9	8	10	9	11	11	9	8	7	3	3	3	3	3	4	6	4	5	9	9	9	9	9	7	10		
HSPH	16	16	15	14	13	10	8	8	7	7	8	6	7	7	8	9	8	9	8	8	8	8	7	8	7	7	8		
HLS	1	1	0	1	1	1	1	2	1	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	3		
HKS	3	2	3	2	2	3	2	3	3	1	2	2	3	2	1	1	1	1	2	2	2	3	3	4	5	6	6		
HGSE	2	2	2	2	2	3	5	4	4	0	0	0	0	1	1	1	2	2	0	0	0	1	1	1	1	1	1		
GSD	0	0	0	0	0	0	0	1	3	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	2	2		
HDS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
HSDM	1	2	2	2	2	4	5	6	7	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Professional Schools Total	36	38	40	40	41	40	43	47	49	26	26	20	16	17	18	19	21	24	24	28	33	37	39	42	42	42	49		
Other Total <sup>7</sup>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	0	0	0	0		
										Junior Faculty <sup>8</sup>									Professors										
Medical School Affiliates Total <sup>9,10</sup>										945	1,001	1,069	1,173	1,240	1,383	1,464	1,555	1,749	17	18	18	23	26	27	29	39	47		

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

<sup>[1]</sup> 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

<sup>[2]</sup> 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:

<sup>[3]</sup> 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

<sup>[4]</sup> 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.

<sup>[5]</sup> 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.

<sup>[6]</sup> The Medical School Quad includes nine Basic and Social Science Departments.

<sup>[7]</sup> 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.

<sup>[8]</sup> 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.

<sup>[9]</sup> 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.

<sup>[10]</sup> 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,

**TABLE 8: NUMBER OF UNDERREPRESENTED MINORITY LADDER FACULTY<sup>1</sup> BY SCHOOL AND RANK 2003-04 THROUGH 2011-12**

	Assistants									Associates										Professors									
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12		
HARVARD UNIVERSITY <sup>2</sup>	27	29	29	29	31	30	25	29	27	10	13	11	15	16	18	18	15	20	39	37	35	42	44	45	49	57	61		
Faculty of Arts and Sciences	11	10	10	12	12	11	10	11	9	3	6	6	6	4	5	3	2	7	15	15	13	19	21	23	24	25	30		
Humanities <sup>3</sup>	4	3	3	4	3	3	3	4	2	1	2	1	0	1	1	0	0	2	3	2	2	4	3	3	5	5	7		
Social Sciences <sup>4</sup>	6	6	6	6	5	5	3	3	3	2	3	4	5	3	4	3	1	2	11	11	9	13	15	17	16	17	19		
Natural Sciences <sup>5</sup>	1	1	1	2	4	3	4	4	4	0	1	1	1	0	0	0	1	3	1	2	2	2	3	3	1	3	4		
Life Sciences	1	0	0	1	2	2	3	3	4	0	1	1	1	0	0	0	1	2	1	2	2	2	3	3	3	3	3		
Physical Sciences	0	1	1	1	2	1	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1		
SEAS	0	0	0	2	2	2	2	2	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0		
FAS Total	11	10	10	14	14	13	12	13	10	3	6	6	6	4	5	3	2	8	15	15	13	19	21	23	21	25	30		
HBS	7	6	6	6	5	4	1	1	2	2	2	2	2	5	6	7	6	4	4	4	4	4	5	5	5	5	7		
HMS Quad <sup>6</sup>	1	3	3	2	2	2	3	3	1	0	0	0	1	1	1	1	1	3	3	3	3	3	3	3	3	4	4		
HSPH	4	5	6	4	4	3	2	2	3	1	1	2	4	4	3	3	2	2	1	1	1	1	2	2	3	3	5		
HLS	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	7	7	8	8	8	8	9	9		
HKS	1	1	1	1	2	3	3	2	3	1	1	1	1	1	1	1	2	1	3	3	3	3	3	2	3	3	3		
HGSE	3	2	1	1	1	1	1	1	2	1	2	1	1	1	2	1	1	1	3	2	1	1	1	1	3	3	3		
GSD	0	0	0	1	2	3	2	2	2	2	2	0	0	0	0	1	1	1	4	4	5	5	5	5	5	4	4		
HDS	0	1	1	0	0	0	1	3	4	0	0	0	1	0	0	0	0	0	1	1	1	2	2	2	2	2	2		
HSDM	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Professional Schools Total	17	19	19	15	16	16	13	15	18	7	8	6	10	12	13	14	13	12	27	25	25	27	29	28	31	31	31		
Other Total <sup>7</sup>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	2	3	2		
										Junior Faculty <sup>8</sup>									Professors										
Medical School Affiliates Total <sup>9,10</sup>										367	377	393	421	450	461	467	485	521	6	8	10	11	12	12	11	12	18		

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

<sup>[1]</sup> 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.

<sup>[2]</sup> 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.

<sup>[3]</sup> 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.

<sup>[4]</sup> 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.

<sup>[5]</sup> 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.

<sup>[6]</sup> The Medical School Quad includes nine Basic and Social Science Departments.

<sup>[7]</sup> 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.

<sup>[8]</sup> 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.

<sup>[9]</sup> 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.

<sup>[10]</sup> 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,

**TABLE 9: NUMBER OF WHITE LADDER FACULTY<sup>1</sup> BY SCHOOL AND RANK  
2003-04 THROUGH 2011-12**

	Assistants										Associates										Professors											
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12					
HARVARD UNIVERSITY <sup>2</sup>	251	226	233	226	232	234	228	204	190	156	174	182	176	168	169	165	165	173	817	833	845	857	876	881	890	891	895					
Faculty of Arts and Sciences	95	88	93	91	94	95	90	75	60	35	41	47	50	50	56	53	50	56	373	384	390	398	407	403	409	423	418					
Humanities <sup>3</sup>	39	38	39	36	34	26	24	20	13	11	14	18	22	17	22	16	14	18	121	127	130	132	137	136	140	145	141					
Social Sciences <sup>4</sup>	38	34	34	36	39	38	31	28	24	20	24	23	17	22	23	23	16	18	149	149	147	153	156	152	152	152	149					
Natural Sciences <sup>5</sup>	18	16	20	19	21	31	35	27	23	4	3	6	11	11	11	14	20	20	103	108	113	113	114	115	117	126	128					
Life Sciences	11	9	12	10	13	22	23	17	16	3	3	4	9	9	8	10	14	14	46	48	50	51	53	55	56	62	65					
Physical Sciences	7	7	8	9	8	9	12	10	7	1	0	2	2	2	3	4	6	6	57	60	63	62	61	60	61	64	63					
SEAS	5	8	7	8	7	4	5	5	5	7	6	6	7	7	7	5	6	6	39	42	43	42	42	42	43	45	46					
FAS Total	100	96	100	99	101	99	95	80	65	42	47	53	57	57	63	58	56	62	412	426	433	440	449	445	452	468	464					
HBS	46	41	42	40	40	38	40	29	31	24	23	28	28	27	27	23	33	35	76	75	70	68	67	71	73	69	69					
HMS Quad <sup>6</sup>	29	27	34	33	39	43	39	41	32	22	27	29	30	26	25	28	27	27	109	119	117	122	126	126	129	132	135					
HSPH	32	30	26	22	20	23	17	20	24	24	26	25	24	22	17	22	25	22	58	60	62	65	63	66	63	65	66					
HLS	8	5	5	4	6	9	9	7	6	0	0	0	0	0	0	0	0	0	63	65	68	66	67	71	74	73	72					
HKS	12	8	7	6	3	4	8	7	9	18	21	16	12	11	11	7	4	5	42	40	41	43	46	47	45	46	43					
HGSE	5	5	4	6	8	7	8	7	7	4	4	3	3	4	6	5	6	7	26	24	24	25	24	24	23	21	20					
GSD	4	5	6	8	7	7	5	7	6	16	15	17	12	14	13	12	11	12	22	22	21	23	23	23	25	25	26					
HDS	5	2	2	3	4	3	3	3	3	3	5	1	1	1	2	3	3	1	16	15	20	20	21	20	20	19	18					
HSDM	9	8	9	7	6	6	7	7	8	4	5	8	8	6	6	6	5	4	6	5	6	6	7	7	7	6	5					
Professional Schools Total	150	131	135	129	133	140	136	128	126	115	126	127	118	111	107	106	114	113	418	425	429	438	444	455	459	456	454					
Other Total <sup>7</sup>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	5	4	5	7	6	6	7	7					
											Junior Faculty <sup>8</sup>										Professors											
Medical School Affiliates Total <sup>9 10</sup>										5,658	5,760	5,854	6,045	6,129	6,270	6,312	6,433	6,712	497	520	554	558	575	592	610	642	759					

The source of these data is PeopleSoft/Harvard Data Warehouse, with a few modifications to errors found when data cleaning. It contains snapshots of ladder faculty from July 1 of 2003-2009 pulled from the system on October 5, 2009 and snapshots as of September 1 for 2010 and 2011.

