

UNIVERSITY OF MICHIGAN TENURE-TRACK FACULTY 2023 INDICATOR REPORT: ANN ARBOR CAMPUS

**U-M ADVANCE PROGRAM
2023**

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INTRODUCTION

The University of Michigan (U-M) ADVANCE Program works to improve campus environment through a focus on faculty in four primary domains of impact: recruitment, retention, leadership, and climate. ADVANCE collects and assesses a combination of institutional and unit-level data each year regarding the state of the faculty at U-M. These data, shared in this Indicator report as well as on our campus dashboard and in various presentations, serve as a resource to track the University's progress on strategic plans in the areas of faculty recruitment, retention, and leadership. Additionally, we assess whether the University provides an environment that supports innovative scholarship, teaching, research, and creative endeavors through a periodic campus-wide faculty climate survey¹ as well as individualized assessments of the climate in academic units and departments. We also conduct faculty exit interviews and other data collection efforts focused on questions related to the faculty experience.

U-M ADVANCE was initially funded by the National Science Foundation (NSF)² in 2002 to focus on faculty in the fields of Science, Technology, Engineering and Mathematics (STEM). The terms of the NSF grant required each institution funded to report annually on specific indicators for STEM faculty at their institution.³ When the NSF funding ended at the close of 2007, ADVANCE continued the practice of collecting and reporting on these indicators annually. Over time, the body of annual indicators was refined; those that were deemed less informative were discontinued, while others were added. In addition, as the mission of the ADVANCE Program broadened to all faculty in 2007, our data collection efforts broadened. Not only did we begin collecting indicator data on all U-M faculty on the Ann Arbor campus and within Michigan Medicine, we worked to retroactively gather the same data for all non-STEM faculty.

ADVANCE now has tenure-track faculty count data for all U-M colleges and schools from 1979-80 to present, allowing tracking of all indicators derived from faculty appointments. We have similar data for research- and clinical-track faculty, campus-wide, from 2009-10 to present⁴. However, additional faculty characteristics that are included in our reports as indicators but not included in the U-M human resource system (e.g., named professorships, service on tenure/promotion committees and executive committees), are not available for non-STEM academic units prior to 2009-10, when ADVANCE expanded the annual indicator data collection to include these colleges and schools. Nonetheless, as a result of these efforts, the ADVANCE Program has amassed a large amount of descriptive data on U-M faculty across many years.

¹ <https://advance.umich.edu/research/>

² 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 U-M 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 ADVANCE Program and expanded it to address necessary institutional changes to support the needs of a diverse faculty in all fields.

³ 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.

⁴ Counts of research faculty and clinical faculty are available on <https://advance.umich.edu/dashboards/>.

The focus of this report is to examine the dynamic interplay of faculty hiring and departure and how it shapes the composition of our tenure-track faculty population. We take a closer look at over a decade of data and contrast the five years from 2011-12 through 2015-16 (Pre-DEI), before the launch in Fall 2016 of the inaugural U-M five-year campus-wide Diversity, Equity and Inclusion strategic plan (DEI 1.0),⁵ to 2016-17 through 2020-21, which comprises the period of time during the DEI 1.0 effort. We also include the DEI 1.0 evaluation year (2021-22) and the planning year (2022-23) for DEI 2.0.

During the DEI 1.0 period, campus units sought to formalize policies and practices geared toward creating more diverse, equitable and inclusive learning and working environments. Units adopted processes and procedures to improve recruitment and retention, create an inclusive and equitable climate, and establish support for inclusive education, scholarship, research, and service. Among academic unit-level DEI actions on behalf of faculty,⁶ there was very high engagement for inclusion of DEI in Faculty Annual Review and participation in the Inclusive Teaching Pedagogy program. There was medium to high engagement for faculty pipeline programs, faculty recognition/awards, assessment practice, curricular change, community-engaged learning or practice, and critical lens or decolonizing framework. Finally, there was very low to low engagement among academic units for service-/action-based learning and use of a broader impacts review. The strategic DEI 1.0 efforts worked in concert with a wide variety of other existing and developing faculty support programs across campus, including: equitable faculty hiring practices, such as ADVANCE's STRIDE⁷ workshops; tenure-track hiring initiatives, such as the Presidential Postdoctoral Fellowship Program⁸ and LSA Collegiate Fellowship⁹; and a variety of ADVANCE programming (e.g., RISE¹⁰).

