

UNIVERSITY OF MICHIGAN TENURE-TRACK FACULTY AY2020 INDICATOR REPORT: FOCUS ON FACULTY HIRING

**U-M ADVANCE Program
Winter 2021**

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EXECUTIVE SUMMARY

The University of Michigan ADVANCE Program collects and reports on annual indicator data about the state of tenure-track faculty at U-M. These data are used to assess the University's progress in the areas of tenure-track faculty recruitment, retention, and leadership. In addition to reporting on many of the same faculty indicators each year, we include specific areas of focus in each year's report. In the current report we consider issues related to tenure-track **faculty hiring**. We examine the number and rate of faculty hires over time, including differences by gender and race-ethnicity, how future hiring rates could affect faculty composition, and efforts to improve the diversity of tenure-track faculty hires.

Our analysis of faculty hiring demonstrates that there has been a moderate increase in the diversity of tenure-track faculty over time at the University; however, current hiring of women and underrepresented racial-ethnic minority faculty at U-M is insufficient to yield meaningful changes in faculty diversity in the short or longer terms and hiring advantages, particularly at the senior levels, continue to accrue to white male faculty. For example, if hiring (and retirement and attrition) rates remain the same, the representation of underrepresented racial-ethnic minority tenure-track faculty is projected to increase only from 10% to 12% in the next decade.

Several programs are already in place that work to increase tenure-track faculty diversity (NextProf, NextProf Science, the University of Michigan's President's Postdoctoral Fellowship Program, and the LSA Collegiate Fellows Program). These programs are small and would need to be expanded and maintained to have a meaningful effect on the diversity of the entire faculty. Further, the STRIDE Committee's work on search committee strategies is becoming more broadly utilized by all the schools and colleges, which may increase its impact on faculty hiring.

Taken together, these programs can be crucial tools to support the goal of a more diverse tenure-track faculty at U-M. However, these efforts must be substantial and persistent to create real change in faculty composition; major modifications to both faculty recruitment and hiring practices are needed to ensure the desired result. It is, of course, equally important to consider efforts to retain faculty who have been successfully hired; issues of retention are considered in earlier ADVANCE indicator reports (most recently AY2019).

INTRODUCTION

The University of Michigan ADVANCE Program aims to improve our campus environment for tenure-track faculty in four general areas: recruitment, retention, leadership, and climate. We assess the campus climate through a series of campus-wide faculty surveys (reports from those surveys can be found on the ADVANCE website) as well as individualized assessments of schools and departments. The program also collects and reports on annual indicator data about the state of the faculty at U-M. These data are used to assess the University's progress in the areas of faculty recruitment, retention, and leadership.

This report examines the annual indicator data the U-M ADVANCE Program has been accumulating since it began in AY2002. Tables containing AY2020 data are included at the end of this report. In addition to reporting on many of the same faculty indicators each year, we have added specific areas of focus to each year's report. Last year's indicator report focused on the number of faculty departures over time as well as the reasons why faculty may consider leaving or ultimately do leave U-M. In this year's report we consider issues related to tenure-track **faculty hiring**. We examine the number and rate of faculty hires over time, including differences by gender and race-ethnicity, how future hiring rates could affect faculty composition, as well as efforts to improve faculty diversity.

When possible, we examine data separately for six groups of tenure-track faculty: Asian/Asian-American (A/AA)¹ women², underrepresented racial-ethnic minority (URM)³ women, white women, A/AA men, URM men, and white men. However, occasionally the number of faculty is too small (especially in the case of faculty of color) to allow for such refinement. In those cases, we examine the data separately by gender and race-ethnicity or by four groups: white women, white men, women of color, and men of color.

History of the Indicator Report

The ADVANCE Program was initially funded by the National Science Foundation (NSF)⁴ with a focus on women STEM tenure-track faculty. NSF required each funded institution to report annually on these indicators⁵ for STEM faculty at their individual institutions and compare each current reporting year

¹ Throughout this report, the A/AA category includes faculty identified as Asian/Asian-American and Native Hawaiian/other Pacific Islander.

² We are limited to the dichotomous gender categories (female and male) that are available through the HR data base.

³ The URM category includes faculty identified as African-American/Black, Hispanic/Latino, and Native American/American Indian.

⁴ The National Science Foundation (NSF) undertook the ADVANCE Institutional Transformation Program in 2001 as a way to cultivate the success of women in academic science and engineering who "continue to be significantly underrepresented in some science and engineering fields and proportionately under-advanced in science and engineering in the Nation's colleges and universities." The University of Michigan's ADVANCE Program was in the first cohort of institutions funded under this initiative. When that grant ended in 2007 the University continued to fully fund the program and expanded it to address necessary institutional changes to support the needs of a diverse faculty in all fields.

⁵ There were 12 indicators identified by NSF; see Appendix A.

with the baseline data (AY2001 for U-M) as a way to assess change over time.⁶ When the NSF funding concluded at the end of AY2007, the ADVANCE Program continued the practice of collecting and reporting on these indicators annually, comparing the current year with the baseline. Over time, several of the indicators were refined; those that were less informative and especially time consuming to collect were discontinued, and others were added. In addition, as the mission of the ADVANCE Program broadened to all faculty, our data collection efforts broadened; not only did we begin collecting institutional data on all U-M faculty, we worked to retroactively gather the same data for all non-STEM tenure-track faculty (i.e., those not originally considered when the focus of the project was limited to STEM faculty). We now have tenure-track faculty appointment count data for all U-M colleges and schools from AY1979 to present (as well as all indicators derived from appointment counts, e.g., gender ratios, race-ethnicity ratios, and cohort outcomes). We have similar appointment count data for research and clinical track faculty, campus-wide, from AY2009 to present. Data on additional appointments not captured in the HR system (e.g., named professorships, service on tenure/promotion committees and executive committees) were not available for non-STEM colleges and schools prior to AY2009, when ADVANCE expanded the indicator data collection to include these units. Although Lecturers play an important role in educating our students, the focus of this report is primarily tenure-track faculty.

As a result of these efforts, the ADVANCE Program has amassed a large amount of demographic and descriptive data on the faculty of the University of Michigan across many years. Given this wealth of information, we have initiated a process to more thoroughly consider these data to help policymakers at the University identify areas of success as well as areas requiring continued efforts, specifically related to ADVANCE's mission to improve faculty recruitment, retention, and leadership.

⁶ The ADVANCE Program is grateful to the data liaisons in each of the academic units for their invaluable assistance over time with the data collection and verification process.

ANNUAL TENURE-TRACK FACULTY COMPOSITION

The focus of the current report is tenure-track faculty hiring into the University of Michigan. We begin with a review of the composition of the faculty, specifically the percentage of all tenure-track faculty by six gender and race-ethnicity groups from AY1980 through AY2020 (see Figure 1). As described in previous reports, the most noticeable trend is the decline in the percentage of white male faculty and the corollary increase in the percentage of white women over time. The percentages of faculty of color (both men and women) are small across the first 10-15 years depicted in the figure. From AY95 to AY20 we see significant increases in the percentages of A/AA men and women, from 6% to 13% and from 1% to 6%, respectively. However, the proportions of URM women and men have remained nearly static since the period of slight increase over the late 1990s/early 2000s.

Figure 1: Tenure-track Faculty Composition by Gender and Race-Ethnicity (Proportions-All Ranks), Campus-wide

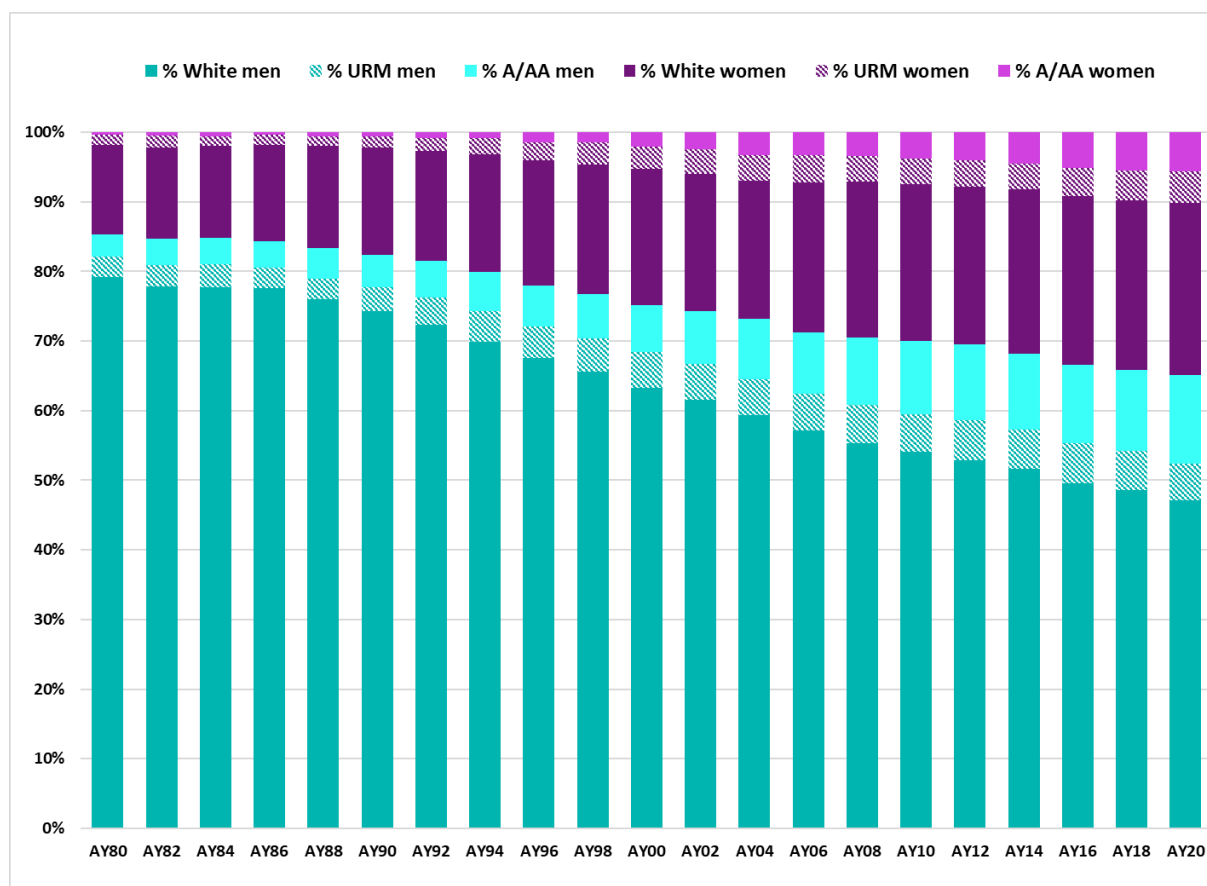
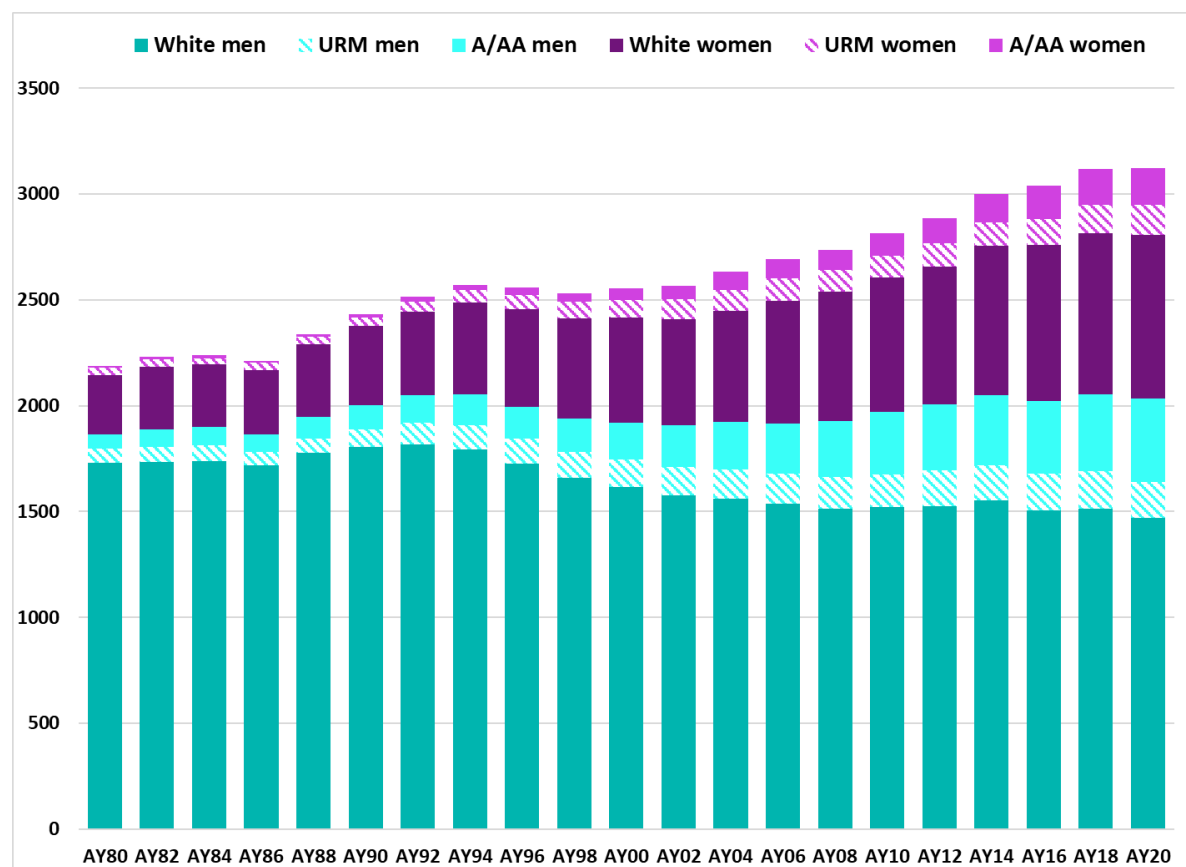