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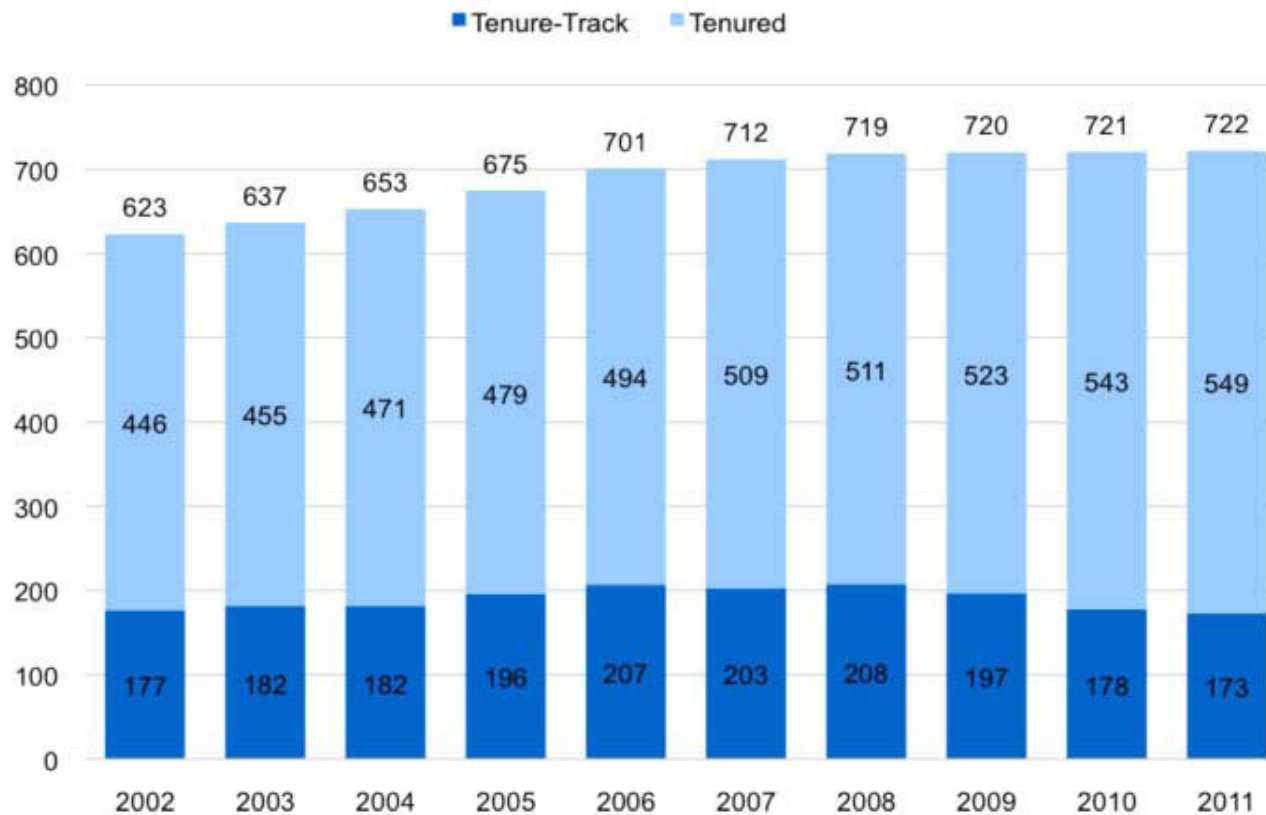
# Faculty of Arts and Sciences

*Submitted by Nina Zipser, Dean for Faculty Affairs and Planning*

## Faculty Demographic Trends

The size of the ladder faculty has been steady over the last four years, growing by less than 1 percent since 2008. While this fact is reflected in many of the demographic measures reported in this section, there has been one noticeable change. Since 2008, the size of the tenure-track faculty has decreased by 17 percent. The decrease in the tenure-track faculty is due to two mechanisms that acted in concert. First, promotions into the tenured ranks outpaced retirements from the tenured ranks. Second, the total size of the ladder faculty remained flat. In 2009, the FAS implemented a faculty retirement program. Since that time, 48 tenured faculty members have entered into retirement agreements that specify a phased retirement of up to four years. Over the next four years, there will be a 56 percent increase in the number of retirements as compared with the last four years.

**Figure 1: Ladder faculty in the FAS from fall 2002 through fall 2011, by rank**



Note: The fall 2008 through fall 2011 faculty counts represent a September 1 snapshot, whereas the fall 2002 through fall 2007 counts represent a July 1 snapshot as in previous annual reports. This new counting methodology was implemented in order to capture appointments starting on September 1.

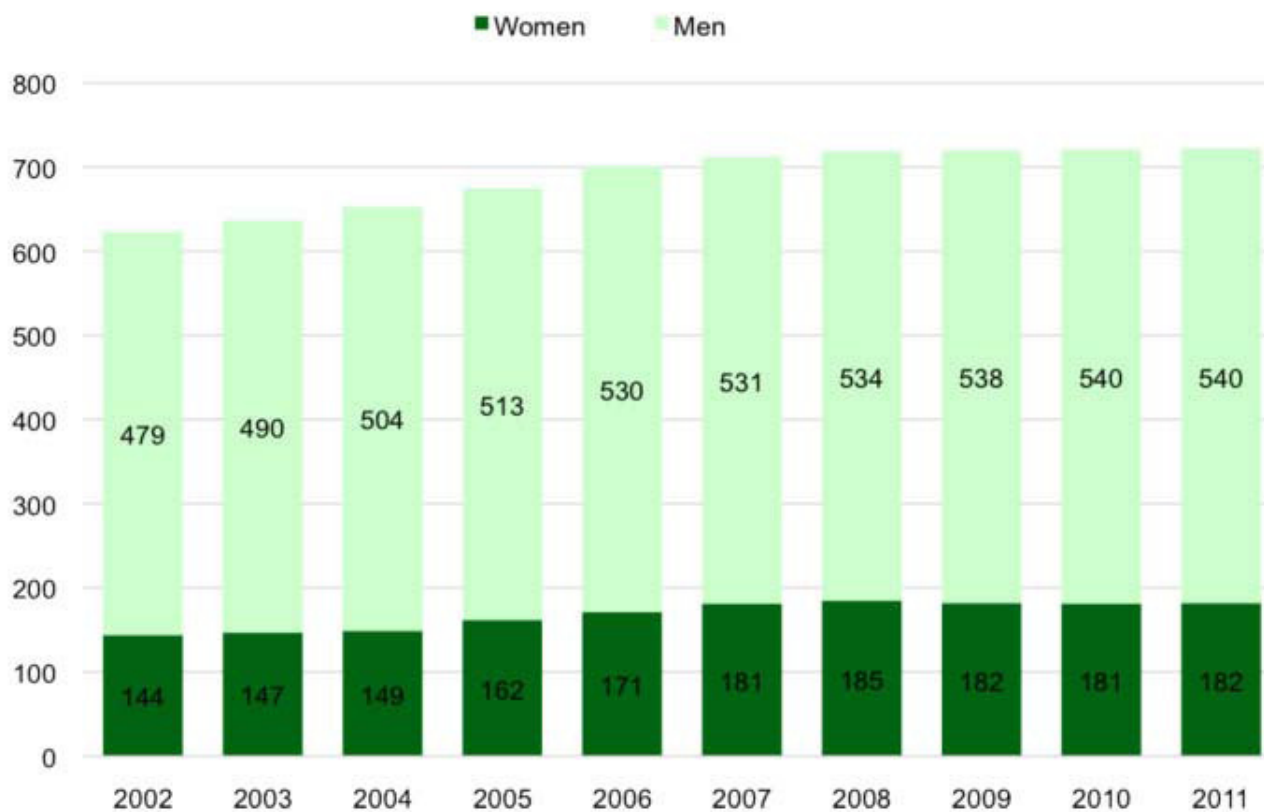


## Faculty of Arts and Sciences - continued

*Submitted by Nina Zipser, Dean for Faculty Affairs and Planning*

As the size of the ladder faculty has remained relatively constant, so too has the number of women on the faculty. Over the last four years women have made up between 25 and 26 percent of the ladder faculty. With respect to rank, women currently represent 22 percent of tenured faculty and 36 percent of tenure-track faculty.