We must highlight that the impacts of the COVID-19 pandemic on faculty composition are consequential to the 2021-22 data point. In April 2020, U-M announced a hiring freeze to preserve financial resources in the face of reduced revenue and unpredicted expenses related to the pandemic. The freeze remained

⁵ DEI 1.0 commonly refers to the U-M five-year campus-wide plan (2016-17 to 2020-21) to create a more diverse, equitable and inclusive campus community that was formally launched in the Fall of 2016. A year of campus-wide evaluation of the multi-year DEI 1.0 efforts was launched in the Fall of 2021 (2021-22). In turn, a year of campus-wide planning for DEI 2.0. was launched in the Fall of 2022 (2022-23), with the start of DEI 2.0 slated for Fall 2023. See: <https://diversity.umich.edu/>

⁶ University of Michigan DEI 1.0 Evaluation Report (2016-2021), [Appendix Report: Unit-level Evaluation and Reflections](#).

⁷ The [STRIDE Committee](#) provides information and advice about practices that will maximize the likelihood that diverse, well-qualified candidates for faculty positions will be identified, and, if selected for offers, recruited, retained, and promoted at the University of Michigan. The committee leads workshops for faculty and administrators involved in hiring.

⁸ In 2011, the University of Michigan's [President's Postdoctoral Fellowship Program](#) joined in a collaborative partnership with the University of California to offer postdoctoral research fellowships coupled with faculty mentoring, professional development, and academic networking opportunities.

⁹ In 2016, the [LSA Collegiate Fellows Program \(LCFP\)](#) launched as a major College of Literature, Science, and the Arts (LSA) faculty hiring initiative aimed at supporting, recruiting, and retaining exceptional early career scholars and provides either one to two years of postdoctoral fellowship support in preparation for tenure-track appointments or immediate tenure-track appointments in LSA departments.

¹⁰ The [Respect in Striving for Excellence \(RISE\) Committee](#) offers resources, programming, and community-building opportunities that focus on building respect and inclusion in academic workplace climates.

in place until July 1, 2021, when a new budget allowed units to begin filling critical faculty vacancies. In the meantime, crucial hiring activities related to faculty searches paused during shutdown, and faculty departures and expedited retirements were expected to have an effect on the composition of the faculty. We are still in the midst of discovering the near- and long-term impacts of the pandemic on our faculty.¹¹

The current report includes institutional data that spans more than forty years, providing the changing profile of the faculty composition.¹² We utilize this wealth of information to help policymakers at the University identify areas of progress and areas requiring continued efforts – especially related to ADVANCE’s shared mission with the University to strengthen faculty recruitment, improve retention, and develop leadership that reflect the broadly diverse composition of its campus constituents.

¹¹ U-M ADVANCE Program. (2020, September). [The Effect of COVID-19 on UM Faculty Life Results from a Limited Survey conducted by the ADVANCE Program](#).

Settles, I. H. & Linderman, J. (2020, October 5). [Faculty equity and COVID-19: The problem, the evidence, and recommendations](#). University of Michigan ADVANCE Program.

U-M ADVANCE Program. (2021, October). [The Effect of COVID-19 on U-M Faculty Experiences: Results from a Limited Survey conducted by the ADVANCE Program](#).

Settles, I. H., Linderman, J., & Saville, J. M. (2021, November). [Faculty equity and COVID-19: The ongoing impact on faculty careers](#). University of Michigan ADVANCE Program.