Figure 2 displays the counts of tenure-track faculty by gender and race-ethnicity over the same time period (AY1980 through AY2020). The total number of tenure-track faculty grew by 41%, from 2,225 in AY1980 to 3,140 in AY2020. While the number of white men has remained fairly constant since the early 2000s, the numbers of women and faculty of color have increased incrementally during this time.

Figure 2: Tenure-track Faculty Composition by Gender and Race-Ethnicity (Counts-All Ranks), Campus-wide



The tenure-track faculty composition data show that there has been a moderate increase in overall faculty diversity over the last four decades. This increase is likely the result of many factors, including the retirement of senior faculty from the University (who are predominately white men) and initiatives undertaken at U-M throughout the 1980s and 1990s. In addition, it appears that ADVANCE Program-related activities and efforts directed at increasing the representation and success of women and underrepresented minorities have positively influenced the increase in faculty diversity since 2002.

Informed by these trends in the faculty composition, the remainder of this report will address this year's focal theme: tenure-track faculty hiring at U-M.

TENURE-TRACK FACULTY HIRING AY2011 to AY2020

In this section we examine new faculty hires over the past 10 years (AY2011 to AY2020) by the six gender/race-ethnicity groups as well as the change in tenure-track faculty demographics over this period. These metrics provide important information for policymakers as the University continues to work toward recruiting and retaining a diverse and excellent faculty.

Net Change in Number of Tenure-track Faculty Over Time

We begin by analyzing the “net change” in the number of tenure-track faculty by gender and race-ethnicity campus-wide over the last ten years (AY2011-AY2020). Figure 3 depicts the number of faculty hired, promoted, and retired/terminated by tenure status and gender. Over this time period, 474 women and 587 men were hired as assistant professors, while 147 women and nearly twice as many men (269) were hired as associate or full professors. At the junior level, 306 women and 464 men were promoted to associate professor, and 146 women and 179 men left U-M as assistant professors. At the senior level, 261 women and 654 men left or retired from the University.

Overall, the movements of tenure-track faculty during this time period resulted in a net increase of 214 women and 23 men across ranks. The tenured faculty grew by 192 women and 79 men, while the untenured faculty increased by 22 women and decreased by 56 men.

Figure 3: Change in Number of Tenure-Track Faculty by Gender and Tenure Status: AY2011-20

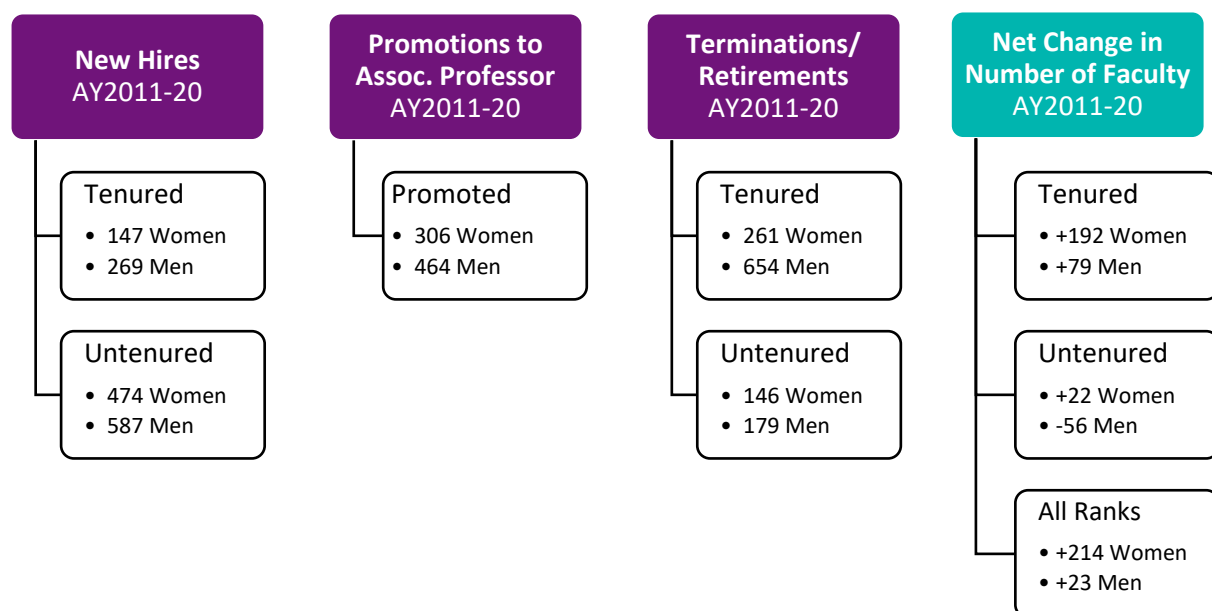


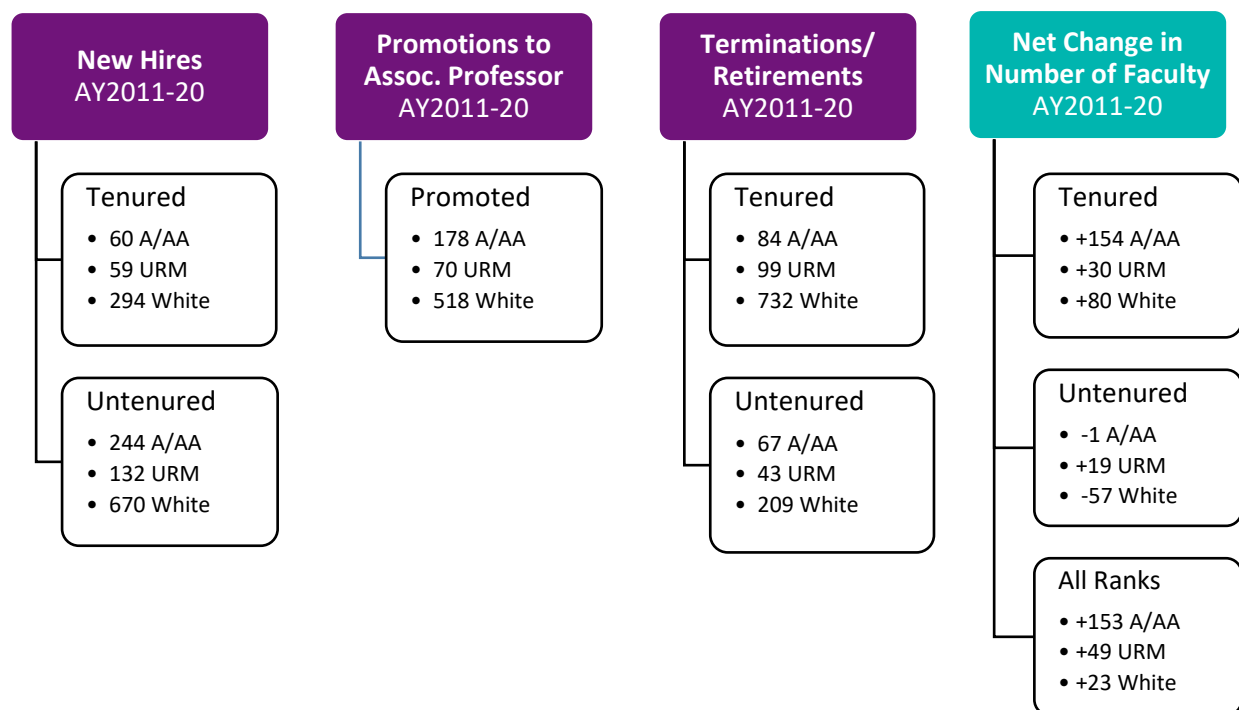
Figure 4 reports similar data by race-ethnicity.⁷ Over the same ten-year time period, 244 A/AA faculty, 132 URM faculty, and 670 white faculty were hired as assistant professors; 60 A/AA faculty, 59 URM faculty, and 294 white faculty were hired as associate or full professors. During this time, 178 A/AA faculty, 70 URM faculty, and 518 white faculty were promoted from assistant to associate professor, while 67 A/AA faculty, 43 URM faculty, and 209 white faculty left the University as assistant professors. At the senior level, 84 A/AA faculty, 99 URM faculty, and 732 white faculty left or retired from U-M.

Overall, the tenured faculty grew by 154 A/AA faculty, 30 URM faculty, and 80 white faculty during the time period, while the untenured faculty decreased by 1 A/AA faculty member and 57 white faculty and

⁷ The net change numbers in Figure 4 vary slightly from Figure 3 due to faculty with unknown race-ethnicities.

increased by 19 URM faculty. These changes resulted in a net increase of 153 A/AA faculty, 49 URM faculty, and 23 white faculty across ranks.

Figure 4: Change in Number of Tenure-Track Faculty by Race-ethnicity and Tenure Status: AY2011-20



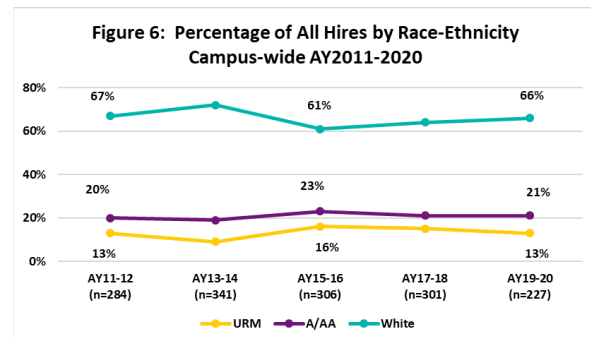
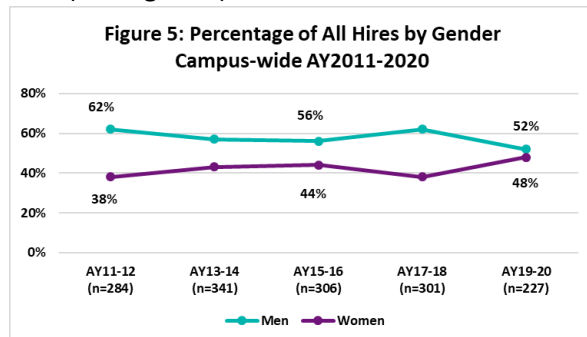
NEW TENURE-TRACK FACULTY HIRING

Here we describe campus-wide tenure-track faculty hiring on the tenure-track by gender and race-ethnicity. We also assess the same data by the six gender/race-ethnicity groups (URM women, URM men, Asian/Asian American women, Asian/Asian American men, white women, white men). Percentages were calculated for the period AY2011 through AY2020. We next review the same data by rank, considering hires at the junior level separately from hires at the senior level. Again, these are presented by gender, race-ethnicity, and the six gender/race-ethnicity groups.