**Figure 2: Ladder faculty in the FAS from fall 2002 through fall 2011, by gender**



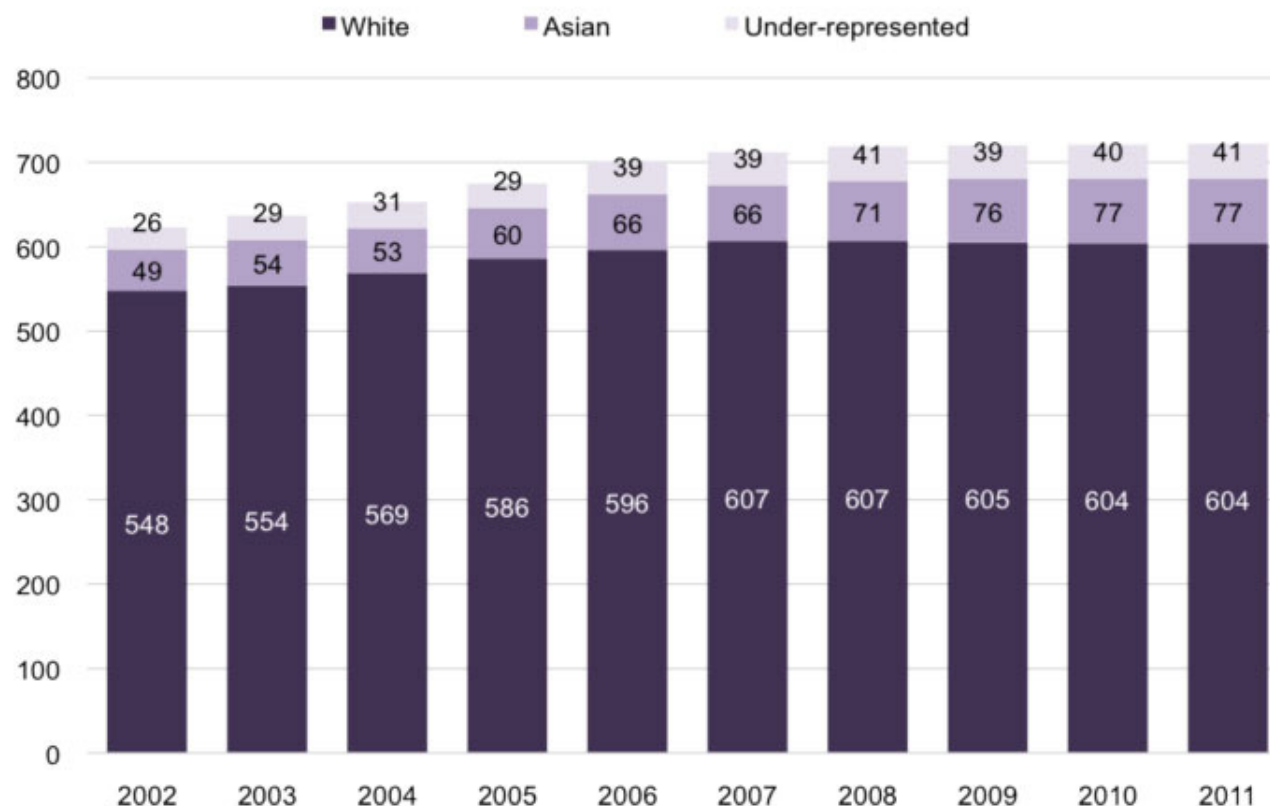
Note: The fall 2008 through fall 2011 faculty counts represent a September 1 snapshot, whereas the fall 2002 through fall 2007 counts represent a July 1 snapshot as in previous annual reports. This new counting methodology was implemented in order to capture appointments starting on September 1.

The ethnic composition of the ladder faculty has also remained relatively constant over the last few years. Currently, 16 percent of the ladder faculty members are minorities. With respect to rank, minorities make up 14 percent of tenured faculty and 24 percent of tenure-track faculty.

# Faculty of Arts and Sciences - continued

Submitted by Nina Zipser, Dean for Faculty Affairs and Planning

Figure 3: Ladder faculty in the FAS from fall 2002 through fall 2011, by ethnicity



In the last academic year, 39 external offers were extended for ladder faculty positions. To date, 22 offers have been accepted. Women represent seven (or 32 percent) of these acceptances and minorities represent three (or 14 percent) of these acceptances.

In 2010–2011, tenure promotion rates remained strong. Of the 17 tenure promotion cases that culminated in a decision, 12 (or 71 percent) were successful. Three (or 25 percent) of the successfully promoted faculty are women and two (or 17 percent) are minorities.

Faculty diversity of all forms remains a challenge for the FAS, and we are committed to addressing this issue. As mentioned in the annual report last year, Mahzarin Banaji has been appointed the senior adviser for faculty development, to work with the departments on identifying all of the ways in which we should be safeguarding and improving the quality of the faculty. In 2010–2011, Professor Banaji met with several department chairs and other FAS faculty to learn how new areas of research are tracked, what the existing hiring practices are, and whether departments are being held back by implicit biases. She shared with chairs the results of research on the cognitive and affective bases of decision making. This spring, Professor Banaji conducted a SEAS-wide seminar on how human minds perceive and believe and how ordinary aspects of cognition are responsible for actions that are not in our own self-interest. Additionally, she has met with representatives of College-, FAS-, and University-wide diversity initiatives.

In conjunction with the senior vice provost for faculty development and diversity, Professor Banaji has been involved in creating a database of leading research from the behavioral sciences to provide a resource for educating the faculty on what is currently known about how we evaluate talent and select it. The database is intended to expand understanding of faculty trends and decision making that can inform the work of planning, search, and promotion committees. In 2011–2012, Professor Banaji will further her collaboration with FAS department chairs, the Dean's Office, and interested faculty.

# Harvard School of Engineering and Applied Science

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

## Academic Programs/Mentoring

During the 2010-11 academic year, Dean Murray enhanced and further developed the School's Area administrative structure. With the seven Area Deans and the Associate Dean for Academic Programs, she continued curricular and educational program planning with a strong focus on undergraduate education. Programmatic outcomes included an expanded design program and enhanced teaching laboratory infrastructure, including additional design teaching staff, new design program workspace, and new state-of-the-art equipment. SEAS also recruited two Assistant Directors of Undergraduate Studies to teach and advise students in biomedical engineering and in applied math.

A new undergraduate concentration in biomedical engineering and a secondary field in computational science and engineering were added, with two more concentrations under development. Planning for new masters and executive education programs was also initiated. SEAS experienced an increase in the number of undergraduate concentrators, women concentrating in computer science, and interest by prospective students; and we received a record number of applications for our graduate programs.

SEAS also initiated efforts to integrate our programs and courses that focus on entrepreneurship and innovation within an emerging administrative structure that will also ultimately coordinate all SEAS teaching and learning support activities. These efforts include plans to develop new programs to assist faculty members with undergraduate and graduate course development and assessment.

## Mentoring

The tenure-track faculty mentoring program initiated during academic year 2009-10 was strengthened this past year with refreshed committees and strategic, focused efforts to assist those colleagues with individualized needs and challenges. SEAS also offered two programs for tenure-track faculty development, including a workshop on managing time and priorities that featured a panel of senior faculty colleagues and a curriculum developed in conjunction with the Center for Workplace Development, and a course on managing research programs and associated research staff, provided by MIT and planned in conjunction with FAS's Science Division. The Dean continued her lunch meetings and individual meetings with the tenure-track faculty, which provide the opportunity to discuss wide-ranging topics of interest.

SEAS continued to recognize mentoring excellence through its ongoing Cappers and Marion McDonald Award for Excellence in Mentoring and Advising, which began in 2005.

## Searches/Promotions

A range of tenure-track and tenured searches were conducted during 2010-11. We were pleased that as a result of these searches, five new faculty members accepted appointments at SEAS. They will provide needed research and teaching capacity in new and core academic areas. The appointments include one at the tenured level (a joint appointment with the Harvard Kennedy School) and four tenure-track appointments (three assistant professors, and one associate professor), which includes one minority member. These new faculty members will enhance capacity for research and teaching in energy and environment technology and policy, mechanical and biomedical engineering, and in three key areas of computer science.

Four successful promotion reviews were conducted during 2010-11. Two were to the rank of associate professor (one woman; one minority) in environmental engineering and bioengineering, and two resulted in tenured appointments in electrical engineering and bioengineering.

We will continue to make essential investments in our faculty ranks as ten members associated with SEAS transition to retirement over the next four years, affecting each of SEAS' seven Areas.