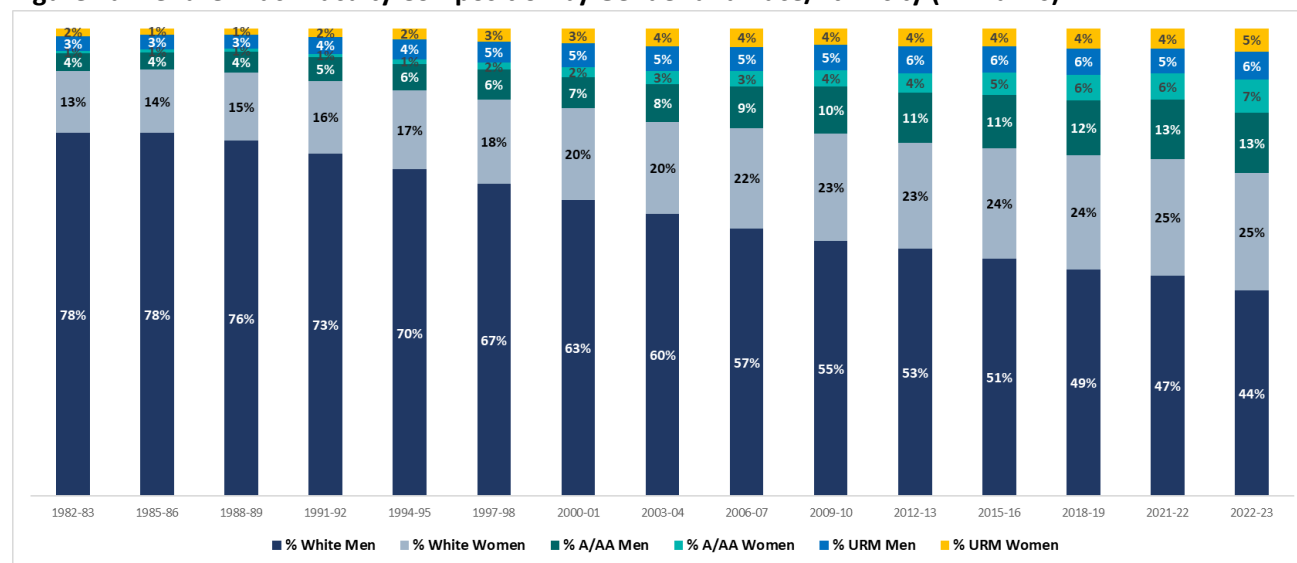
¹² The process for extracting, cleaning, and counting faculty from U-M Human Resource Management System Data Warehouse sources changed to align with broader campus reporting practices. Prior annual indicator reports utilized data from HR Data (HR01). Beginning with the 2022 annual indicator report, data is sourced from the annual November snapshot from HR Snapshot Data (HR02), allowing improved harmonization and additional institutional data elements.

TENURE-TRACK FACULTY COMPOSITION

This section provides an overview of the composition of tenure-track faculty and presents changes in the population of these faculty from 1982-83 through 2021-22 in three-year intervals, plus an additional year (2022-23) when a campus-wide faculty hiring cycle occurred after the pandemic pause in most hiring. Assessment of whether faculty diversity has improved requires examining not only racial composition, but also faculty representation at the intersection of gender and race. We do so according to a combination of gender and race/ethnicity that make up six demographic subgroups.¹³

Figure 1a presents the percentage changes in composition of tenure-track faculty overall. The most noticeable trend is the decline across time in the percentage of White men faculty and the corollary increase in the percentage of White women faculty. The percentage of White men faculty as a proportion of the overall faculty composition decreased by nearly half, from 78% to 44%, while the percentage of White women faculty almost doubled, from 13% to 25%. Another growth trend is the change in the proportion of Asian/Asian American men faculty, with a gain of 9 percentage points, from 4% to 13%. Asian/Asian American women faculty do not compose the U-M faculty in a discernible percentage until 1985-86, when they make up just 1% of the faculty, and steadily grow to 7% by 2022-23. In contrast, stagnation characterizes the percentages of Underrepresented Minority (URM)¹⁴ faculty for the last twenty years. The percentage of URM men faculty hovers between 4% and 6% from 1991-92 to 2022-23. Moreover, the percentage of URM women faculty remained static at 4% for the last two decades until an increase to 5% in 2022-23.

Figure 1a: Tenure-Track Faculty Composition by Gender and Race/Ethnicity (All Ranks)