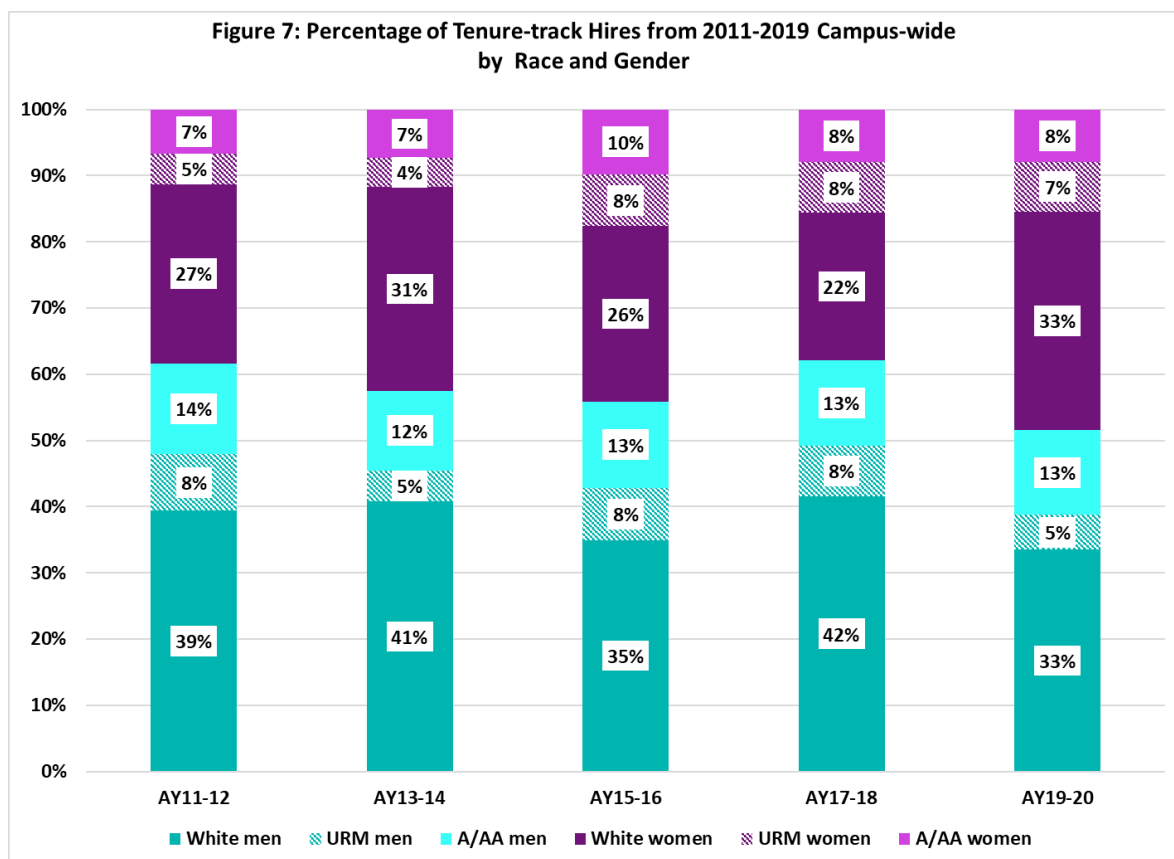
Hiring into Tenure-track Positions

We first examined hiring separately by gender and race-ethnicity. We calculated the percentage of hires each year by gender (that is, of all hires, what percentage were women and what percentage were men) and by race-ethnicity (similarly, of all hires, what percentage were URM, Asian/Asian American, and white faculty) for the period AY2011 through AY2020, in two-year increments. We also considered these data separately by rank: junior faculty (at the assistant professor level) and senior faculty (at the associate and full professor levels).

Hires across Ranks. The percentages of male new hires campus-wide generally decreased over time (from 62% to 52%) with an upturn in AY17-18; the percentage of female hires increased (from 38% to 48%), again with a decrease in AY17-18 (see Figure 5). The percentage of hires that were white faculty increased and then decreased slightly from AY2011 to AY2020 before returning to earlier levels (66-67%); similarly, rates for URM and Asian/Asian American faculty remained fairly stable and low over time (see Figure 6).



We also considered the percentages of hires tenure-track faculty for the six gender/race-ethnicity groups over the same time period; see Figure 7. Comparing the first and last time points, percentages of new hires declined for white and URM men; percentages for Asian/Asian American men were fairly stable over time. By contrast, percentages for white and URM women increased slightly over the same time period; however, rates for Asian/Asian American women were fairly stable.



Hires by Rank. Hires at the junior (assistant professor) level generally declined for men (62% in AY11-12 and 52% in AY19-20), with an uptick in AY17-18. The percentages of hires increased for women (39% in AY11-12 to 48% in AY19-20); by the end of the decade, hires of men and women were at nearly the same percentages (see Figure 8). By contrast, the percentage of new hires at the junior level remained fairly static over time when considered by race-ethnicity (see Figure 9) and the percentages of white hires were consistently much higher than those of faculty of color over this time period.

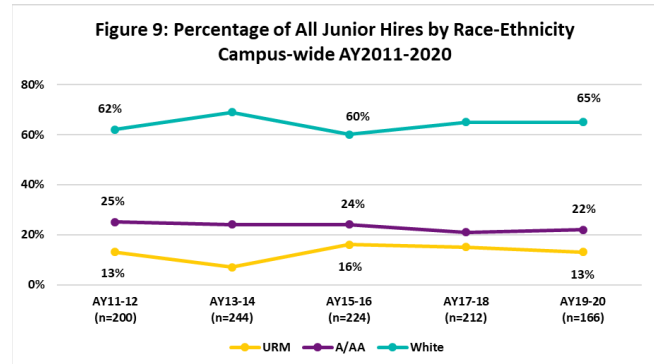
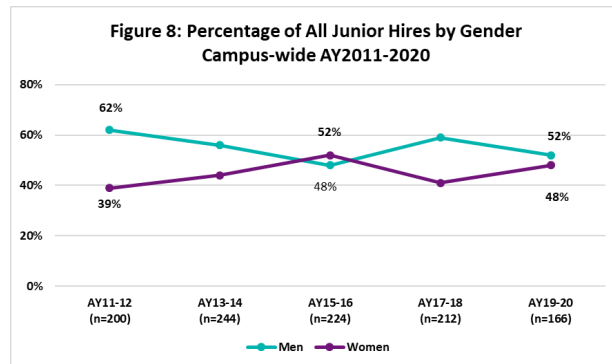
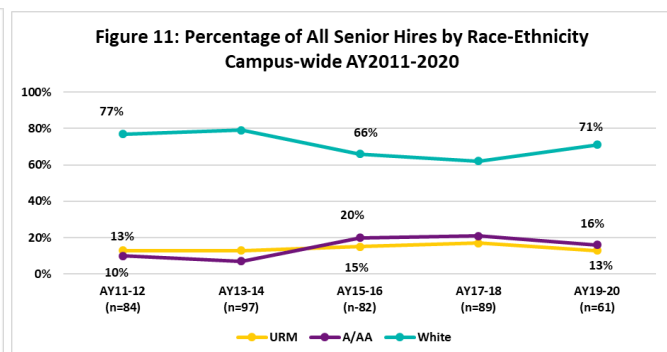
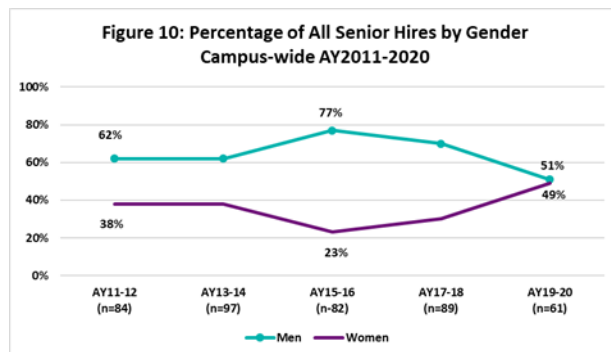


Figure 10 records the percentage by gender of hires made at the senior (associate and full professor) level; this shows a slightly different pattern. The percentage of hires of men *increased* from 62% in AY11-12 to 77% in AY15-16 while those to women *decreased* over the same time period from 38% to 23%. Subsequently, percentages decreased for men and increased for women resulting in similar percentages by gender in AY19-20. Figure 11 shows the same percentages by race-ethnicity. Most notable is the high percentage of white faculty hires relative to faculty of color. Moreover, despite a



decrease in hiring of white faculty when comparing AY11-12 to AY17-18, an increase in AY19-20 returned hiring to nearly the same level as AY11-12. In our earlier look at hiring data (2016), senior faculty hires were noted to be less diverse than junior faculty hires. That is still true in terms of race-ethnicity, and true also for gender except for the AY19-20 time point.

Future Tenure-Track Faculty Composition

Returning to Figure 1 at the beginning of the report, we see that the rate of change in tenure-track faculty composition by gender and race-ethnicity over the last 40 years has been quite modest. We were also interested in considering ways to predict the future faculty composition. Based on recent rates of hiring, terminations (voluntary and involuntary) and retirements, we developed a model in 2016 that

would allow us to forecast the demographic composition of U-M tenure-track faculty over the next thirty years by gender and race-ethnicity, and we update the predictions of that model here.⁸

Using this model, we sought to answer the following questions:

1. How will the faculty composition change over time if the rates of hiring of women and underrepresented racial-ethnic minority faculty remain the same?
2. How will the faculty composition change over time if the rates of hiring of women and underrepresented racial-ethnic minority faculty increase?
3. In what ways could the University find this model useful when thinking about aspirations for faculty diversity in the future? For example, what hiring rates would be required over time for U-M to reach critical mass (generally defined as 30% of the population)⁹ for underrepresented racial-ethnic minority faculty and/or parity with national population rates for women and URM faculty in future years¹⁰?

The model (see Tables 1 and 2) considers tenure-track faculty size¹¹, retirement and attrition rates, and hiring rates. The **total faculty size** was calculated using institutional data from AY2019, which represents the base year in the model. To account for growth in the total faculty size, the model assumes a 1.1% growth rate (calculated based on change in faculty composition data from AY2015 to AY2019) over the next ten years, then stabilizes at 3,509 total faculty for the duration of the analytic period. Of course the model could be re-run with different assumptions about this and all other areas discussed below.

Table 1: Projected Gender Composition of Campus-wide Faculty at Current Hiring Rate				
	Academic Year			
	2019	2029	2039	2049
Total faculty ¹	3145	3509	3509	3509
# Women	1087	1427	1565	1661
# Men	2058	2082	1944	1848
Percent women faculty	34.6%	40.7%	44.6%	47.3%
Rate of retirement - women ²	1.30%	1.30%	1.30%	1.30%
Rate of attrition - women	1.40%	1.40%	1.40%	1.40%
Rate of retirement - men	2.10%	2.10%	2.10%	2.10%
Rate of attrition - men	2.20%	2.20%	2.20%	2.20%
# Women expected to retire	14	19	20	22
# Women expected to leave (non-retirement)	15	20	22	23
# Men expected to retire	43	44	41	39
# Men expected to leave (non-retirement)	45	46	43	41
Total expected attrition	118	128	126	124
Total expected new hires	152	128	126	124
# Women expected to be hired	65	55	54	53
# Men expected to be hired	87	73	72	71
Percent women new hires	43%	43%	43%	43%
¹ Assumes total faculty size increases 1.11% annually through 2029, then stabilizes at 3509				
² Retirement and attrition rates are averaged over five years (AY2015-AY2019)				

⁸ The AY2016 Indicator Report describes our initial model: <https://advance.umich.edu/wp-content/uploads/2018/09/AY2016-IndicatorReport-Michigan.pdf>.