## Community

The Dean's popular "All Hands Meetings," continued quarterly, and were used to update members of the entire SEAS community (faculty, staff, researchers, students) on academic planning, the School's financial status, and new programs, courses, initiatives, and research advancements. Based on a recommendation from the staff's Joint Council, Dean Murray also plans to hold separate staff-only meetings during 2011-12.

Community-building initiatives were supported, including the barbeque to welcome the entire community back at the beginning of the academic-year, and initiatives such as the Chalk Talk series that features faculty members presenting their research to SEAS staff. The four presentations in 2010-11 were by new tenure-track faculty members.

# Harvard School of Engineering and Applied Science - continued

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

## Awards and Honors Highlights

*Debra Auguste*, Assistant Professor of Biomedical Engineering; *Stephen Chong*, Assistant Professor of Computer Science; and *Sharad Ramanathan*, Assistant Professor of Applied Physics and of Molecular and Cellular Biology, won the National Science Foundation CAREER Award.

*Joanna Aizenberg*, the Amy Smith Berylson Professor of Materials Science, has been named a new director of The Kavli Institute for Bionano Science and Technology at Harvard. The Radcliffe Institute at Harvard has also appointed her a Director of Academic Ventures for its Science Program.

*Federico Capasso*, Robert L. Wallace Professor of Applied Physics and Vinton Hayes Senior Research Fellow in Electrical Engineering, won the 2010 Julius Springer Prize for Applied Physics and the 2010 Berthold Leibinger Zukunftspreis (the future prize), and was appointed an honorary doctor at Lund University, in Sweden.

*Cynthia Friend*, Theodore Williams Richards Professor of Chemistry and Professor of Materials Science, and *Robert J. Madix*, Senior Research Fellow in Chemical Engineering, were named as among the first class of fellows of the American Chemical Society.

*Lene Vestergaard Hau*, Mallinckrodt Professor of Physics and of Applied Physics in the Department of Physics and School of Engineering and Applied Sciences (SEAS) at Harvard, was named “World Dane 2010” by global network Danes Worldwide.

*Vinothan N. Manoharan*, Associate Professor of Chemical Engineering and Physics, was awarded a Sloan Research Fellowship.

*Cherry A. Murray*, Dean of SEAS; *John A. and Elizabeth S. Armstrong* Professor of Engineering and Applied Sciences; and Professor of Physics, was appointed by President Barack Obama as a Member of the National Commission on the BP Deepwater Horizon Oil Spill and Offshore Drilling.

Former SEAS Dean *Venkatesh “Venky” Narayanamurti* was appointed foreign secretary of the National Academy of Engineering.

*Hanspeter Pfister*, Professor of the Practice of Computer Science and Director of Visual Computing, was awarded the IEEE’s 2010 Visualization Technical Achievement Award.

*Shriram Ramanathan*, Associate Professor of Materials Science, was awarded the 2011 Robert Lansing Hardy Award by the Minerals, Metals, & Materials Society.

*Vahid Tarokh*, Perkins Professor of Applied Mathematics and Vinton Hayes Senior Research Fellow, won a Guggenheim Fellowship.

*Leslie Valiant*, the T. Jefferson Coolidge Professor of Computer Science and Applied Mathematics, won the 2010 ACM A. M. Turing Award.

*Steven C. Wofsy*, Abbott Lawrence Rotch Professor of Atmospheric and Environmental Science, was elected to the National Academy of Sciences.

# Harvard Medical School

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

## Faculty Development and Diversity

In the fall of 2010, Jeffrey S. Flier, Dean of the Faculty of Medicine, accepted the recommendations of the Faculty Development and Diversity Task Force chaired by Nancy Tarbell, Dean for Academic and Clinical Affairs. In accepting the recommendations, Flier stated: "I am personally and deeply committed to ensuring that we do all that we can to help our faculty members advance professionally. This Task Force has shown us how to continue building an even more inclusive and welcoming community across all ranks and disciplines, especially for women and underrepresented minorities. For this reason I welcome and embrace these recommendations." As a result of this commitment, two senior leadership positions have been created at HMS to support the implementation of the Task Force's recommendations and a representative advisory committee has been appointed to oversee and ensure the achievement of the Task Force's goals. Some of the early results of this initiative have included the introduction of an annual HMS Junior Faculty Orientation program and a substantial revision of the professorial promotion process to improve transparency and the pace of the promotion review.

## Office for Diversity Inclusion and Community Partnership (ODCP)

ODCP and its Minority Faculty Development Program continue to promote the increased recruitment, retention and advancement of diverse faculty, particularly URM faculty, at HMS. An example of an ODCP program aimed at leadership and career development is the three-day Faculty Development and Leadership Program, which in 2011 hosted 164 attendees. Now in its 7th year, this Program was designed for HMS junior minority health care professionals, particularly minority junior faculty, to address issues related to professional and career advancement in academic medicine and the public health arena, to engage health care professionals in leadership and health policy training and network building, and to expose minority health professionals, students, residents, staff and individuals from community agencies and organizations to health care issues impacting minority populations. ODCP continues to sponsor two-year, non-degree Faculty Fellowship Programs for HMS junior faculty to enable them to pursue activities that promote their professional development. In addition, through ODCP's Center of Excellence in Minority Health and Health Disparities, a Health Disparities Post Graduate Fellowship is offered to provide training and support for URM post-graduate and junior faculty interested in minority health and/or health disparities. Recognizing that the residency programs affiliated with HMS provide an enormous pool of potential new faculty, ODCP's Visiting Clerkship Program provides one-month clerkships at HMS-affiliated hospitals

to qualified third-year URM medical students. The goal of the program is to attract these individuals to apply to HMS-affiliated hospitals for residency positions and to develop them into Harvard faculty.

## Faculty Advancement

In academic year 2010-11, a record number of 614 faculty members were promoted to the ranks of assistant, associate and full professor, with the largest increase from the prior year (43%) occurring at the most senior rank resulting in 96 new full professors. Among the new senior faculty were the second and third African American women professors ever appointed at HMS. With 150 female professors, women now make up 16% of the senior faculty. Underrepresented minority faculty constitute 5% of all faculty and promotions to underrepresented faculty mirrored that proportion.

## Faculty Awards and Recognition

### *Shore Fellowships*

In 2010-11, the Office for Faculty Affairs sponsored the 16th annual Eleanor and Miles Shore 50th Anniversary Scholars in Medicine Fellowship program. Ninety-one faculty members were recognized at a reception sponsored by the Dean. Under the umbrella of the Shore Fellowship program for the past 16 years, junior faculty have received more than \$20 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*

During the 2010-2011 awards cycle, 191 HMS junior faculty and postdocs competed for the HMS and Harvard nominations for twenty limited competition awards. Those who were nominated went on to compete at the national level, with seven HMS nominees being selected as award recipients for a total \$3,126,000 in funding. Awards received by HMS faculty included the prestigious Doris Duke Clinical Scientist Development Award, Burroughs Wellcome Career Award for Medical Scientists, and Searle Scholars Program.

### *Diversity, Mentorship and Community Service Awards*

The Office for Diversity Inclusion and Community Partnership sponsors three awards to recognize excellence in mentoring, community service work, and to raise the awareness and importance of diversity at HMS. The Excellence in Mentoring Awards, established in 1995, honor members of the HMS and HSDM faculty who have been exemplary mentors. Nominations are submitted by medical and dental faculty, trainees and students. To date, 137 HMS/



## Harvard Medical School - continued

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

HSDM faculty have been recipients of the award. The Community Service Award, established in 1999, recognizes faculty, trainees, staff and students, who have made outstanding personal efforts by serving the local, national, or international community. There have been 78 awards to given to date to faculty, trainees, students and staff. The Diversity Award for faculty and staff serves as a vehicle to raise the awareness and importance of diversity at HMS, and to honor those who demonstrate a significant commitment to creating an inclusive environment and the delivery of concrete outcomes. Since its inception in 1999, there have been 35 Diversity Awards presented to faculty and staff.

### Scholarship on Diversity

In partnership with Harvard Catalyst and through the ARRA Pathfinder Award to Promote Diversity in the Scientific Workforce “A Systems Approach to Advancing Workforce Inclusion and Diversity”, ODCP continues to examine the institutional and environmental factors that impede and/or support the careers of clinical and research faculty, as well as how these factors impact an individual’s career-related networks. Recognizing the potential differential effects of faculty development across the spectrum of faculty, this study pays particular attention to the career progression of faculty who are traditionally underrepresented in academic medicine. Another of ODCP’s projects through its research and evaluation arm, Converge is the NIH grant “Organizational and Individual Factors that Promote and Support the Careers of Women of Color in Academic Medicine” that involves 13 partner institutions and seeks to clarify factors affecting entry and advancement of women of color in academic medicine. The Office for Faculty Affairs is exploring the impact of the Shore Fellowship Awards program on faculty advancement and retention, reviewing 15 years of outcomes related to the program.