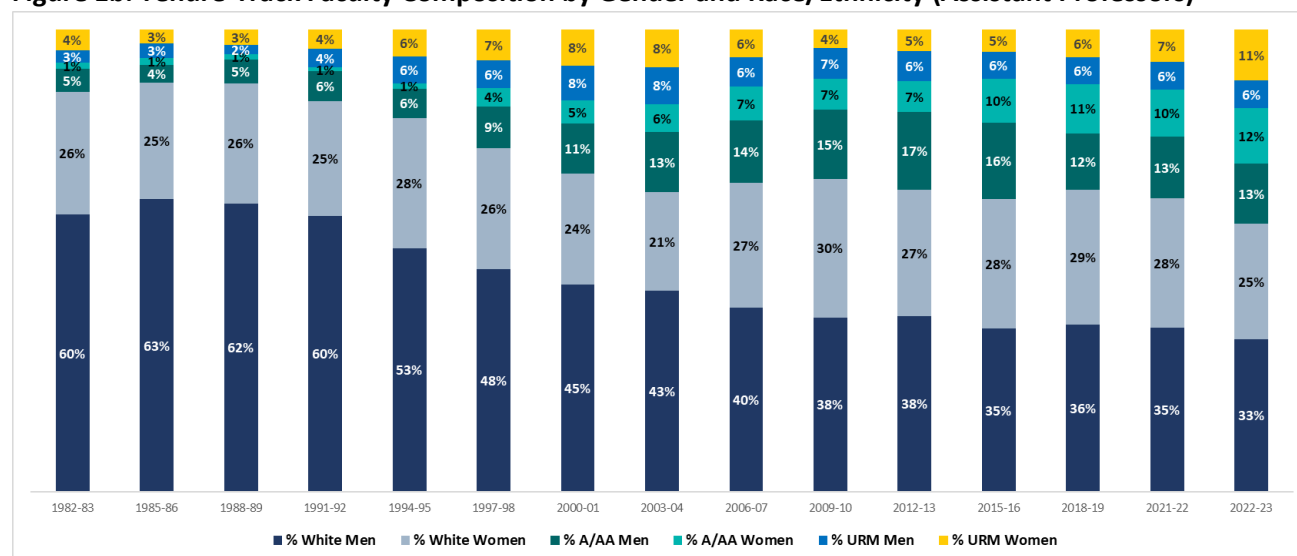


¹³ Six demographic subgroups by gender and race/ethnicity: White men, White women, Asian/Asian American men, Asian/Asian American women, Underrepresented Minority men, and Underrepresented Minority women.

¹⁴ URM includes individuals who self-identify as African American/Black, Native American/Alaskan Native, Latinx/Hispanic, and Native Hawaiian/Pacific Islander. For individuals who self-identify with two or more races, where further detail is available, URM also includes those individuals who self-identify with at least one of the categories considered URM.

Notable differences emerge when the tenure-track faculty composition data are disaggregated by position rank. As depicted in Figure 1b, the composition of assistant professors is more diverse compared to the overall tenure-track faculty population at U-M, as this rank reflects a pronounced change in the proportions of women and Black, Indigenous and People of Color (BIPOC)¹⁵ faculty among those newly hired on the tenure-track faculty over time. Overall, the proportion of White women remained fairly stable at just over a quarter of assistant professors over the last two decades, with a slight decrease in the early 2000s and a reduction to 25% in 2022-23. In contrast, both Asian/Asian American men and women faculty had the largest percentage increase of any subgroup among those in the rank of assistant professor, with growth starting in the mid-1990s, from 6% to 13% and 1% to 12%, respectively. Meanwhile, after a preceding period of steady increases through the early 2000s, the percentage of URM men assistant professors decreased and then remained flat at 6% since then. The percentage of URM women faculty followed a similar pattern of increase, dipping and stagnation until the current 2022-23 data, which shows a remarkable uptick to 11% of assistant professors.

Figure 1b: Tenure-Track Faculty Composition by Gender and Race/Ethnicity (Assistant Professors)