⁹ Critical mass is described as “the point at which a group membership stops being noticed” and “individuals are viewed through a more individualistic (less stereotyping) lens” (Stewart, Malley, and LaVaque-Manty, 2007, p. 6). Informed by past studies, we define critical mass as 30%.

¹⁰ Currently women are 51% of the U.S. population and underrepresented racial-ethnic minorities are 33% of the U.S. population (U.S. Census Data).

¹¹ We note that the number of faculty reported in 2019 is slightly larger in Table 1 than in Table 2; the lower number in Table 2 is due to missing information concerning race-ethnicity for a small number of faculty.

The **retirement and attrition rates** used in the model represent the five-year averages over the period from AY2015 to AY2019. Rates were calculated separately for men and women and for URM and all tenure-track faculty not identified as URM. The model assumes these retirement and attrition rates will remain stable over the thirty-year analytic period. The calculated retirement rates for tenure-track faculty in the campus-wide model are 2.10% for men, 1.30% for women, 1.80% for non-URM faculty, and 1.20% for URM faculty. The calculated attrition rates in the campus-wide model are 2.20% for men, 1.40% for women, 1.70% for non-URM faculty, and 2.80% for URM faculty.

The **hiring rates** for women and URM tenure-track faculty represent five-year averages of new hires who were women or URM faculty, respectively, AY2015 through AY2019. These averages campus-wide are 42.6% for women and 15.6% for URM faculty¹². Table 1 shows the current rates by gender for AY2019 as well as projected elements of the model for three years. Table 2 shows the same by race/ethnicity.

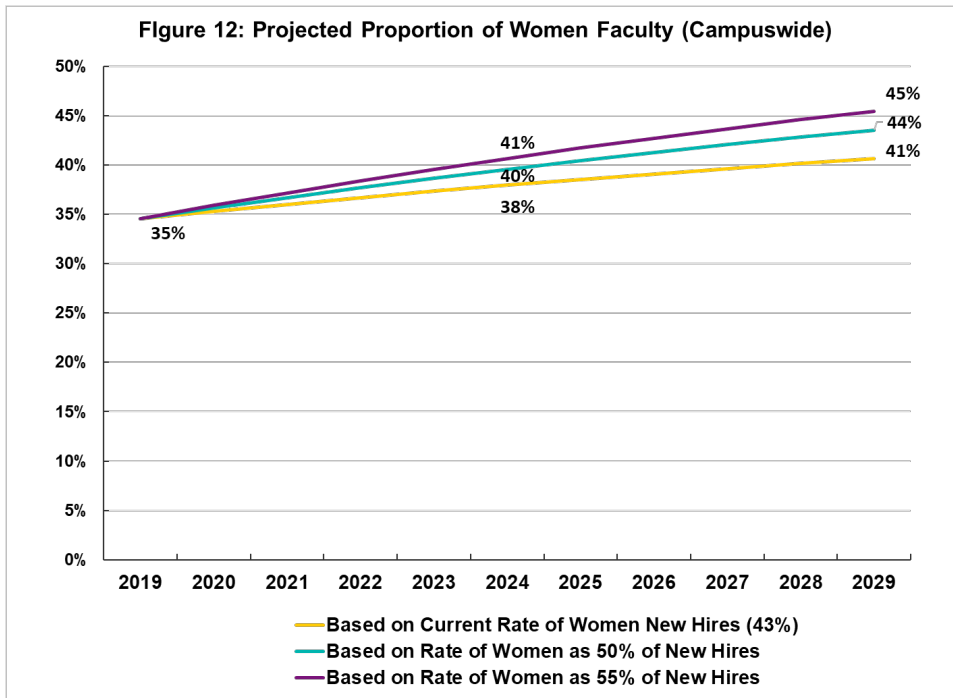
The model was first used to estimate the percentages of women tenure-track faculty and URM tenure-track faculty campus-wide ten, twenty and thirty years out (AY2029, AY2039, and AY2049), given stable hiring, retention, and attrition rates.

In the case of women, if the current average rate of hiring for women faculty (42.6%) is maintained over time, our model projects women faculty will comprise 41% of faculty in ten years, 45% in twenty years, and 47% thirty years hence (Table 1). This means that even over a thirty year period it is projected that women faculty will not reach parity with men. This issue could be addressed by increasing the rate at which women are hired onto the tenure-track.

Looking just at the next 10 years, Figure 12 shows predicted percentage of women faculty based on three different hiring rates for women: the current rate, 50% and 55%.

	Academic Year			
	2019	2029	2039	2049
Total faculty ¹	3131	3493	3493	3493
# URM faculty ²	313	408	433	447
# Non-URM faculty	2818	3085	3075	3061
Percent URM faculty	10.0%	11.7%	12.4%	12.8%
Rate of retirement - URM ³	1.20%	1.20%	1.20%	1.20%
Rate of attrition - URM	2.80%	2.80%	2.80%	2.80%
Rate of retirement - Non-URM	1.80%	1.80%	1.80%	1.80%
Rate of attrition - Non-URM	1.70%	1.70%	1.70%	1.70%
# URM expected to retire	4	5	5	5
# URM expected to leave (non-retirement)	9	11	12	13
# Non-URM expected to retire	51	56	55	55
# Non-URM expected to leave (non-retirement)	48	52	52	52
Total expected attrition	111	124	125	125
Total expected new hires	146	139	125	125
# URM expected to be hired	23	22	19	19
# Non-URM expected to be hired	123	117	106	106
Percent URM new hires	16%	16%	16%	16%
¹ Assumes total faculty size increases 1.11% annually through 2029, then stabilizes at 3509				
² URM includes African American, Hispanic, and Native American faculty				
³ Retirement and attrition rates are averaged over five years (AY2015-AY2019)				

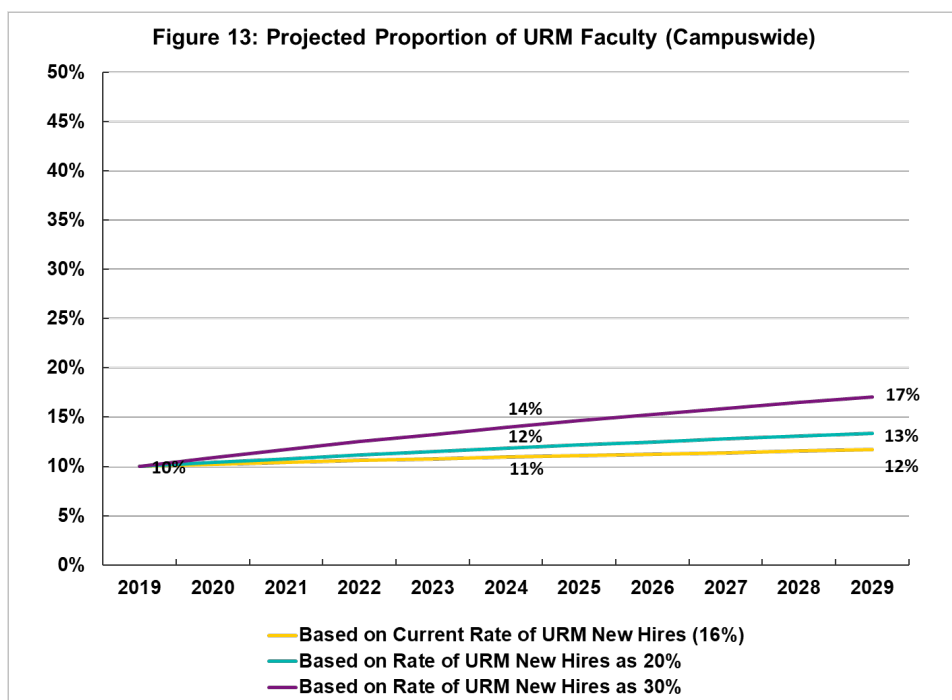
¹² We do note that in our previous analysis, completed in AY16, that the hiring rate for women was the same but the hiring rate for URM faculty was lower (12%). The hiring of URM faculty dropped to 9% in AY20; the increased hiring rate of 15.6% used here was not sustained.



Campus-wide, women tenure-track faculty in AY2019 were 35% of the faculty, roughly critical mass on average (however, unit level data suggest that fewer than half (42%) of departments or school/colleges meet or exceed critical mass for women). However, even after ten years of hiring at the current rate, women would only represent 41% of the faculty population across campus (and below the representation of women nationally of 51%). Moreover, it is likely that in many cases women would not enjoy critical mass within their home units. Increasing the percentage of female hires to 55% over the next ten years would produce a modest increase to 45% female faculty by 2029.

Similarly, the model can be used to predict an increase in URM faculty representation from the current 10% to just under 13% in the next 30 years given stable hiring, retention, and attrition rates (Table 2). Looking just at the next 10 years, increases in hiring from the current rate to 20% and 30% would further increase the representation of URM faculty overall: 13% in AY2029 with a 20% hiring rate and 17% in AY2029 with a 30% hiring rate (Figure 13). But even hiring URM faculty at the 30% rate would not produce a faculty constellation that provides critical mass to URM faculty by AY2029. :

Numbers presented here are, of course, predictions based on averaged rates of termination and retirement and projected levels of ultimate faculty size; changes in the model's assumptions will alter model predictions. Nevertheless, the model provides a useful tool for anticipating faculty composition and considering hiring rates in light of goals for increasing tenure-track faculty diversity at U-M.



INCREASING TENURE-TRACK FACULTY DIVERSITY

The University has an articulated goal of increasing faculty diversity. Diversity, Equity and Inclusion (DEI) efforts across campus are a clear indication of that goal; moreover, analyses of climate data presented in previous reports show that tenure-track faculty themselves value a diverse faculty. Based on aggregated faculty data drawn from individual unit climate assessments across campus conducted by the ADVANCE Program, most faculty surveyed agreed that a diverse faculty is important for their department's or school's continued academic excellence (mean of 4.34 on a five point scale). Furthermore, there is a significant positive correlation between faculty endorsing the value of a diverse faculty and having a diverse faculty within their own units in these data; this is true across faculty and also specifically for men in departments and schools with more women and for non-URM faculty in departments and schools with more URM faculty. One interpretation of these data is that faculty who experience more diversity within their home units are more likely to see the value of a diverse faculty.

As described earlier in this report, progress on increasing tenure-track faculty diversity has been slow. Many faculty have long careers at U-M, and thus there's inherent 'inertia' in the system. Yet nearly 1500 tenure-track faculty have been hired in the last 10 years, or roughly half of the current faculty, so there is ample opportunity to increase faculty diversity by focusing on faculty hiring. Thus we turn in this section to several initiatives across campus that have focused on efforts to increase hiring of underrepresented faculty. An overview of these recruitment programs is included as Table 3.

NextProf/NextProf Science Workshops

NextProf, developed by the College of Engineering, and *NextProf Science*, a similar program supported by LSA and ADVANCE, are multi-day workshops for future tenure-track faculty. They are designed to bring talented underrepresented minorities and women to the U-M campus to explore the benefits and

rewards of an academic career, to learn about the application and selection process for faculty positions, to make connections with U-M faculty and academic leaders, and to network with other participants. One of the most important objectives of the *NextProf* and *NextProf Science* workshops is to identify potential future tenure-track faculty and build mutually positive relationships that will eventually contribute to increased faculty diversity at U-M. The workshops are targeted at advanced graduate students and post-doctoral fellows nationwide.

NextProf was initiated in 2012 and is held annually in the fall. In recent years the location of the engineering workshop has rotated due to the addition of two partner institutions, Georgia Institute of Technology and University of California Berkeley. To date a total of 520 (243 URM and 349 female) postdocs and Ph.D. students have participated in the *NextProf* program. *NextProf Science* began in 2015 and is held annually in May (due to COVID it was not held in 2020). To date 232 scholars (117 URM and 165 women) have participated in this program. Participants rate both workshops very highly (over 4.5 on a 5 point scale) and also report an increased interest in a career in academia following the workshop.