### 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 (PFDD), Harvard Catalyst works closely with the Office for Diversity Inclusion and Community Partnership to offer a two-year, non-degree Faculty Fellowship Program for Harvard junior faculty designed to address faculty need for additional support to conduct clinical and/or

translational research and to free junior faculty from clinical and teaching demands at a key point in their career development. PFDD offers two educational outreach programs -- the Visiting Research Internship Program (VRIP) and the Summer Clinical Translational Research Program, an eight- and ten-week mentored, summer research program, respectively. Both programs are designed to enrich students’ interest in research and health-related careers, particularly clinical/translational research careers.

### Organizational support for Faculty Development and Diversity Goals

#### *Joint Committee on the Status of Women*

In January 2011, the Joint Committee on the Status of Women sponsored a community-wide summit on childcare needs and resources. Representatives from across the Harvard community reviewed the current state of childcare programs, identified ongoing deficits, and proposed solutions. As a result, an organization of childcare leaders from the Harvard campus and affiliated institutions has been established and is exploring the possible creation of a family day care network for the community.

#### *Faculty Council addresses concerns of LGBT students*

Representatives of the Kinsey 2 to 6ers, the organization of Lesbian, Gay, Bisexual and Transgendered (LGBT) medical students, met with the Faculty Council this year to describe the challenging experiences of LGBT students, particularly in the clinical arena. In response, the Office for Multicultural Affairs has dedicated staff to the support of LGBT student issues and the Faculty Council has formed a subcommittee to address the concerns identified.

#### *Consortium of Harvard Affiliated Centers for Faculty Development and Diversity (CHADD)*

CHADD continues to offer an annual course on mentorship for faculty from across HMS. This consortium also facilitates communication among our affiliates, supporting coordination of the HMS faculty development efforts and disseminating best practices.

### Visiting Scholars: Enriching Our Community

The ODCP Visiting Lecture Series (VLS) features prominent scientists and clinicians from populations underrepresented in medicine. The purpose of the VLS is to increase Harvard community awareness of these scientists and clinicians and to present accomplished role models for students and fellows. It also provides a vehicle for bringing HMS alumni/ae back to campus and assists recruitment of potential faculty candidates, particularly faculty candidates underrepresented in medicine. To enhance the visiting lecturer’s familiarity with HMS and the wider Harvard community, and to increase

## Harvard Medical School - continued

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

collaborative efforts with other Harvard institutions, activities such as grand rounds, clinical conferences, and undergraduate/graduate student meetings are scheduled at affiliated hospitals and the Harvard University, Cambridge campus. In order to assist in identifying these visiting lecturers, ODCP has created a Speaker Database to serve as a repository of prospective speakers available for HMS departments and its affiliated hospitals for events such as visiting lectures, grand rounds, and resident and fellows meetings. The Database features more than 1,800 scientists and clinicians who do not currently hold Harvard faculty appointments.

### **Looking to our Future: Increasing the K-12 Pipeline**

Pipeline programs within ODCP focus on educational outreach efforts that increase the science knowledge and interest in science careers of Boston and Cambridge, MA middle and high school students, particularly underrepresented minorities and female students. Additionally, professional development activities are offered for Boston middle and high school science teachers, thus enhancing their professional learning community. ODCP has also developed case-based science curriculum materials for Boston and Cambridge schools using real life problems and hands-on activities, and have science content integrated across disciplines. Programs include collaborations with Boston Public Schools and Cambridge Public Schools. Teachers of Boston and Cambridge Public Schools serve on advisory committees and work closely with ODCP to conceptualize, plan, implement and evaluate educational outreach programs. Teachers actively participate in ODCP-sponsored teacher professional development programs and also bring their students to participate in several HMS-offered on-site programs including Explorations, Reflection in Action: Building Healthy Communities™ and AP Biology Scholars.

# Harvard Business School

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

Nitin Nohria became Dean of Harvard Business School in July 2010. As part of his transition, he met with every member of the faculty (and many other members of the community), asking each to share his or her perspective on the challenges and opportunities facing the School. With this input, and believing that HBS can and should be a beacon for management education worldwide, he shaped a strategic vision and agenda that included a commitment to collaboration and innovation and an aspiration for HBS to become the model of an inclusive community where everyone can do their best work. In September 2010, Dean Nohria articulated five priorities for the School:

- Innovation in HBS educational programs, with an early focus on the MBA
- A commitment to intellectual ambition in research
- An international strategy shaped by the School's desire to have a large intellectual but small physical footprint
- An inclusive community that enables every member to do their best
- Integration with the rest of Harvard University, particularly in the area of innovation and entrepreneurship

With an eye toward ensuring HBS is indeed an inclusive community, Dean Nohria launched a Culture and Community Initiative (CCI), led by a tenured woman in a newly created Senior Associate Dean role. The CCI is designed to cultivate a culture at HBS that enables all members of the community—faculty, staff, and students—to discover and realize their full potential, and thus to advance HBS's mission of educating leaders who make a difference in the world.

The Initiative is founded on the belief that a fully engaged community is vital to the School's ability to address the business and leadership challenges facing society. Full engagement means having the wherewithal to do one's best work—and to draw out the best in others—in service of HBS's mission. The CCI strives to create the conditions for full engagement, and in so doing, to help HBS model the kind of leadership we seek to inspire in our students and in the world more broadly.

The CCI is a broad umbrella for a network of activities that will unfold at the School, ranging from conferences and events to initiatives in course and curriculum development to institutionalization of systems and practices that facilitate full engagement.

To ground the CCI in a thorough understanding of the current culture, HBS is undertaking a series of self-assessment and improvement projects to be carried out over the next three years, one focused on faculty, a second on students and alumni, and a third on staff. Each project comprises two overlapping phases: diagnosis-and-feedback and experimentation-and-change. By project's end, HBS will have in

place a system of ongoing self-assessment and improvement. The faculty and student culture projects are currently underway; the staff culture project will begin next year.

Harvard Business School engages a broad range of senior faculty in the leadership of the School. In 2010-11, this diverse group included seven women and seven people of color (of which one is a woman). The administrative structure that supports faculty recruiting and development includes, among others, Senior Associate Deans who oversee School-wide processes and activities for faculty recruiting, planning, development, promotion reviews, and research, as well as the new position to enhance culture and community; Directors of Research who provide mentoring and allocate research funding to individual faculty; Unit Heads who manage recruiting, planning, development and mentoring, promotion reviews, and intellectual life at the unit level; and a faculty advisory board for the Christensen Center for Teaching and Learning. These faculty leaders work together with the Division of Research and Faculty Development and the Dean of the Faculty to maintain an environment at the School where faculty at all ranks can be productive, engaged, and successful.

## FACULTY RECRUITING

A number of enhancements were made to the offer package for Assistant Professors joining the HBS faculty starting in 2007-08 including guaranteed research support, teaching load reduction, and career services assistance for accompanying partners. To further enhance relocation assistance, HBS provides 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 2010-11 recruiting season: 53% of ladder faculty offers were made to women (up from 36% in 2009-10) and 32% were made to minorities (up from 21% in 2009-10); 36% of ladder faculty offers were accepted by women and 29% were accepted by minorities.

In spring 2010, individual interviews were conducted with 12 assistant professors who had joined the faculty in either 2008 or 2009 to understand their perceptions of HBS prior to joining the faculty and how these perceptions mapped to their actual experience of the School, and to obtain feedback on how the School might improve the recruiting experience for prospective faculty. A summary of the interview findings was discussed in sessions with the Dean's Management Group and Unit Heads.

## Harvard Business School - continued

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

### FACULTY DEVELOPMENT

All new teaching faculty attend an intensive three-day orientation program in July called START. The program provides these individuals with an introduction to the School and a way to meet new colleagues. Program sessions focus on research, teaching, faculty development, and support resources, as well as the HBS culture and environment. In 2010-11, for the first time, the program chair was a non-tenured member of the faculty (a woman associate professor).

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

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

Each year the Dean and Senior Associate Dean and Director of Faculty Development meet with Assistant and Associate Professors to discuss the promotions process.

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

### *Research Support*

The Directors of Research strengthened their efforts to foster the HBS intellectual community and encourage research that addresses important global and multidisciplinary questions by: aligning their assignments to research interest rather than academic unit; increasing the visibility of inspirational research through the ninth

hosting the Course Development Research (CORE) seminar for its eighth year (CORE provides a forum for faculty engaged in course development research to discuss early stage work with colleagues throughout the School); and sponsoring 14 research conferences – half with a multidisciplinary focus – that 1,100 academic and practitioners attended. The Directors' focus on faculty development was also increased through director-led small group discussions with tenure-track faculty and in the annual reporting and planning process, by providing additional attention to faculty at important inflection points

A new Faculty Immersion Experience Program (IXP) was launched in 2010-11 to provide opportunities for faculty learning, and in the case of international IXPs, to reduce barriers to conducting international research. IXP trips were led by HBS faculty and included China and an interdisciplinary lab in California.