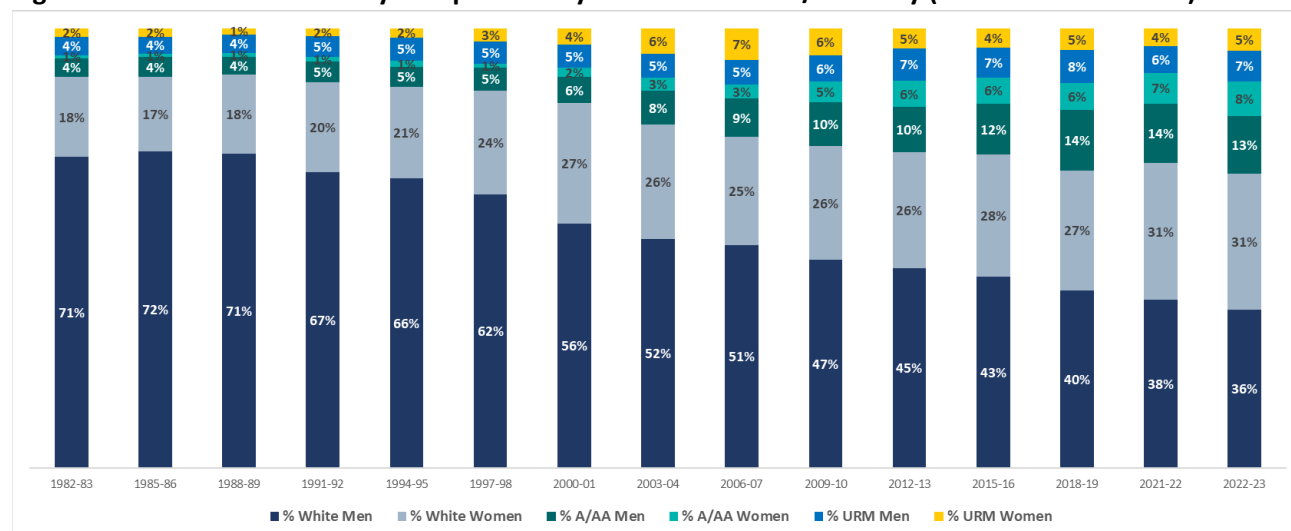


The higher the rank, the less diverse are faculty in terms of gender and race/ethnicity at both the associate professor and full professor ranks. On the whole, women remain underrepresented compared to men among faculty at the associate level, comprising 44% versus 56% in 2022-23, respectively (Figure 1c). For White women faculty, however, the gap in representation in relation to White men associate professors is moving toward parity, with a difference of just 5% (31% versus 36%, respectively). The representation of White faculty compared to BIPOC faculty is about two to one at the associate level, at 67% and 33%, respectively. Disaggregation of BIPOC faculty by gender and race/ethnicity reveals notable nuances. We see that the percentage of URM men faculty at the associate level has dwindled in recent years after reaching a high of 8% in 2018-19, and then declining to 7% by 2022-23. Similarly, URM women faculty at the associate professor level show a downward trend, from a high of 7% in 2006-07, to a flattening at 4 or 5% for the last ten years. On the other hand, over that same period of time (2006-07

¹⁵ BIPOC refers to all faculty of color, including African American/Black, Native American/Alaskan Native, Latinx/Hispanic, Native Hawaiian/Pacific Islander, Asian/Asian American, and Multi-race faculty.

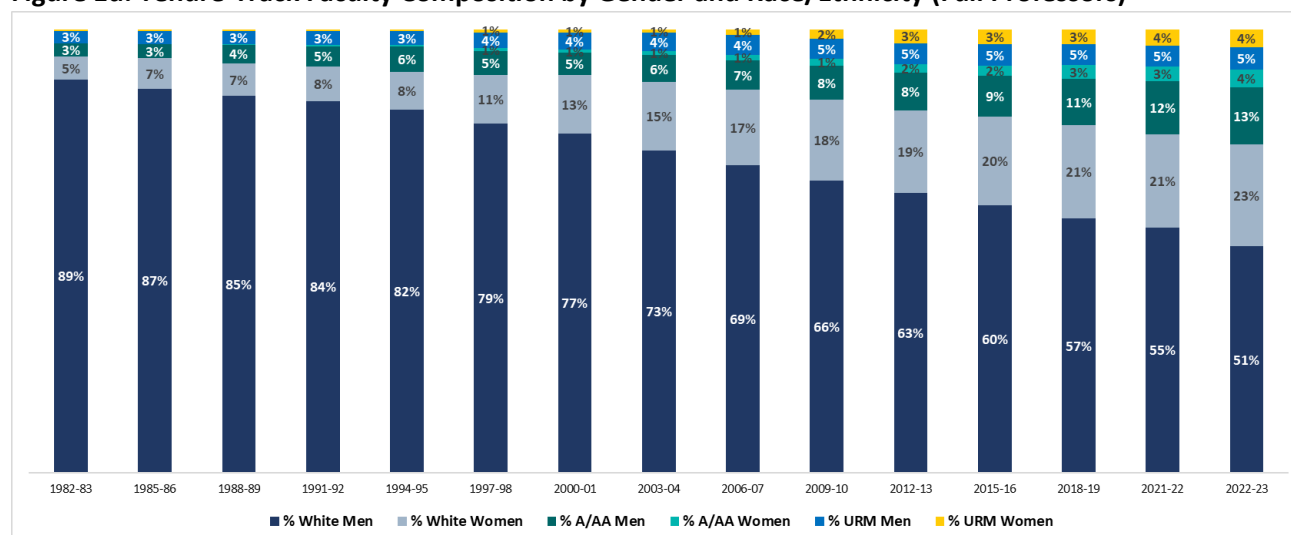
to 2022-23), there has been a steady increase in the percentage of faculty at the associate level among Asian/Asian American men and Asian/Asian American women, from 9% to 13% and 3% to 8%, respectively.