It will be important to track the longer term career trajectories of workshop participants, many of whom are still finishing graduate school and postdoctoral studies, e.g. whether they pursue a career in academia and whether they apply to and ultimately obtain faculty positions at U-M.

Postdoctoral Fellowship Programs

Two postdoctoral fellowship programs with the long term goal of increasing tenure-track faculty diversity have been implemented in the last decade. The University of Michigan's Presidential Postdoctoral Fellowship Program (PPFP; <https://presidentpostdoc.umich.edu/>), begun in 2011 in collaboration with the University of California and administered by the ADVANCE Program, offers postdoctoral research fellowships in science, technology, engineering, mathematics, economics, and political science. The program is small, typically with 2-3 fellows starting each year, and the first fellows started in fall 2012. The University of Michigan's LSA Collegiate Fellows program (LCF; <https://lsa.umich.edu/ncid/fellowships-awards/lsa-collegiate-postdoctoral-fellowship.html>) emerged from recommendations made by the LSA ad hoc Faculty Diversity Strategic Plan Task Force in 2016. It is administered by the National Center for Institutional Diversity (NCID) in collaboration with the LSA Dean's Office. This program is larger than PPFP, with an initial goal of recruiting 50 fellows over about 5 years. Although the programs differ in their implementation, each chooses fellows whose research, teaching, and service will contribute to diversity and equal opportunity in higher education, and each emphasizes recruiting fellows onto tenure-track assistant professor positions at U-M.

To date, the PPFP program has brought 23 fellows to U-M (65% women, 57% URM, 9% non-URM people of color¹³); see Table 3. Fifteen of the postdoctoral fellows have begun or have accepted tenure-track positions at U-M (13 are on the tenure-track as of Winter 2021, and 2 will start tenure-track positions by Fall 2021). These 13 current faculty are 62% women, 54% URM, and 8% non-URM people of color.

¹³ The non-URM people of color category includes fellows and faculty who identified as Middle Eastern and Asian/Asian-American.

Six fellows accepted positions outside of U-M. Surprisingly, the 7 URM U-M faculty hires through this program constitute 5% of all URM junior faculty hires throughout the entire university in the last decade (132 total URM hires; see Figure 4) even though the program is very small and its first faculty hires didn't start until AY15.

To date, the LCF program has brought 37 scholars to U-M (70% women, 59% URM, 19% non-URM people of color). Sixteen LCF scholars have begun tenure-track positions at U-M and sixteen additional fellows have accepted tenure-track positions at U-M to begin by Fall 2022. The 16 current faculty from the LCF program are 88% women, 63% URM, 19% non-URM people of color. Remarkably, the 10 URM faculty hires through the LCF constitute 23% of all URM junior faculty hires by LSA within the last decade (44 URM hires) even though here too the program did not add faculty until relatively recently.

Table 3: Postdoctoral Programs		
	PPFP	LCF
Year Initiated	2011	2016
Total Fellows	23	37
%Female	65%	70%
%URM	57%	59%
Total U-M Faculty	13	16
%Female	62%	88%
%URM	54%	63%

Thus although relatively new, both programs have demonstrated a successful mechanism for identifying outstanding early career scholars (including those from historically underrepresented and marginalized groups) that academic departments evaluate as highly attractive for tenure-track faculty positions and who bring skills and experiences that can contribute to the intellectual environment and culture of DEI in LSA and U-M.

STRIDE

The STRIDE (Strategies and Tactics for Recruiting to Improve Diversity and Excellence) Committee (<https://advance.umich.edu/stride/>) provides information and advice about practices that will maximize the likelihood that diverse, well-qualified candidates for tenure-track faculty positions will be identified, and, if selected for offers, recruited, retained, and promoted at U-M. The committee leads Faculty Recruitment Workshops for faculty and administrators involved in hiring. It also works with departments by meeting with chairs, faculty search committees, and other department members involved with recruitment and retention.

STRIDE is comprised of tenure-track faculty members under the belief that faculty will be most receptive to learning from colleagues they already respect as researchers. It draws on the social science literature (e.g. cognitive schemas, implicit bias, subfield bias, accumulation of (dis)advantage, and stereotype threat) and faculty climate data to identify problematic and beneficial practices in recruiting. Workshops focus on how these concepts may affect faculty hiring efforts and impact newly hired faculty. They also provide recommendations for positive search practices that can lead to more diverse hiring pools and more successful recruiting efforts.

Over time, many U-M schools and colleges have instituted **requirements for workshop attendance**. For example, CoE and LSA require that all tenure-track faculty search committee members participate in a workshop if they have not done so in the last three years. In practice, this means that ~60% of faculty in CoE and LSA have attended the workshop at some point in their careers at U-M. In early 2020, the Provost asked that all schools and colleges move toward some form of a requirement for STRIDE

workshop attendance, and as of fall 2020 most have implemented such a requirement. To date over 1,800 U-M faculty have participated in at least one Faculty Recruitment Workshop.

Beyond the service the STRIDE Committee provides to the University of Michigan, STRIDE serves as a resource to numerous other institutions (47 to date). STRIDE Committee members are often asked to visit other academic institutions and/or to host their faculty at U-M in the interest of sharing strategies and best practices to improve diversity recruitment efforts nationally.

We have previously reported on the **effectiveness of STRIDE**. As described in the 2016 Indicator Report (available at <https://advance.umich.edu/wp-content/uploads/2018/09/AY2016-IndicatorReport-Michigan.pdf>), the initial focus of STRIDE was on hiring women in STEM disciplines (due to the ADVANCE NSF grant), and such hiring did increase post-STRIDE (31% of hires in AY2003-2007) as compared to pre-STRIDE (13% in AY2001-2002). We also note that the trend continued after the grant period ended. As documented earlier in this report, 48% of the new hires campus-wide for the period AY2019-20 were women. When the University assumed full support for the ADVANCE Program in 2007, STRIDE broadened its focus to include URM (and other underrepresented) faculty. Some slow progress has been made in hiring URM faculty: in 2016 we reported a 5-year average hiring rate of 12%, and above we report that the 5-year average value is now 15.6%.

These data suggest that STRIDE has been effective at increasing the rate at which women are hired as junior, tenure-track faculty at U-M, and maintaining that increase. Even accounting for a slower incorporation of adequate attention to the particular issues associated with hiring underrepresented minorities, the lack of strong progress in this area suggests that postdoctoral programs that aim to recruit fellows onto tenure-track positions need to be expanded and new initiatives to identify, recruit and hire URM faculty at U-M should be developed. Efforts to recruit faculty who contribute to diversity should be paired with efforts to retain current faculty ([see AY2019 Indicator Report](#)).

STRIDE's Faculty Recruitment Workshops are also evaluated to assess the **effectiveness of the workshop** for participants, as well as to gauge changes in faculty attitudes about the concepts and hiring practices covered in the workshops. As described in Sekaquaptewa et al. (2019), attending the workshop statistically significantly increased personal endorsement of the workshop's recommended search practices. There was also a statistically significant increase in intentions to change two of three search-related behavioral strategies.

Analyses also revealed that the percentage of tenure-track faculty within a department who had attended a workshop was a significant, positive predictor of individual respondents' perceptions of departmental practices, *even among those who had not attended a workshop themselves*. Faculty in departments with more widespread faculty participation in the workshop reported more adoption of recommended recruiting strategies, suggesting that the workshop may be leading to changes in departmental recruiting practices.

To further understand the effect STRIDE workshops have had on department search committee processes ADVANCE conducted an **interview study with search committee members** on active searches during the AY2017 academic year. Search committee members were selected from units that required STRIDE workshop attendance. A total of 29 search committee member participated from 26 different search committees. Half of the committees (11) were from STEM departments; the remaining (15) were from social science or humanities departments.

It is clear from these interviews that search committees seriously engage in efforts suggested by STRIDE to increase the diversity of their pools, including cultivating future candidates and actively recruiting individuals to apply, defining the position in the broadest possible terms, and establishing evaluation procedures that work to mitigate bias. Committee members also reflected on challenges to these efforts, including: disciplinary pressures to define positions more narrowly, lack of administrative support for open rank hiring, rushed timeline, and resistance from some colleagues. Some also noted poor communication among search committees, department chairs, and school administration, lack of influence over the negotiation process, and challenges related to dual career issues.

CONCLUSIONS

This report examines issues related to tenure-track faculty hiring at U-M, specifically the number and rate of faculty hires over time by gender and race-ethnicity. We find that there has been a moderate increase in the diversity of tenure-track faculty over time at the University; however, current hiring of women and underrepresented racial-ethnic minority faculty at U-M is insufficient to yield a critical mass of diverse faculty in the short or longer terms and hiring advantages, particularly at the senior levels, continue to accrue to white male faculty.

Several efforts are underway to increase the representation of currently underrepresented tenure-track faculty on campus and achieve meaningful change via faculty recruitment and hiring. The NextProf and NextProf Science workshops aim to increase the available pool of potential candidates by encouraging women and URM graduate students and post-doctoral fellows in STEM fields to pursue careers in academia. Two postdoctoral fellowship programs, the President's Postdoctoral Fellowship Program and the LSA Collegiate Fellows Program, choose fellows whose research, teaching, and service will contribute to diversity and equal opportunity in higher education, and each emphasizes recruiting fellows into tenure-track positions at U-M. These programs are small and would need to be expanded to have meaningful effect on the diversity of the entire tenure-track faculty. Finally, STRIDE, which advises search committees about strategies for search practices that can increase consideration of faculty who are currently underrepresented in individual units, has been shown to be effective in multiple ways. STRIDE is becoming more broadly utilized by all the schools and colleges, and may thus increase its impact on tenure-track faculty hiring.

Taken together, these programs can be crucial tools to support the goal of a more diverse U-M tenure-track faculty. However, these efforts must be substantial and persistent to create real change in faculty composition; major modifications to both faculty recruitment and hiring practices are needed to ensure the desired result. It is, of course, equally important to consider efforts to retain faculty who have been successfully hired; issues of retention are considered in an earlier indicator reports (particularly AY2015, AY2018, and AY2019) which can be found on ADVANCE's Web site:

<https://advance.umich.edu/research>.

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Appendix A

Institutional Indicators Required by NSF ADVANCE

12. n (%) of women faculty in S & E by department
13. n (%) of women in tenure-line positions by rank/department
14. tenure promotion outcomes by gender
15. years in rank by gender
16. time at institution and attrition by gender
17. n (%) of women in S & E who are in non-tenure-track positions
18. n (%) of women S & E in administrative positions
19. n of women S & E faculty in endowed/named chairs
20. n (%) of women S & E faculty on promotion and tenure committees
21. salary of S & E faculty by gender (with controls)
22. space allocation of S & E faculty by gender (with controls)
23. start-up packages of newly hired S & E faculty by gender (with controls)

Table 1: College of Engineering - Faculty by Track, Gender, and Race/Ethnicity, 2019-2020

		All						Female				Male			
		N	% F	% M	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH
Tenure Track	Assistant Professors	78	32%	68%	29%	12%	59%	25	32%	8%	60%	53	28%	13%	58%
	Associate Professors	99	27%	73%	33%	9%	58%	27	26%	7%	67%	72	36%	10%	54%
	Full Professors	256	15%	85%	25%	4%	71%	39	21%	5%	74%	217	25%	4%	71%
	Overall, Tenure Track	433	21%	79%	27%	6%	66%	91	25%	7%	68%	342	28%	6%	65%
Research Track	Assistant Research Scientists	55	11%	89%	67%	2%	31%	6	50%	17%	33%	49	69%	0%	31%
	Associate Research Scientists	33	6%	94%	9%	3%	88%	2	50%	0%	50%	31	6%	3%	90%
	Research Scientists	16	13%	88%	0%	0%	100%	2	0%	0%	100%	14	0%	0%	100%
	Overall, Research Track	104	10%	90%	38%	2%	60%	10	40%	10%	50%	94	38%	1%	61%

Table 2: College of LSA (All Units) - Faculty by Track, Gender, and Race/Ethnicity, 2019-2020

		All						Female				Male			
		N	% F	% M	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH
Tenure Track	Assistant Professors	174	53%	47%	21%	17%	62%	92	18%	17%	64%	82	23%	17%	60%
	Associate Professors	205	45%	55%	15%	13%	72%	93	14%	12%	74%	112	16%	13%	71%
	Full Professors	527	33%	67%	11%	11%	79%	176	13%	15%	73%	351	10%	9%	81%
	Overall, Tenure Track	906	40%	60%	14%	12%	74%	361	14%	15%	71%	545	13%	11%	76%
Research Track	Assistant Research Scientists	21	29%	71%	29%	10%	62%	6	33%	0%	67%	15	27%	13%	60%
	Associate Research Scientists	12	17%	83%	25%	8%	67%	2	0%	50%	50%	10	30%	0%	70%
	Research Scientists	10	30%	70%	10%	10%	80%	3	33%	0%	67%	7	0%	14%	86%
	Overall, Research Track	43	26%	74%	23%	9%	67%	11	27%	9%	64%	32	22%	9%	69%

Note: Faculty with joint appointments (i.e., greater than 0% time equivalence) are counted in each unit of appointment; faculty with full-time funded administrative appointments are included in their primary academic unit.