The Global Research Fellowship program was reinstated after having been put on hold during the economic downturn. The purpose of the program is to provide opportunities for HBS faculty to pursue in-depth research and course development projects outside the United States. The fellowships allow for a true immersion experience by providing funding (including expenses for family accommodations and travel) for a one to nine month international stay. Three fellowships were awarded for 2011-12.

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

### *Teaching Support*

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

## Harvard Business School - continued

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

Faculty use of the Center is entirely voluntary. Since the Center's inception in 2004, 94% of the School's 2010-11 teaching faculty (comprising the ladder, senior and other ranks) have taken advantage of the Center's offerings, including 100% of tenure-track faculty.

In 2010-11, the Center hosted its sixth annual Faculty Colloquium on Teaching and Learning open to all HBS faculty. As part of the School's broader examination of inclusion, the two-part colloquium focused on the role of gender in teaching and learning. A Faculty Teaching Seminar targeting recently hired teaching faculty was piloted in spring 2008 with the objective of providing ongoing support to faculty new to the HBS classroom. The Seminar was expanded in 2008-09 and continued through 2010-11.

### THE MBA PROGRAM

In the MBA Program, tenured women were appointed to two of the four senior leadership positions: Senior Associate Dean and Chair of the MBA Program, and Chair of the MBA Required Curriculum. In partnership with the Chair of the MBA Elective Curriculum and Chair of MBA Global, they led a planning process for curricular innovation, to be launched in 2011-12.

Key to the innovation is the introduction of the field method, which will engage small teams of students in intensive, experiential, field-based learning. The field method seeks to bridge the "knowing-doing" gap by providing students with opportunities to practice the skills and tools they are learning in real-world situations, thus developing the competence and character they will need to succeed as business leaders. In the same way that HBS pioneered the use of the case method in management education, the hope is that the field method will become an equally powerful and widely-adopted form of instruction at business schools around the world. In addition to a new required first-year course, more than a dozen field courses are being offered in the second year/elective curriculum, providing both students and faculty a different platform for teaching and learning.

Other important initiatives in the MBA Program included efforts to further strengthen student culture and the learning environment, with the aim of helping both students and faculty thrive in the classroom.

The Joint Committee on Diversity (JCD), formed in 2005, includes student representatives from the African American Student Union, Latino Student Organization,

Lesbian, Gay, Bisexual, & Transgender Student Association, and the Leadership & Values Initiative in partnership with HBS faculty and administrators. The JCD, in service to the MBA program, aims to foster a safe and inclusive culture at HBS, encourage community-wide awareness of diversity, and build students' capacity to lead in diverse environments.

### WORK LIFE BALANCE

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

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

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.

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



# Harvard School of Public Health

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

## Faculty Diversity

During the past academic year (2010–11), HSPH is pleased to note substantial progress in expanding the diversity of its faculty community. Of the twelve junior faculty members who joined our faculty last year, five (two associate professors and three assistant professors) were women. One of these, Cassandra Okechukwu, is African. Jorge Chavarro, who is Hispanic, also joined the Department of Nutrition as an assistant professor. In addition, a Hispanic woman, Ana Langer, was appointed to the HSPH faculty as a term professor.

We also have several relevant promotions to report for 2010–11: Meredith Rosenthal advanced to the rank of full professor, as did Miguel Hernán, who is Hispanic. Eric Tchetgen, who is African, was promoted to associate professor.

A highlight of last year's recruiting efforts was a targeted search resulting in the hiring of Dr. Michelle Williams to chair the Department of Epidemiology, a position she has just assumed. Dr. Williams is the first African-American to head one of our academic departments since Dr. Alonzo Yerby chaired the (then) Department of Health Services Administration forty years ago. Two female associate professors (Flaminia Catteruccia and Kirsten Davison) and one female assistant professor (Margaret McConnell) were also recruited last year and make up part of our incoming junior faculty.

Beyond these advances, the school continues to enrich its intellectual diversity for both students and faculty through several initiatives named for Dr. Yerby: the Yerby Diversity Lectures in Public Health, the Yerby Visiting Scholars Program, and the Yerby Postdoctoral Fellowship Program. Last year the Yerby Diversity Lectures in Public Health series featured two distinguished minority guests, Dr. Donald Hopkins, HSPH graduate and former deputy director and acting director of the CDC, and Dr. Angela Diaz, Crystal Professor of Pediatrics and Community Medicine at the Mount Sinai School of Medicine. The reinvigorated Yerby Visiting Scholars Program, which brings underrepresented academicians to HSPH for a semester or a year, hosted Dr. Allison Aiello, associate professor of epidemiology, University of Michigan School of Public Health, and Dr. Lauren Smith, medical director, Massachusetts Department of Public Health. Both gave presentations, met with students, and forged new collaborations. In the year to come, we will welcome two more Yerby visiting scholars, one in the Department of Biostatistics and one in the Department of Environmental Health.

The school's minority-faculty pipeline initiative, the Yerby Postdoctoral Fellowship Program, again received over fifty applications last year. The six outstanding young researchers who were selected, together with three ongoing fellows, will constitute the largest cohort of Yerby fellows since the program's inception. Of twenty-six fellows who have completed the program since 2000, three have held faculty appointments at HSPH, and eighteen currently hold faculty positions at U.S. universities, including the University of Washington, Duke University, and the University of Texas (MD Anderson Cancer Center).

Finally, the Faculty Ambassadors Program, which connects HSPH faculty to historically black colleges and other universities with significant underrepresented populations, was launched last year. Five faculty members visited their partner institutions, including Morehouse College and Xavier University. Ten such visits are planned for the coming academic year.

## Faculty Development

In addition to its recruitments, both for ladder faculty positions and for the Yerby Postdoctoral Fellowship Program, the school continues to improve the support provided to faculty and postdoctoral fellows. The Office of Faculty Affairs oversees adherence to schoolwide standards for mentoring, adopted two years ago. These guidelines require regular meetings of junior faculty with their department chairs and mentors to assess progress and update work plans.

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

To help junior faculty improve the quality of their teaching, the school's Office for Educational Programs sponsored a series of seminars on various aspects of teaching and course planning. Up to three junior faculty sabbaticals were available, with funding from the dean's office. Under the auspices of the associate dean for research, HSPH faculty members received guidance on funding sources, support for external review and editing of grant applications and publications, and individual grants counseling. The Office of Faculty Affairs continued to improve its program of workshops for postdoctoral fellows

## Harvard School of Public Health - continued

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

to foster the skills necessary for them to become competitive applicants for faculty positions.

Finally, building on the work of the Committee on the Concerns of Women Faculty (CCWF), the school is also working to address equity and climate issues. Last year CCWF and the dean's office created a new lecture series, the Alice Hamilton Award and Lecture, to highlight the accomplishments and boost the career trajectory of talented junior faculty women. The committee will now be closely involved in crafting a schoolwide plan to improve the gender balance of our faculty and to bring greater equity between the responsibilities of male and female faculty members. Toward this end, the senior associate dean for academic affairs and diversity has joined the committee, and the dean for academic affairs will also attend CCWF meetings on an as-needed basis.

# Harvard Law School

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

It is vital to the Law School's mission of teaching, research, and service that the diversity of the faculty continue to increase in terms of backgrounds, points of view, and connections with worlds and fields of law study and practice. The Law School will continue to work creatively to broaden the pool of candidates from which it hires faculty and to provide a nurturing environment in which tenure-track faculty and aspiring scholars of all backgrounds can succeed.

## Faculty Appointments and Development

Assistant professors at the Law School are closely mentored and integrated into all aspects of the School during their tenure-track appointments. Each junior faculty member is assigned two or three senior faculty colleagues, whose role it is to regularly review and comment on the scholarship and teaching of their mentees. This mentoring program provides opportunity for regular feedback and guidance from early on in the professor's career. Assistant professors also are invited to present at faculty workshops (attended by senior and junior faculty) at least once, often twice, during their five-year tenure-track appointments. To support assistant professors in their scholarly development, the Law School provides junior faculty teaching relief in their first year of teaching; a full semester's leave from teaching at full pay; and an annual research budget. Assistant professors participate fully in the Law School's governance: they are regularly invited to serve on Law School committees and they guide school-wide curricular initiatives, including joint degree programs and upper-level programs of study. Tenure-track 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. In addition to regular research leaves, tenure and tenure-track faculty are eligible for personal and parental leaves. In 2010-11, two tenure-track professors were promoted to full professors, both of whom are women, and one of whom is a woman of color.