Figure 1c: Tenure-Track Faculty Composition by Gender and Race/Ethnicity (Associate Professors)



As Figure 1d shows, the growth in diversity among full professors has been consistent, but rather slow until the pace picked up in 2006-07. Yet women remain underrepresented compared to men among full professors, comprising 31% versus 69% in 2022-23, respectively. The percentage of White women full professors was unchanged at 21% for several years, until an increase to 23% in 2022-23. Lack of growth in composition is also reflected in the representation of BIPOC tenured faculty at the full professor level compared to White faculty, comprising 26% versus 75% in 2022-23, respectively. Again, disaggregation of BIPOC full professors highlights uneven growth in the composition of these faculty by gender and race/ethnicity. Asian/Asian American men full professors are the only group who show consistent growth in percentage of faculty composition, amounting to 13% in 2022-23. Otherwise, there is a flatline at 5% for the percentage of URM men full professors going back fifteen years. It is striking that both URM women and Asian/Asian American women remained static at 1% of faculty at the full professor rank until 2009-10 and 2012-13, respectively. The percentage of URM women full professors reached 2%, then hovered at 3% for the better part of a decade until a gain to 4% in 2022-23. The percentage of Asian/Asian American women full professors also held static at 2 to 3% for the last decade until increasing to 4% in 2022-23.

Figure 1d: Tenure-Track Faculty Composition by Gender and Race/Ethnicity (Full Professors)



Overall, the faculty composition data suggest there has been a modest increase in the diversity of the faculty over the last two decades, but the change is uneven among groups, varies by rank, and has waxed and waned at different times. Many factors contribute to the general pattern of increase in faculty diversity, including the relatively higher rate at which White men are retiring from the University. In addition, it appears that ADVANCE Program-related activities and initiatives directed at increasing the representation and success of women faculty in STEM fields and underrepresented minority faculty have positively influenced the increase in diversity. In particular, we note the increasing representation of women faculty which coincides with the inaugural ADVANCE NSF grant and the implementation of the STRIDE workshop.¹⁶

We note that further exploration of the faculty composition by number and discipline is possible on our website that provides interactive institutional data (<https://advance.umich.edu/dashboards/>).

With the faculty composition context in mind, the remainder of this report will address the dynamic interplay between faculty hiring and departure and a comparison of the Pre-DEI period and DEI 1.0.

¹⁶ The [AY2014 Annual Indicator Report](#) provides a more comprehensive analysis of changes in faculty composition during the pre- and post-ADVANCE period.

NEW TENURE-TRACK FACULTY HIRING

This section examines the demographic composition of tenure-track faculty hires¹⁷ by gender, race, and the six demographic subgroups from 2011-12 through 2022-23. We also present the data according to rank. Throughout, we contrast the five years from 2011-12 to 2015-16 (Pre-DEI), to the period 2016-17 to 2022-23, which includes the U-M five year campus-wide DEI 1.0 strategic plan implementation (2016-17 to 2020-21),¹⁸ plus the DEI 1.0 evaluation year (2021-22) and the planning year (2022-23) for DEI 2.0. We call attention to the impact of the pandemic and the U-M hiring freeze from April, 2020 to June, 2021, which resulted in less than half of the average number of new hires for 2021-22.

All Tenure-Track Faculty Ranks

Figure 2a presents the percentage of tenure-track faculty hires by gender. The percentage of new women faculty hires shows a steady gain over the Pre-DEI period, from 39% in 2011-12 to 47% in 2015-16. There is a dip to 36% of new hires for women faculty in 2016-17, but a general trend toward parity by 2020-21. It is notable that there is a jump to 63% of new hires for women faculty in 2021-22 during the crisis of the pandemic year, and a return toward parity in 2022-23.

Figure 2a: Percentage of Tenure-Track Hires from 2011-12 to 2022-23 Campus-wide by Gender