Table 3: College of LSA (Natural Sciences) - Faculty by Track, Gender, and Race/Ethnicity, 2019-2020

		All						Female				Male			
		N	% F	% M	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH
Tenure Track	Assistant Professors	63	48%	52%	21%	16%	63%	30	20%	13%	67%	33	21%	18%	61%
	Associate Professors	55	44%	56%	24%	4%	73%	24	17%	0%	83%	31	29%	6%	65%
	Full Professors	206	18%	82%	15%	6%	79%	37	16%	5%	78%	169	15%	6%	79%
	Overall, Tenure Track	324	28%	72%	18%	7%	75%	91	18%	7%	76%	233	18%	8%	75%
Research Track	Assistant Research Scientists	16	13%	88%	31%	13%	56%	2	50%	0%	50%	14	29%	14%	57%
	Associate Research Scientists	10	10%	90%	30%	10%	60%	1	0%	100%	0%	9	33%	0%	67%
	Research Scientists	10	30%	70%	10%	10%	80%	3	33%	0%	67%	7	0%	14%	86%
	Overall, Research Track	36	17%	83%	25%	11%	64%	6	33%	17%	50%	30	23%	10%	67%

Table 4: College of LSA (Humanities) - Faculty by Track, Gender, and Race/Ethnicity, 2019-2020

		All						Female				Male			
		N	% F	% M	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH
Tenure Track	Assistant Professors	40	70%	30%	20%	20%	60%	28	25%	18%	57%	12	8%	25%	67%
	Associate Professors	84	44%	56%	13%	11%	76%	37	11%	14%	76%	47	15%	9%	77%
	Full Professors	146	40%	60%	5%	10%	86%	59	7%	10%	83%	87	3%	9%	87%
	Overall, Tenure Track	270	46%	54%	10%	11%	79%	124	12%	13%	75%	146	8%	10%	82%

Table 5: College of LSA (Social Sciences) - Faculty by Track, Gender, and Race/Ethnicity, 2019-2020

		All						Female				Male			
		N	% F	% M	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH
Tenure Track	Assistant Professors	88	50%	50%	20%	22%	58%	44	11%	27%	61%	44	30%	16%	55%
	Associate Professors	100	53%	47%	10%	27%	63%	53	13%	25%	62%	47	6%	30%	64%
	Full Professors	235	46%	54%	9%	18%	73%	108	13%	24%	63%	127	6%	13%	81%
	Overall, Tenure Track	423	48%	52%	12%	21%	67%	205	13%	25%	62%	218	11%	17%	72%
Research Track	Assistant Research Scientists	4	75%	25%	25%	0%	75%	3	33%	0%	67%	1	0%	0%	100%
	Associate Research Scientists	2	50%	50%	0%	0%	100%	1	0%	0%	100%	1	0%	0%	100%
	Research Scientists	0	--	--	--	--	--	0	--	--	--	0	--	--	--
	Overall, Research Track	6	67%	33%	17%	0%	83%	4	25%	0%	75%	2	0%	0%	100%

Note: Faculty with joint appointments (i.e., greater than 0% time equivalence) are counted in each unit of appointment; faculty with full-time funded administrative appointments are included in their primary academic unit.

Table 6: Medical School (Basic Sciences) - Faculty by Track, Gender, and Race/Ethnicity, 2019-2020

		All						Female				Male			
		N	% F	% M	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH
Tenure Track	Assistant Professors	35	23%	77%	29%	3%	69%	8	50%	0%	50%	27	22%	4%	74%
	Associate Professors	48	38%	63%	31%	6%	63%	18	22%	11%	67%	30	37%	3%	60%
	Full Professors	85	32%	68%	18%	4%	79%	27	15%	4%	81%	58	19%	3%	78%
	Overall, Tenure Track	168	32%	68%	24%	4%	72%	53	23%	6%	72%	115	24%	3%	72%
Research Track	Assistant Research Scientists	25	36%	64%	36%	0%	64%	9	22%	0%	78%	16	44%	0%	56%
	Associate Research Scientists	11	45%	55%	45%	9%	45%	5	60%	0%	40%	6	33%	17%	50%
	Research Scientists	1	0%	100%	0%	0%	100%	0	--	--	--	1	0%	0%	100%
	Overall, Research Track	37	38%	62%	38%	3%	59%	14	36%	0%	64%	23	39%	4%	57%
Clinical Track	Clinical Assistant Professors	0	--	--	--	--	--	0	--	--	--	0	--	--	--
	Clinical Associate Professors	1	100%	0%	0%	0%	100%	1	0%	0%	100%	0	--	--	--
	Clinical Professors	1	100%	0%	0%	0%	100%	1	0%	0%	100%	0	--	--	--
	Overall, Clinical Track	2	100%	0%	0%	0%	100%	2	0%	0%	100%	0	--	--	--

Table 7: Medical School (Clinical Departments) - Faculty by Track, Gender, and Race/Ethnicity, 2019-2020

		All						Female				Male			
		N	% F	% M	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH
Tenure Track	Assistant Professors	189	39%	61%	26%	6%	68%	73	26%	7%	67%	116	26%	5%	69%
	Associate Professors	179	37%	63%	26%	6%	69%	67	19%	7%	73%	112	29%	4%	66%
	Full Professors	412	19%	81%	17%	6%	78%	78	17%	12%	72%	334	16%	4%	79%
	Overall, Tenure Track	780	28%	72%	21%	6%	73%	218	21%	9%	71%	562	21%	4%	75%
Research Track	Assistant Research Scientists	100	46%	54%	37%	7%	56%	46	30%	4%	65%	54	43%	9%	48%
	Associate Research Scientists	68	29%	71%	53%	0%	47%	20	50%	0%	50%	48	54%	0%	46%
	Research Scientists	16	38%	63%	44%	0%	56%	6	50%	0%	50%	10	40%	0%	60%
	Overall, Research Track	184	39%	61%	43%	4%	53%	72	38%	3%	60%	112	47%	4%	48%
Clinical Track	Clinical Assistant Professors	788	57%	43%	23%	8%	69%	449	23%	9%	68%	339	23%	7%	70%
	Clinical Associate Professors	307	44%	56%	22%	7%	70%	135	25%	9%	66%	172	20%	6%	74%
	Clinical Professors	180	37%	63%	19%	4%	77%	66	23%	5%	73%	114	17%	4%	80%
	Overall, Clinical Track	1275	51%	49%	22%	7%	70%	650	23%	9%	68%	625	21%	6%	73%

Table 8: Professional Schools and Colleges - Faculty by Track, Gender, and Race/Ethnicity, 2019-2020

		All						Female				Male			
		N	% F	% M	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH	N	% A/AA	% URM	% WH
Tenure Track	Assistant Professors	200	55%	45%	22%	17%	62%	110	20%	21%	59%	90	23%	12%	64%
	Associate Professors	255	45%	55%	17%	14%	69%	115	13%	11%	76%	140	21%	16%	63%
	Full Professors	444	35%	65%	11%	11%	78%	154	6%	14%	79%	290	13%	10%	77%
	Overall, Tenure Track	899	42%	58%	15%	13%	72%	379	12%	15%	72%	520	17%	12%	71%
Research Track	Assistant Research Scientists	48	50%	50%	40%	13%	48%	24	42%	8%	50%	24	38%	17%	46%
	Associate Research Scientists	20	50%	50%	25%	5%	70%	10	40%	0%	60%	10	10%	10%	80%
	Research Scientists	14	36%	64%	7%	0%	93%	5	20%	0%	80%	9	0%	0%	100%
	Overall, Research Track	82	48%	52%	30%	9%	61%	39	38%	5%	56%	43	23%	12%	65%
Clinical Track	Clinical Assistant Professors	123	64%	36%	10%	14%	76%	79	10%	14%	76%	44	9%	14%	77%
	Clinical Associate Professors	55	62%	38%	9%	15%	76%	34	9%	6%	85%	21	10%	29%	62%
	Clinical Professors	57	44%	56%	9%	16%	75%	25	8%	32%	60%	32	9%	3%	88%
	Overall, Clinical Track	235	59%	41%	9%	14%	76%	138	9%	15%	75%	97	9%	13%	77%

Note: Faculty with joint appointments (i.e., greater than 0% time equivalence) are counted in each unit of appointment; faculty with full-time funded administrative appointments are included in their primary academic unit.

Table 9: Associate Professors, Average Time (in Years) in Rank by Gender and Race/Ethnicity, 2019-2020

	Female		Male		A/AA		URM		White	
	prom to assoc	hired as assoc	prom to assoc	hired as assoc	prom to assoc	hired as assoc	prom to assoc	hired as assoc	prom to assoc	hired as assoc
College of Engineering	4.3	10.3	6.3	9.3	4.5	4.2	2.5	7.8	7.3	9.2
College of LSA (Natural Sciences)	3.1	3.5	4.2	2.7	4.0	--	9.5	2.2	3.8	3.0
College of LSA (Humanities)	8.0	8.4	7.6	14.6	3.7	8.2	7.7	6.5	8.3	14.1
College of LSA (Social Sciences)	6.6	2.6	5.1	5.3	5.1	0.5	7.6	5.5	6.3	3.4
Medical School (Basic Sciences)	7.4	1.5	4.2	2.3	3.4	2.4	15.2	--	5.6	2.8
Medical School (Clinical Departments)	4.0	3.0	5.9	4.6	4.3	3.6	6.6	3.5	5.7	4.1
Professional Schools and Colleges	7.5	4.3	7.2	5.5	7.3	3.6	6.2	4.3	8.7	5.5

	A/AA		Female URM		White		A/AA		Male URM		White	
	prom to assoc	hired as assoc	prom to assoc	hired as assoc	prom to assoc	hired as assoc	prom to assoc	hired as assoc	prom to assoc	hired as assoc	prom to assoc	hired as assoc
College of Engineering	3.7	--	4.0	--	4.7	10.3	4.6	4.2	1.9	7.8	8.6	10.8
College of LSA (Natural Sciences)	4.5	--	--	--	3.2	3.5	3.7	--	9.5	2.2	4.4	3.0
College of LSA (Humanities)	7.2	8.2	8.2	5.5	8.3	10.9	2.4	--	7.2	8.5	8.5	14.5
College of LSA (Social Sciences)	5.5	0.5	7.5	5.5	7.4	2.6	3.7	--	7.1	5.5	4.5	5.1
Medical School (Basic Sciences)	3.2	--	12.5	--	7.5	--	3.2	2.4	11.5	--	4.6	2.8
Medical School (Clinical Departments)	3.6	3.9	2.5	3.5	4.0	3.0	4.6	4.0	8.6	--	6.2	4.6
Professional Schools and Colleges	10.1	2.5	5.8	3.3	6.8	4.4	6.4	3.8	6.8	4.6	9.3	5.7