During the 2010-11 year, the Law School also voted to give offers to several tenured professors: 75% of the offers were to faculty who are people of color and 25% of the offers were to women.

The Law School appointed two new professors of practice this past year, one of whom is a woman. Professor of practice appointments not only create an additional important pipeline for recruiting a diverse faculty but also bring highly accomplished practitioners with a wide range of experience to the faculty and into the Law School's classrooms, further promoting the School's mission of connecting theory and practice in our faculty collaborations and in our teaching. The Law School will

focus on additional professor of practice appointments in the next few years, with a goal of bringing to the faculty lawyers who are at the very top of their fields; deeply interested in the questions at the nexus of the profession and the academy; and proven teachers; and who will bring methodological, professional, ideological and demographic diversity to the faculty.

This past year, the Law School hosted several forums for faculty discussion regarding teaching, gender and diversity in the classroom, and best practices. Teaching workshops were held in the fall, spring and summer and led by some of the Law School's best teachers, including both tenured and tenure-track professors. In addition, faculty teaching each of the required first-year subjects will be meeting this coming year to discuss subject matter coverage and approaches to teaching in their fields, creating a team-based learning environment for new and experienced teachers.

## Faculty Appointments Pipeline

Law faculty generally visit another law school before being considered for a tenured appointment; thus, visiting faculty appointments are also a critical pool for future tenured appointments. It is a priority of the Law School's lateral appointments committee to appoint women and people of color as visiting faculty. Visitors are invited to spend a semester or year at the Law School; teach throughout the curriculum, including required first-year courses; and participate in faculty workshops and other faculty events during their visits. During the 2010-11 year, the Law School's appointments committee approved 23 visiting offers, 35% of which were made to women and 22% of which were made to people of color.

The Law School sponsors several fellowships that support aspiring new law teachers and scholars and aim to increase diversity in the law teaching candidate pool. The programs give fellows a stipend; an office on campus; access to all Harvard Law School library and research resources; access to faculty workshops where Law School faculty, visiting faculty, and other invited scholars present works in progress; and additional opportunities for mentoring and interaction. The largest of the fellowship programs is the Climenko program, which has 13 fellows each year. Forty-three percent of the new fellows for 2011-12 are women and 14% are people of color. The overall class of Climenko Fellows in 2011-12 includes 46% women. Fellows in these programs are offered an opportunity to present their work at a workshop with tenured and tenure-track faculty, and several fellows each year teach seminars in the upper-level curriculum. Fellows have been placed in top schools throughout the country, including on the Harvard Law School faculty.

## Harvard Law School - continued

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

The Law School also runs a summer academic fellowship program for Harvard Law School JD, LLM, and SJD students, and recent graduates. This program - which pairs students and graduates with members of the faculty - provides fellows with a wide array of academic support, including access to library resources, and financial support to enable them to focus on producing publishable work in anticipation of entering the academic teaching market in a few years. Of the 46 fellows participating in the summer of 2011, 43% were women, and 32% were people of color.

# Harvard Kennedy School of Government

*Submitted by Suzanne J. Cooper, Associate Academic Dean*

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

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

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

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



# Graduate School of Design

*Submitted by Patricia Roberts, Executive Dean*

Faculty hiring remains as one of the most important priorities at the Graduate School of Design. A goal of nine senior appointments within three years was set at the end of academic year 2007-08. To date, four tenured professors, one tenured professor in practice and two term professors (Professors in Residence) have been appointed. The four full professor appointments (two department chairs, the other a Hispanic woman) were to departments that had been in need of leadership and participation from additional senior faculty, where it is expected that these hires will have a major impact. It is hoped that two additional senior faculty searches will be successfully completed shortly. The two Professors in Residence have added new dimensions to the school's offerings in theory and criticism and to the new concentration Art, Design and the Public Domain. Junior faculty hiring continues, as does the hiring of visitors, to complement the pedagogy in evolving areas such as technology and representation. With the planned expansion of several degree programs and the creation of new concentrations in conservation and planning for urban crises, the assessment of faculty hiring needs is ongoing. Meanwhile, adjustments to faculty promotion and search procedures are under review. A new Student Information System will aid in tracking faculty teaching loads and other data helpful to faculty planning.

Another ongoing goal has been to increase the diversity of the faculty. A committee under the auspices of the "Dean's Diversity Initiative" has been very active in 2009-10. Their list of African American potential candidates for the full spectrum of possible appointments or other involvement with the school has been very useful: as regular tenure-track faculty; as adjunct or visiting design critics and lecturers; as one-time jurors for studio reviews, a process that provides exposure to

many practitioners and academics in the field; and as participants in our lecture series. A second goal of the group is to increase the number of under-represented minorities in the student population, and thus in the pipeline for future academic appointments. One immediate result is a significant increase in the number of African American students. Student conferences on diversity, summer programs for high school students, scholarships for under-represented 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 faculty workload continue to arise, as does the question of how best to involve faculty in an advisory capacity in the various research and outreach programs of the school. The new Research Advancement Initiative combines the research interests of faculty, thesis students and doctoral students. Support for junior faculty research continues with an annual research and development grant to each assistant and associate professor, a competitive program, and a Dean's Research Grants for Junior Faculty in which Senior faculty review proposals and advise applicants on proposal writing and research directions. A new mentoring program is monitored by the Associate Dean for Academic Affairs. Now in its second year, the position of Associate Dean has provides more oversight of searches and support to the dean and chairs with issues related to faculty planning. The associate Dean has also chaired initiatives such as the development of an undergraduate concentration in architecture and other collaborations.

# Harvard Graduate School of Education

*Submitted by Daphne Layton, Senior Associate Dean for Academic Affairs*

HGSE conducted two faculty searches in 2010-11. Both searches concluded successfully, resulting in the appointment of three new junior faculty members, of whom two are persons of color. Although the size of the core faculty has remained essentially constant for the past three years, the percentage of faculty who are persons of color has increased.

A new policy for faculty workload, which went into effect for 2010-11, supports the differing profiles, stages, and work patterns of faculty careers while at the same time supporting the School's multi-dimensional mission, needs, and financial model; improves the equity and transparency of the School's workload model; provides greater flexibility and choice to individual faculty; and aligns with criteria for renewal, promotion, and tenure.

The Faculty Appointments Committee recommended, and the Senior Faculty approved, revisions to the School's process for voluntary annual tenure-track faculty reviews. The revised policy differentiates how reviews are conducted at the assistant professor rank (Early Career Advisory Review) versus the associate professor rank (Mid-Career Advisory Review). The new format preserves the goals of the original process—to help tenure-track faculty progress toward appointment milestones such as promotion or tenure, to flag areas of strength or weakness, and to provide tenure-track faculty members with consistent advice and signaling from senior colleagues and the dean. However, the conduct of reviews is now slightly different at the two ranks, reflecting the needs and issues of different career stages. The new policy also reduces the frequency of reviews.

HGSE continues to pair tenure-track faculty members with at least two senior faculty members who serve as mentors, and to provide other supports such as course reductions for first-year faculty, a paid semester of leave for research, and a new faculty orientation, with a focus on teaching in our environment. More broadly, under the auspices of the Committee on Curriculum and Instruction, HGSE sponsors a "Faculty Focus on Teaching" initiative that brings faculty together to discuss common teaching challenges, ideas, and innovations in the classroom.

The Dean's Advisory Committee on Equity and Diversity (DACED), a standing committee of the School, organized several initiatives. One of DACED's ongoing foci is the review of GSE's master's programs. Because masters programs are limited in size, share a substantive focus on education, and may encounter issues of race and diversity in common ways, program-level reviews are an actionable way to increase the Ed School's capacity to sustain a supportive climate for a diverse faculty and student body. DACED is helping the programs develop competencies that graduates should have in order to effectively address issues of diversity in the multiple educational, policy, and practice settings they will enter post-HGSE. Additionally, DACED organized a set of faculty workshops focused on creating a supportive climate for a diverse student body and promoting best practices for teaching about racial/ethnic inequality and related concerns which are central to the study of education. These workshops took place over the course of four Faculty of the Whole meetings, and include faculty and student presentations and small group discussions.

# Harvard Divinity School

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

## Faculty and Curricular Planning and Development

After extended and intensive efforts at curricular review and revision from 2003 through 2008, the last three academic years have been devoted largely to refining earlier accomplishments.

The MDiv Committee led the faculty in an evaluation of the revised MDiv program. The faculty affirmed the curriculum design and voted its continued commitment to ministry-related faculty positions. The faculty also voted a few changes, notably the reduction of the introductory required courses from three to two.