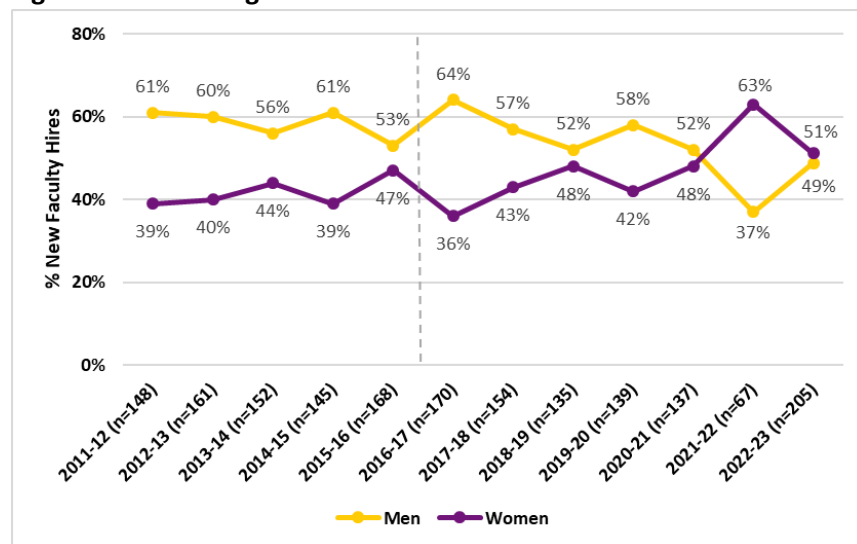


Figure 2b presents the percentage of tenure-track faculty hires by race/ethnicity. Although the percentage of White faculty hires shows a waxing and waning, faculty hiring comprises approximately two-thirds White faculty from 2011-12 through 2019-20. White faculty hiring in the five-year Pre-DEI period ranged from 63% to 74% of all hires. Over DEI 1.0, there is an initial upward trend in the percentage of White faculty hires to a high of 67% in 2018-19. This is followed by a decline to 54% in

¹⁷ New tenure-track faculty hires include those faculty who start their appointment between July 1 and the following June 30. New hires do not include faculty who have a change in title due to promotion, but may include faculty who switch from a non-tenure-track to a tenure-track appointment.

¹⁸ The Pre-DEI period versus DEI 1.0 period is demarcated in all figures by a dashed line to highlight the start of the inaugural U-M five-year campus-wide DEI strategic plan in Fall 2016.

2022-23. In 2022-23, new faculty hiring shows an unprecedented trend toward greater parity between the proportions of White and BIPOC faculty. The percentage of Asian/Asian American faculty hires shows an overall gain from 20% in 2011-12 to 26% in 2022-23, but it is characterized by a pattern of small gains and setbacks in both the Pre-DEI period and DEI 1.0. Likewise, the percentage of new URM faculty hires shows an overall gain from 14% in 2011-12 to 20% in 2022-23, but it is distinctly characterized by a downcycle of new hires in both the Pre-DEI period and DEI 1.0 that stymies progress in composition growth. It seems that the notable upturn in BIPOC faculty hires in both 2020-21 and 2022-23 serve to buoy the current representation of these faculty. This is especially the case for URM faculty.

Figure 2b: Percentage of Tenure-Track Hires from 2011-12 to 2022-23 Campus-wide by Race/Ethnicity

