

→ Executive Summary

In September 2005, the Office of the Senior Vice Provost for Faculty Development and Diversity (FD&D) was established to help the University realize its aspiration to find, develop, promote, and retain the world's best scholars by serving as a resource to individual Schools and providing needed central coordination and oversight across the University.

Specifically, the Office of FD&D seeks to:

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- 1** Improve Harvard's performance in developing scholars at all stages of the academic career ladder – pipeline, recruitment, promotion, and retention
 - 2** Establish an institutional culture that will sustain this improved performance
 - 3** Achieve intellectual leadership for Harvard by helping to define future goals for faculty development, diversity, and related issues

The Office of FD&D guides Harvard's institutional policies and change in areas of faculty affairs, including faculty growth and diversity across all Schools. The Office does this through review and analysis of faculty appointments, evaluation and implementation of University-wide programs outlined in the 2005 Women's Task Forces' recommendations, and adoption of existing and evolving strategies on faculty affairs. In addition, the Office provides advocacy in matters regarding improved climate for women and underrepresented racial/ethnic groups as well as intellectual leadership within the University on issues related to diversity.

At the unit level, the Office of FD&D seeks to help create, implement, and evaluate programs and initiatives that will support and develop the faculty. The Office provides leadership, staff, technical assistance, financial start-up capital, support, advocacy, and guidance for new policies, practices, and innovative programs.

DATA & METRICS

Last year, data presented in our End of Year Report established Harvard's comparative baseline, and the University is delivering on its commitment to publish faculty demographics each year. Ladder faculty data have been updated to include academic year 2007, and this year's report disaggregates ladder faculty populations by race/ethnicity. Non-ladder faculty data are also presented by School for academic year 2007 and will be updated on an annual basis going forward.

The data presented in this report were collected directly from each School in November 2006. For the peer comparison analysis, each School selected its own peer group based on data that were available through the Association of American Universities Data Exchange (AAUDE).

This year, the Office of FD&D and the Office of Institutional Research (OIR) conducted Harvard's first ever full faculty climate survey, which was open from December 2006 – March 2007. The survey will provide department chairs, Deans, and the President and Provost with quantitative data about the faculty experience, thus enabling the University to identify areas of concern, as well as areas of comparative strength. The results will also enhance our understanding of faculty workloads, and we will be able to think more clearly about supporting and developing junior faculty through mentoring and other means.

This report contains headlines from the survey results. Over the summer, the OIR and a faculty advisory group will perform further analysis, and a detailed report will be released in fall 2007.

The OIR has provided the following reports on the composition of Harvard's faculties:

- Demographic composition of Harvard ladder faculty for AY 2005–AY 2007
- Demographic composition of Harvard non-ladder faculty for AY 2007
- Peer comparison of demographic composition of ladder faculty for AY 2006
- Highlights from the full faculty climate survey from AY 2007

PROGRESS IN ACADEMIC YEAR 2006-2007

Ongoing activities

The Office of FD&D has created several new programs designed to support scholars at every stage of the academic career ladder. The Office sponsors a summer research program to enhance the undergraduate scientific research experience at Harvard and a speaker series to help a diverse population of future academics reach the professoriate. The Harvard University Office for Postdoctoral Affairs, like the Harvard Medical School/Harvard School of Dental Medicine Office for Postdoctoral Fellows, serves as an administrative contact and institutional support for postdocs in the Faculty of Arts and Sciences and the professional schools. Other initiatives have focused on finding ways to retain Harvard's most talented junior faculty members, who are trying to balance family responsibilities with professional development.

ONGOING ACTIVITIES INCLUDE:

- Harvard College Program for Research in Science and Engineering (PRISE)
- Women, Science, and Society Seminar Series and work/life speaker series
- Harvard University Office for Postdoctoral Affairs
- New England Higher Education Recruitment Consortium
- Dependent care pilots

Initiatives to debut next year

In collaboration with Schools and units across the University, the Office will unveil several new initiatives in academic year 2008. With the University Committee on Faculty Development and Diversity, the Office of FD&D completed a set of faculty search committee guidelines, which are a compendium of best practices for faculty searches. The guidelines include resources to help departments utilize more diverse applicant pools, interview protocols, and related materials. This summer, the Office will announce details of a new fund to which Schools can apply to finance the design and implementation of pilot programs aimed at addressing faculty development and diversity issues.

INITIATIVES TO DEBUT NEXT YEAR INCLUDE:

- Faculty search committee guidelines
- Faculty Development and Diversity Pilot Fund
- Speaker series fund

Future programs and policies

We have identified three issues of significant scale and scope that will be the basis for the Office of FD&D's new points of focus for academic year 2008. Recruiting and retaining excellent faculty is a serious challenge requiring a comprehensive strategy for working with dual-career couples. Child care remains a primary concern for many faculty, postdoctoral fellows, and graduate students, and we must ensure that plans for new and expanded child care centers are at the heart of the University's expansion over the coming years. Harvard must also strengthen its mentoring programs so that its junior scholars are armed with the resources necessary to thrive in their academic careers.

FUTURE PROGRAMS AND POLICIES INCLUDE:

- Dual-career recruitment and retention
- Child care
- Mentoring

SCHOOL-BASED ACTIVITIES

Representatives who serve on the University Committee on Faculty Development and Diversity reported on the Schools' significant progress in a number of areas, including: dependent care and faculty leave policies, orientation for faculty search committees, junior faculty mentoring, and analyses of faculty compensation and promotion criteria.

REPORTS ARE INCLUDED FROM THE FOLLOWING SCHOOLS:

- Faculty of Arts and Sciences
- Harvard Business School
- Graduate School of Design
- Harvard Divinity School
- Harvard Graduate School of Education
- John F. Kennedy School of Government
- Harvard Law School
- Harvard Medical School
- Harvard School of Public Health

NEW INSTITUTIONAL RESOURCES

Over the past year, the Office of FD&D made improvements to the Faculty Affairs website by providing links to higher education news articles pertinent to the Office's mission. The Office also posts a monthly newsletter, to publicize upcoming events and announce updates on the pilot programs. The new events webpage contains slides and other materials distributed by guest speakers. The Faculty Affairs website also has links to the Postdoctoral Affairs website, the Child Care @ Harvard website, the New England Higher Education Recruitment Consortium website, as well as many other resources.