Discussion was started on the requirements for the ThD program, and several changes were made to bring the requirements of the two doctoral programs supervised by the Committee on the Study of Religion into closer agreement with each other. The review of the ThD program will continue in the 2011-12 academic year. The faculty of Harvard Divinity School voted in the fall of 2010 to allow Harvard University to make electronic versions of their current scholarly articles available to the public. With the vote for open access, the Divinity School faculty joined five other Harvard schools in a commitment to disseminate faculty research and scholarship as widely as possible.

HDS began its Self-Study in 2010-11 in preparation for a reaccreditation visit by the Association of Theological Schools in the fall of 2012. The Self-Study includes all the degree programs and the administrative departments of the School. The MDiv and MTS committees and the ThD subcommittees added this review to their other duties for the year. The Self-Study will be shared with the whole HDS community in the 2011-12 academic year for comment and revision.

## Faculty Searches and Hires

**Ahmed Ragab** was named the Richard T. Watson Assistant Professor of Science and Religion at Harvard Divinity School, effective July 1, 2011. Ragab was a visiting lecturer at the Divinity School for the 2009 fall semester and since 2008 had been a postdoctoral fellow and then lecturer in the Department of the History of Science at Harvard. A physician, historian, and scholar of the medieval and modern Middle East, with a medical degree from Cairo University and a doctorate in the history of science from the École Pratiques des Hautes Études in Paris, he was a researcher at the Centre National de la Recherche Scientifique in Cairo, where he directed the organization's Science and Religion and the History of Science programs. In 2008, he was a researcher for the project "Public Policies, Professional Practices and Agents' Conduct Regarding the Risk of Avian Flu (Egypt, France, India, Niger, UK, Vietnam)." From 2003 to 2007, he served as a physician at the Kasr al-Aini Cairo Univer-

sity Teaching Hospital. Ragab's work includes the history and development of medieval Islamic sciences, the relationship between science and religion in the medieval and modern Middle East, the history of medieval Islamic hospitals, and the intellectual and cultural history of women in the region. He has completed monographic studies of institutionalization and modernization in medieval and early modern science or medicine within Islamic cultures and he writes on contemporary questions at the foundations of science and religion. Ragab is also the author of numerous articles and papers and is completing two book projects, "Science and Religion in Medieval Egypt" and "Anatomy, Medicine, and Religion in the Ottoman Middle East," both of which are set for publication in 2011. He is also a member of the Commission on History of Science and Technology in Islamic Societies.

## Faculty Promotions and Reappointments

**Laura Nasrallah** has been promoted to Professor of New Testament and Early Christianity. Nasrallah's research and teaching bring together New Testament and early Christian literature with the archaeological remains of the Mediterranean world, and often engage issues of colonialism, gender, status, and power. Her first book, *An Ecstasy of Folly: Prophecy and Authority in Early Christianity*, focuses on 1 Corinthians and on materials from the second- and third-century controversies over prophecy and the nature of the soul. In *Christian Responses to Roman Art and Architecture: The Second-Century Church Amid the Spaces of Empire* (Cambridge University Press, 2010) she argues that early Christian literature addressed to Greeks and Romans is best understood when read in tandem with the archaeological remains of the Roman world. Early Christians discussed justice, piety, and God's image in the midst of sculptures and monumental architecture asserting the value and marketability of Greek culture, as well as the justice, piety, and even divinity of the Roman imperial family and other elites. The Acts of the Apostles and the writings of Justin, Athenagoras, Tatian, and Clement are the foundational texts for this study. She is also co-editor, with Elisabeth Schüssler Fiorenza, of *Prejudice and Christian Beginnings: Investigating Race, Gender, and Ethnicity in Early Christian Studies* (Fortress Press, 2009) and, with Charalambos Bakirtzis and Steven J. Friesen, of *From Roman to Early Christian Thessalonikē: Studies in Religion and Archaeology* (Harvard University Press, 2010). Among her current projects are a book on archaeology and the letters of Paul and a commentary on 1 Corinthians for the Hermeneia series. A project funded by the Office of the Provost focused on uses of the New Testament in U.S. popular culture and politics.

**Ann D. Braude**, Senior Lecturer on American Religious History and Director of the Women's Studies in Religion Program, was reappointed for another five year term.

## Harvard Divinity School - continued

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

**Michael D. Jackson**, Distinguished Visiting Professor of World Religions, has his contract extended to June 30, 2013.

**Diane L. Moore**, formerly Professor of the Practice and Director of the Program in Religion and Secondary Education will now be (as of July 1, 2011) part-time Senior Lecturer in Religious Studies and Education and Senior Fellow at the Center for the Study of World Religions.

### Faculty Departures

**Matthew Myer Boulton**, Associate Professor of Ministry Studies, left HDS to become the sixth president of Christian Theological Seminary in Indianapolis, Indiana.

**R. Marie Griffith**, John A Bartlett Professor, left HDS to become the John C. Danforth Distinguished Professor and director of the John C. Danforth Center on Religion and Politics at Washington University in St. Louis, Missouri.

**Leigh Eric Schmidt**, Charles Warren Professor of the History of Religion in America, left HDS to become the Edward Mallinckrodt Distinguished University Professor at Washington University in St. Louis Missouri.

The School has made adjunct and visiting appointments to mitigate the effects of these departures and plans to search for replacements over the next three years.

### Milestones

It is with great sadness that I report the three deaths of our colleagues and friends Peter J. Gomes, Gordon D. Kaufman, and C. Conrad Wright this past year.

**The Rev. Peter J. Gomes**, Plummer Professor of Christian Morals at HDS and Pusey Minister in the Memorial Church, died on February 28, 2011. He was 68. Gomes, Plummer Professor of Christian Morals at HDS and Pusey Minister in the Memorial Church, was a Baptist minister and widely regarded as one of America's greatest preachers. Gomes received an STB degree from Harvard Divinity School in 1968. In 1970 he became assistant minister in the Harvard Memorial Church. In 1974, he was named the Plummer Professor of Christian Morals and Minister in the Memorial Church, where he served until his death. Gomes was a prolific author. His most recent books are *The Scandalous Gospel of Jesus: What's So Good About the Good News?* (2008) and *Strength for the Journey: Biblical Wisdom for Daily Living* (2004). His New York Times best-selling books include *The Good Life: Truths That Last in Times of Need* (2003) and *The Good Book: Reading the Bible With Mind and Heart* (1998).

**Gordon D. Kaufman**, Edward Mallinckrodt, Jr. Professor of Divinity Emeritus at Harvard Divinity School, died on Friday, July 22, at age 86.

A member of the Faculty of Divinity since 1963, Kaufman was a renowned liberal theologian whose research, writing, and teachings had a profound influence on constructive and systematic theology. A prolific writer, Kaufman amassed an extensive bibliography of books, articles, and reviews. Among his many published works, in which he reimagined religious concepts and constructs in ways he believed would be more constructive in the modern world, are *Relativism, Knowledge and Faith* (1960), *Systematic Theology: A Historicist Perspective* (1968) *God the Problem* (1972), *Nonresistance and Responsibility, and Other Mennonite Essays* (1979), and *In Face of Mystery: A Constructive Theology* (1993), which won the American Academy of Religion Award for Excellence in the "Constructive-Reflective" category of scholarly books on religion. In 1996, Fortress Press published Kaufman's *God-Mystery-Diversity: Christian Theology in a Pluralistic World*. His two most recent books, also published by Fortress, are *In the beginning . . . Creativity* (2004) and *Jesus and Creativity* (2006). In these later works, he suggested that God is the "profound mystery of creativity," the "ongoing creativity in the universe."

**C. Conrad Wright**, Professor of American Church History Emeritus at Harvard Divinity School, died on February 17, 2011, at the age of 94.

Wright was a prominent scholar of American Unitarianism, and he had a significant relationship with and effect on HDS during his 33-year career. He joined the Divinity School faculty in 1954 and retired in 1987. Wright's first work and magnum opus was *The Beginnings of Unitarianism in America* (1955). That volume received the Carnegie Award of the American Historical Association. He is the author of *The Liberal Christians* (1979), editor of *Three Prophets of Religious Liberalism: Channing, Emerson, Parker* (1986), and the co-author of *A Stream of Light: A Sesquicentennial History of American Unitarianism* (1975). He also wrote another monograph, *Congregational Polity: A Historical Survey of Unitarian Universalist Practice* (1997); two volumes of his collected essays *The Unitarian Controversy: Essays in American Unitarian History* (1994); *Walking Together: Polity and Participation in Unitarian Universalist Churches* (1989); and an edited volume of readings, *Religion in American Life: Selected Readings* (1972).