Table 10: College of Engineering - Named Professorships by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
Distinguished University Professor		5%	5%	5%	0%	6%	0%	0%	7%	6%	0%	5%
	<i>N</i>	2	11	3	0	10	0	0	2	3	0	8
Collegiate		13%	13%	11%	10%	13%	13%	0%	14%	11%	13%	13%
	<i>N</i>	5	27	7	1	24	1	0	4	6	1	20
Endowed		15%	22%	19%	30%	21%	25%	0%	14%	19%	38%	23%
	<i>N</i>	6	47	12	3	38	2	0	4	10	3	34
Thurnau (for teaching)		13%	9%	5%	20%	11%	0%	0%	17%	6%	25%	10%
	<i>N</i>	5	20	3	2	20	0	0	5	3	2	15
Diversity		5%	0%	0%	10%	1%	0%	50%	3%	0%	0%	0%
	<i>N</i>	2	0	0	1	1	0	1	1	0	0	0
TOTAL		51%	49%	40%	70%	52%	38%	50%	55%	41%	75%	51%
	<i>N</i>	20	105	25	7	93	3	1	16	22	6	77

Table 11: College of LSA (All Units) - Named Professorships by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
Distinguished University Professor		6%	7%	0%	5%	8%	0%	0%	8%	0%	10%	8%
	<i>N</i>	10	26	0	3	33	0	0	10	0	3	23
Collegiate		20%	20%	19%	23%	20%	14%	19%	22%	23%	27%	19%
	<i>N</i>	36	69	11	13	81	3	5	28	8	8	53
Endowed		10%	8%	5%	4%	10%	9%	4%	12%	3%	3%	9%
	<i>N</i>	18	29	3	2	42	2	1	15	1	1	27
Thurnau (for teaching)		12%	9%	2%	14%	11%	5%	12%	13%	0%	17%	10%
	<i>N</i>	21	33	1	8	45	1	3	17	0	5	28
Diversity		2%	0%	0%	5%	0%	0%	12%	0%	0%	0%	0%
	<i>N</i>	3	0	0	3	0	0	3	0	0	0	0
TOTAL		50%	45%	26%	52%	49%	27%	46%	55%	26%	57%	46%
	<i>N</i>	88	157	15	29	201	6	12	70	9	17	131

Note: Calculated as a proportion of full professors within gender and/or race/ethnicity; professors holding more than one title are counted in each category.

Table 12: College of LSA (Natural Sciences) - Named Professorships by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
Distinguished University Professor		3%	7%	0%	0%	8%	0%	0%	4%	0%	0%	9%
	N	1	11	0	0	12	0	0	1	0	0	11
Collegiate		28%	19%	23%	25%	19%	17%	50%	29%	25%	20%	17%
	N	10	30	7	3	30	1	1	8	6	2	22
Endowed		14%	6%	3%	0%	8%	17%	0%	14%	0%	0%	7%
	N	5	9	1	0	13	1	0	4	0	0	9
Thurnau (for teaching)		14%	9%	0%	8%	12%	0%	0%	18%	0%	10%	11%
	N	5	15	0	1	19	0	0	5	0	1	14
Diversity		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	N	0	0	0	0	0	0	0	0	0	0	0
TOTAL		58%	40%	27%	33%	48%	33%	50%	64%	25%	30%	44%
	N	21	65	8	4	74	2	1	18	6	3	56

Table 13: College of LSA (Humanities) - Named Professorships by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
Distinguished University Professor		9%	5%	0%	7%	7%	0%	0%	11%	0%	13%	4%
	N	5	4	0	1	8	0	0	5	0	1	3
Collegiate		16%	19%	14%	21%	18%	0%	17%	17%	33%	25%	18%
	N	9	15	1	3	20	0	1	8	1	2	12
Endowed		9%	9%	0%	7%	10%	0%	0%	11%	0%	13%	9%
	N	5	7	0	1	11	0	0	5	0	1	6
Thurnau (for teaching)		13%	10%	0%	14%	12%	0%	0%	15%	0%	25%	9%
	N	7	8	0	2	13	0	0	7	0	2	6
Diversity		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	N	0	0	0	0	0	0	0	0	0	0	0
TOTAL		46%	44%	14%	50%	46%	0%	17%	54%	33%	75%	40%
	N	26	34	1	7	52	0	1	25	1	6	27

Table 14: College of LSA (Social Sciences) - Named Professorships by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
Distinguished University Professor		5%	9%	0%	6%	9%	0%	0%	8%	0%	14%	9%
	N	5	11	0	2	14	0	0	5	0	2	9
Collegiate		19%	23%	14%	20%	23%	15%	14%	21%	13%	29%	23%
	N	18	28	3	7	36	2	3	13	1	4	23
Endowed		12%	11%	10%	3%	13%	8%	5%	15%	13%	0%	12%
	N	11	13	2	1	21	1	1	9	1	0	12
Thurnau (for teaching)		11%	9%	5%	14%	9%	8%	14%	10%	0%	14%	9%
	N	10	11	1	5	15	1	3	6	0	2	9
Diversity		3%	0%	0%	9%	0%	0%	14%	0%	0%	0%	0%
	N	3	0	0	3	0	0	3	0	0	0	0
TOTAL		46%	52%	29%	43%	54%	31%	33%	54%	25%	57%	54%
	N	44	63	6	15	86	4	7	33	2	8	53

Note: Calculated as a proportion of full professors within gender and/or race/ethnicity; professors holding more than one title are counted in each category.

Table 15: Medical School (Basic Sciences) - Named Professorships by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
Distinguished University Professor	N	11%	4%	0%	0%	7%	0%	0%	14%	0%	0%	4%
Collegiate	N	3	2	0	0	5	0	0	3	0	0	2
Endowed	N	41%	35%	43%	33%	36%	50%	0%	41%	40%	50%	33%
Thurnau (for teaching)	N	11	20	6	1	24	2	0	9	4	1	15
Diversity	N	4%	4%	0%	0%	4%	0%	0%	5%	0%	0%	4%
TOTAL	N	1	2	0	0	3	0	0	1	0	0	2
	N	0%	2%	0%	0%	1%	0%	0%	0%	0%	0%	2%
	N	0	1	0	0	1	0	0	0	0	0	1
	N	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	N	0	0	0	0	0	0	0	0	0	0	0
TOTAL	N	56%	44%	43%	33%	49%	50%	0%	59%	40%	50%	44%
	N	15	25	6	1	33	2	0	13	4	1	20

Table 16: Medical School (Clinical Departments) - Named Professorships by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
Distinguished University Professor	N	3%	1%	1%	4%	1%	8%	0%	2%	0%	7%	0%
Collegiate	N	2	2	1	1	2	1	0	1	0	1	1
Endowed	N	17%	16%	15%	17%	16%	15%	11%	18%	15%	21%	16%
Thurnau (for teaching)	N	13	52	10	4	51	2	1	10	8	3	41
Diversity	N	15%	23%	31%	17%	20%	23%	0%	16%	33%	29%	21%
TOTAL	N	12	77	21	4	64	3	0	9	18	4	55
	N	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	N	0	1	0	0	1	0	0	0	0	0	1
	N	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	N	0	0	0	0	0	0	0	0	0	0	0
TOTAL	N	35%	40%	48%	39%	37%	46%	11%	36%	48%	57%	37%
	N	27	132	32	9	118	6	1	20	26	8	98

Table 17: Professional Schools and Colleges - Named Professorships by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
Distinguished University Professor	N	1%	4%	2%	4%	3%	0%	5%	1%	3%	4%	5%
Collegiate	N	2	12	1	2	11	0	1	1	1	1	10
Endowed	N	20%	14%	10%	14%	17%	30%	14%	21%	5%	14%	15%
Thurnau (for teaching)	N	31	39	5	7	58	3	3	25	2	4	33
Diversity	N	17%	27%	35%	14%	23%	10%	14%	18%	42%	14%	26%
TOTAL	N	26	76	17	7	78	1	3	22	16	4	56
	N	7%	4%	0%	2%	6%	0%	5%	7%	0%	0%	5%
	N	10	11	0	1	20	0	1	9	0	0	11
	N	4%	1%	0%	10%	1%	0%	14%	2%	0%	7%	0%
	N	6	3	0	5	4	0	3	3	0	2	1
TOTAL	N	49%	49%	48%	45%	50%	40%	52%	50%	50%	39%	51%
	N	75	141	23	22	171	4	11	60	19	11	111

Note: Calculated as a proportion of full professors within gender and/or race/ethnicity; professors holding more than one title are counted in each category.

Table 18: College of Engineering - Tenure/Promotion Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		5%	1%	1%	16%	1%	0%	25%	4%	1%	13%	1%
	N	3	4	1	3	3	0	1	2	1	2	1
Department Level Committee		24%	25%	17%	0%	31%	20%	0%	28%	16%	0%	31%
	N	16	72	16	0	72	3	0	13	13	0	59
TOTAL		29%	27%	18%	16%	32%	20%	25%	32%	18%	13%	32%
	N	19	76	17	3	75	3	1	15	14	2	60

Table 19: College of LSA (All Units) - Tenure/Promotion Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%
	N	1	1	0	0	2	0	0	1	0	0	1
Department Level Committee		21%	24%	18%	20%	24%	14%	16%	23%	21%	22%	24%
	N	57	110	16	16	135	5	6	46	11	10	89
TOTAL		22%	24%	18%	20%	24%	14%	16%	24%	21%	22%	25%
	N	58	111	16	16	137	5	6	47	11	10	90

Table 20: College of LSA (Natural Sciences) - Tenure/Promotion Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		2%	1%	0%	0%	1%	0%	0%	2%	0%	0%	1%
	N	1	1	0	0	2	0	0	1	0	0	1
Department Level Committee		35%	32%	33%	21%	34%	40%	0%	35%	30%	25%	33%
	N	21	62	14	3	66	4	0	17	10	3	49
TOTAL		37%	33%	33%	21%	35%	40%	0%	38%	30%	25%	34%
	N	22	63	14	3	68	4	0	18	10	3	50

Table 21: College of LSA (Humanities) - Tenure/Promotion Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	N	0	0	0	0	0	0	0	0	0	0	0
Department Level Committee		3%	8%	0%	9%	6%	0%	0%	4%	0%	17%	8%
	N	3	10	0	2	11	0	0	3	0	2	8
TOTAL		3%	8%	0%	9%	6%	0%	0%	4%	0%	17%	8%
	N	3	10	0	2	11	0	0	3	0	2	8

Table 22: College of LSA (Social Sciences) - Tenure/Promotion Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	N	0	0	0	0	0	0	0	0	0	0	0
Department Level Committee		23%	23%	7%	20%	26%	5%	19%	29%	9%	21%	25%
	N	33	38	2	11	58	1	6	26	1	5	32
TOTAL		23%	23%	7%	20%	26%	5%	19%	29%	9%	21%	25%
	N	33	38	2	11	58	1	6	26	1	5	32

Note: Calculated as a proportion of associate and full professors within gender and/or race/ethnicity; associate and full professors holding more than one title are counted in each category.

Table 23: Medical School (Basic Sciences) - Tenure/Promotion Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		0%	2%	0%	0%	2%	0%	0%	0%	0%	0%	3%
	<i>N</i>	0	2	0	0	2	0	0	0	0	0	2
Department Level Committee		33%	34%	28%	33%	36%	0%	33%	41%	38%	33%	33%
	<i>N</i>	15	30	8	2	35	0	1	14	8	1	21
TOTAL		33%	37%	28%	33%	38%	0%	33%	41%	38%	33%	37%
	<i>N</i>	15	32	8	2	37	0	1	14	8	1	23

Table 25: Medical School (Clinical Departments) - Tenure/Promotion Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		1%	1%	1%	0%	1%	0%	0%	2%	1%	0%	1%
	<i>N</i>	2	5	1	0	6	0	0	2	1	0	4
Department Level Committee		22%	15%	12%	18%	18%	19%	14%	24%	10%	21%	16%
	<i>N</i>	32	67	14	6	79	5	2	25	9	4	54
TOTAL		23%	16%	13%	18%	19%	19%	14%	26%	11%	21%	17%
	<i>N</i>	34	72	15	6	85	5	2	27	10	4	58

Table 26: Professional Schools and Colleges - Tenure/Promotion Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		14%	13%	13%	15%	13%	24%	18%	13%	9%	14%	13%
	<i>N</i>	38	53	12	13	66	6	6	26	6	7	40
Department Level Committee		8%	11%	17%	6%	9%	16%	3%	8%	18%	8%	9%
	<i>N</i>	22	45	16	5	45	4	1	17	12	4	28
TOTAL		23%	23%	30%	21%	22%	40%	21%	21%	27%	22%	22%
	<i>N</i>	60	98	28	18	111	10	7	43	18	11	68

Note: Calculated as a proportion of associate and full professors within gender and/or race/ethnicity; associate and full professors holding more than one title are counted in each category.

Table 27: College of Engineering - Executive Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		5%	2%	1%	16%	2%	0%	25%	4%	1%	13%	1%
	N	3	5	1	3	4	0	1	2	1	2	2
Department Level Committee		15%	9%	7%	11%	11%	13%	0%	17%	6%	13%	10%
	N	10	25	7	2	26	2	0	8	5	2	18
TOTAL		20%	11%	9%	26%	13%	13%	25%	21%	8%	27%	11%
	N	13	30	8	5	30	2	1	10	6	4	20

Table 28: College of LSA (All Units) - Executive Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		3%	0%	2%	1%	1%	6%	3%	2%	0%	0%	1%
	N	7	2	2	1	6	2	1	4	0	0	2
Department Level Committee		26%	24%	22%	32%	25%	20%	32%	26%	23%	31%	24%
	N	71	112	19	26	138	7	12	52	12	14	86
TOTAL		29%	25%	24%	33%	26%	26%	35%	28%	23%	31%	24%
	N	78	114	21	27	144	9	13	56	12	14	88

Table 29: College of LSA (Natural Sciences) - Executive Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		3%	0%	0%	0%	1%	0%	0%	4%	0%	0%	0%
	N	2	0	0	0	2	0	0	2	0	0	0
Department Level Committee		20%	21%	23%	21%	20%	20%	0%	21%	24%	25%	20%
	N	12	40	10	3	39	2	0	10	8	3	29
TOTAL		23%	21%	23%	21%	21%	20%	0%	25%	24%	25%	20%
	N	14	40	10	3	41	2	0	12	8	3	29

Table 30: College of LSA (Humanities) - Executive Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		2%	1%	0%	0%	2%	0%	0%	3%	0%	0%	1%
	N	2	1	0	0	3	0	0	2	0	0	1
Department Level Committee		26%	34%	35%	30%	30%	25%	27%	25%	44%	33%	33%
	N	23	41	6	7	51	2	3	18	4	4	33
TOTAL		28%	35%	35%	30%	32%	25%	27%	28%	44%	33%	34%
	N	25	42	6	7	54	2	3	20	4	4	34

Table 31: College of LSA (Social Sciences) - Executive Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		2%	1%	7%	2%	0%	11%	3%	0%	0%	0%	1%
	N	3	1	2	1	1	2	1	0	0	0	1
Department Level Committee		26%	19%	10%	31%	22%	16%	32%	26%	0%	29%	19%
	N	37	31	3	17	48	3	10	24	0	7	24
TOTAL		28%	20%	17%	33%	22%	26%	35%	26%	0%	29%	20%
	N	40	32	5	18	49	5	11	24	0	7	25

Note: Calculated as a proportion of associate and full professors within gender and/or race/ethnicity; associate and full professors holding more than one title are counted in each category.

Table 32: Medical School (Basic Sciences) - Executive Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		2%	1%	0%	0%	2%	0%	0%	3%	0%	0%	2%
	<i>N</i>	1	1	0	0	2	0	0	1	0	0	1
Department Level Committee		27%	17%	10%	50%	22%	13%	67%	26%	10%	33%	19%
	<i>N</i>	12	15	3	3	21	1	2	9	2	1	12
TOTAL		29%	18%	10%	50%	24%	13%	67%	29%	10%	33%	21%
	<i>N</i>	13	16	3	3	23	1	2	10	2	1	13

Table 33: Medical School (Clinical Departments) - Executive Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		1%	1%	0%	3%	1%	0%	0%	1%	0%	5%	1%
	<i>N</i>	1	5	0	1	5	0	0	1	0	1	4
Department Level Committee		16%	13%	12%	15%	14%	15%	21%	15%	11%	11%	14%
	<i>N</i>	23	59	14	5	63	4	3	16	10	2	47
TOTAL		17%	14%	12%	18%	15%	15%	21%	16%	11%	16%	15%
	<i>N</i>	24	64	14	6	68	4	3	17	10	3	51

Table 34: Professional Schools and Colleges - Executive Committees by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
College Level Committee		15%	7%	7%	14%	10%	12%	15%	15%	4%	14%	7%
	<i>N</i>	39	30	6	12	51	3	5	31	3	7	20
Department Level Committee		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	<i>N</i>	0	0	0	0	0	0	0	0	0	0	0
TOTAL		15%	7%	7%	14%	10%	12%	15%	15%	4%	14%	7%
	<i>N</i>	39	30	6	12	51	3	5	31	3	7	20

Note: Calculated as a proportion of associate and full professors within gender and/or race/ethnicity; associate and full professors holding more than one title are counted in each category.

Table 35: College of Engineering - Administrative Positions by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
High-level Administrative Position*		6%	2%	0%	5%	3%	0%	0%	9%	0%	7%	2%
	N	4	5	0	1	8	0	0	4	0	1	4
Department Chair		6%	3%	4%	0%	4%	7%	0%	6%	4%	0%	3%
	N	4	9	4	0	9	1	0	3	3	0	6
Other Administrative Position**		20%	13%	12%	21%	15%	20%	50%	17%	10%	13%	14%
	N	13	37	11	4	35	3	2	8	8	2	27
TOTAL		32%	18%	16%	26%	22%	27%	50%	32%	14%	20%	20%
	N	21	51	15	5	52	4	2	15	11	3	37

Table 36: College of LSA (All Units) - Administrative Positions by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
High-level Administrative Position*		3%	1%	2%	4%	1%	6%	5%	2%	0%	2%	1%
	N	7	6	2	3	8	2	2	3	0	1	5
Department Chair		4%	4%	2%	5%	4%	0%	5%	5%	4%	4%	4%
	N	11	20	2	4	25	0	2	9	2	2	16
Other Administrative Position**		16%	20%	19%	23%	18%	11%	22%	16%	25%	24%	19%
	N	43	92	17	19	99	4	8	31	13	11	68
TOTAL		23%	25%	24%	32%	23%	17%	32%	22%	28%	31%	24%
	N	61	118	21	26	132	6	12	43	15	14	89

Table 37: College of LSA (Natural Sciences) - Administrative Positions by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
High-level Administrative Position*		2%	2%	0%	0%	3%	0%	0%	2%	0%	0%	3%
	N	1	4	0	0	5	0	0	1	0	0	4
Department Chair		2%	4%	2%	0%	4%	0%	0%	2%	3%	0%	4%
	N	1	7	1	0	7	0	0	1	1	0	6
Other Administrative Position**		13%	18%	19%	0%	17%	10%	0%	15%	21%	0%	18%
	N	8	34	8	0	34	1	0	7	7	0	27
TOTAL		17%	23%	21%	0%	24%	10%	0%	19%	24%	0%	25%
	N	10	45	9	0	46	1	0	9	8	0	37

Table 38: College of LSA (Humanities) - Administrative Positions by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
High-level Administrative Position*		1%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%
	N	1	0	0	0	1	0	0	1	0	0	0
Department Chair		7%	6%	0%	4%	7%	0%	9%	7%	0%	0%	7%
	N	6	7	0	1	12	0	1	5	0	0	7
Other Administrative Position**		19%	17%	18%	26%	17%	0%	18%	21%	33%	33%	14%
	N	17	21	3	6	29	0	2	15	3	4	14
TOTAL		27%	23%	18%	30%	25%	0%	27%	30%	33%	33%	21%
	N	24	28	3	7	42	0	3	21	3	4	21

Table 39: College of LSA (Social Sciences) - Administrative Positions by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
High-level Administrative Position*		4%	1%	7%	5%	1%	11%	6%	1%	0%	4%	1%
	N	5	2	2	3	2	2	2	1	0	1	1
Department Chair		4%	4%	3%	7%	3%	0%	6%	4%	9%	8%	2%
	N	6	6	1	4	7	0	2	4	1	2	3
Other Administrative Position**		13%	23%	20%	25%	17%	16%	19%	11%	27%	33%	21%
	N	19	38	6	14	37	3	6	10	3	8	27
TOTAL		21%	28%	30%	38%	21%	26%	32%	16%	36%	46%	24%
	N	30	46	9	21	46	5	10	15	4	11	31

Note: calculated as a proportion of associate and full professors within gender and/or race/ethnicity; associate and full professors holding more than one title are counted in each category.

*Includes dean/associate dean/assistant dean, provost/vice provost/associate vice provost, president/vice president/associate vice president, chief medical officer, and chief clinical officer.

**Includes any department, college, or university-level administrative position excluding department chair or high-level administrative position.

Table 40: Medical School (Basic Sciences) - Administrative Positions by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
High-level Administrative Position*		2%	1%	3%	0%	1%	13%	0%	0%	0%	0%	2%
	<i>N</i>	1	1	1	0	1	1	0	0	0	0	1
Department Chair		7%	5%	0%	17%	6%	0%	0%	9%	0%	33%	5%
	<i>N</i>	3	4	0	1	6	0	0	3	0	1	3
Other Administrative Position**		13%	8%	7%	0%	11%	13%	0%	15%	5%	0%	10%
	<i>N</i>	6	7	2	0	11	1	0	5	1	0	6
TOTAL		22%	14%	10%	17%	19%	25%	0%	24%	5%	33%	16%
	<i>N</i>	10	12	3	1	18	2	0	8	1	1	10

Table 41: Medical School (Clinical Departments) - Administrative Positions by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
High-level Administrative Position*		4%	2%	4%	3%	3%	4%	7%	4%	3%	0%	2%
	<i>N</i>	6	11	4	1	12	1	1	4	3	0	8
Department Chair		3%	3%	3%	6%	3%	4%	0%	4%	2%	11%	3%
	<i>N</i>	5	13	3	2	13	1	0	4	2	2	9
Other Administrative Position**		9%	10%	9%	12%	10%	8%	7%	10%	9%	16%	10%
	<i>N</i>	13	43	10	4	42	2	1	10	8	3	32
TOTAL		17%	15%	15%	21%	15%	15%	14%	17%	15%	26%	15%
	<i>N</i>	24	67	17	7	67	4	2	18	13	5	49

Table 42: Professional Schools and Colleges - Administrative Positions by Gender and Race/Ethnicity, 2019-2020

		All					Female			Male		
		% F	% M	% A/AA	% URM	% White	% A/AA	% URM	% White	% A/AA	% URM	% White
High-level Administrative Position*		10%	7%	2%	7%	9%	0%	9%	12%	3%	6%	8%
	<i>N</i>	27	29	2	6	48	0	3	24	2	3	24
Department Chair		6%	5%	2%	6%	6%	8%	3%	6%	0%	8%	6%
	<i>N</i>	15	22	2	5	30	2	1	12	0	4	18
Other Administrative Position**		8%	11%	12%	11%	9%	4%	12%	7%	15%	10%	10%
	<i>N</i>	20	45	11	9	45	1	4	15	10	5	30
TOTAL		23%	23%	16%	24%	24%	12%	24%	25%	18%	24%	24%
	<i>N</i>	62	96	15	20	123	3	8	51	12	12	72

Note: calculated as a proportion of associate and full professors within gender and/or race/ethnicity; associate and full professors holding more than one title are counted in each category.

*Includes dean/associate dean/assistant dean, provost/vice provost/associate vice provost, president/vice president/associate vice president, chief medical officer, and chief clinical officer.

**Includes any department, college, or university-level administrative position excluding department chair or high-level administrative position.