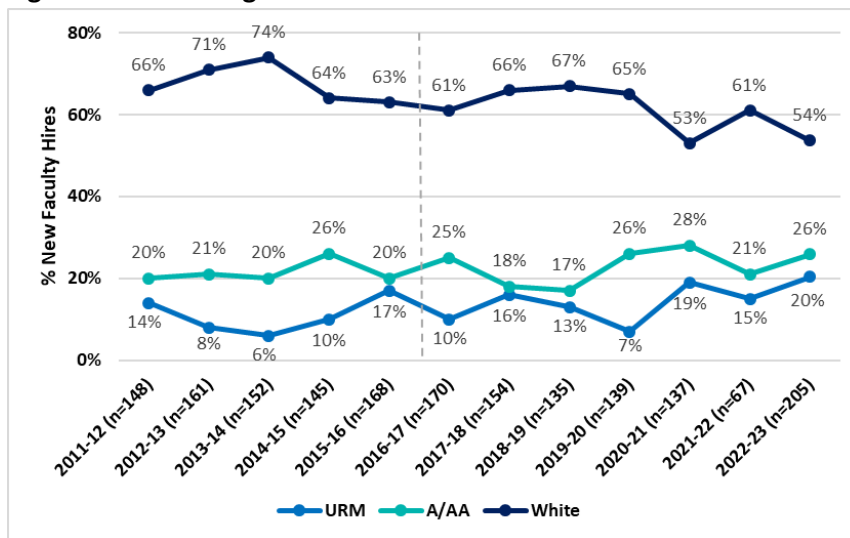
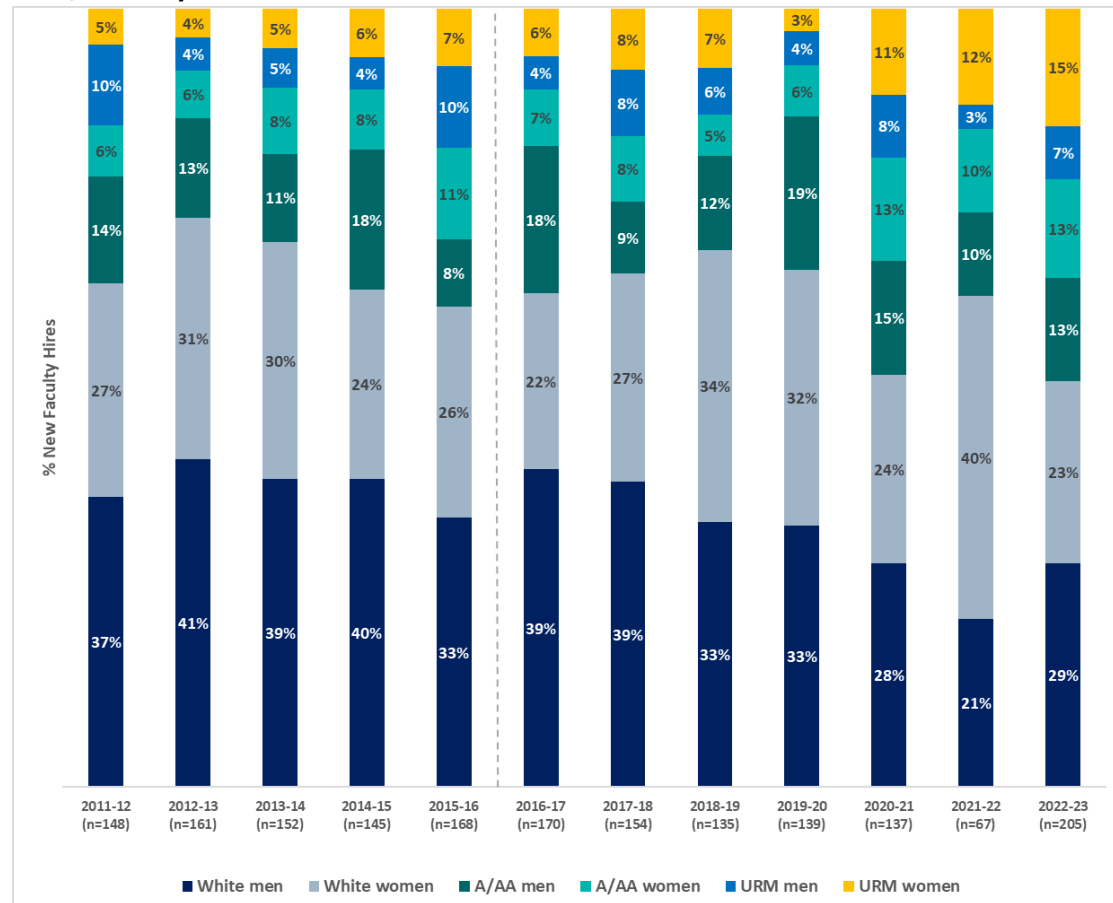


Figure 2c presents the percentage of tenure-track faculty hires by race/ethnicity and gender. This view of a more detailed composition of faculty hiring helps illuminate patterns of stability and change in faculty hiring and its connection to composition. We see that the percentage of White men faculty hires generally decreased over the Pre-DEI and DEI 1.0 periods, to 29% in 2022-23. The percentage of White women faculty shows a lot of movement in hires over the Pre-DEI and DEI 1.0 periods, eventually settling to 23% in 2022-23. Among Asian/Asian American men faculty, the percentage of hires shows considerable fluctuation over the Pre-DEI and DEI 1.0 periods, with a trend toward increase to 13% in 2022-23. Likewise, the percentage of Asian/Asian American women faculty hires shows a trend toward increase in both the Pre-DEI and DEI 1.0 periods, at 13% in 2022-23. Meanwhile, the percentage of URM men faculty hires suggests almost no gain due to cycles of increase and decrease in hiring over both the Pre-DEI and DEI 1.0 periods, to 7% in 2022-23. The most outstanding percentage change of faculty hires is for URM women, with consistent, albeit modest, gain over the Pre-DEI and DEI 1.0 periods, until a jump to 15% of hiring in 2022-23. It is worth noting that the hiring percentages for Asian/Asian American women and URM women reach double digits for the first time in 2020-21.

Figure 2c: Percentage of Tenure-Track Hires, All Ranks, from 2011-12 to 2022-23 Campus-wide by Race/Ethnicity and Gender



Faculty Hires: Assistant Professors

Figure 3a presents the percentage of newly hired Assistant Professors by gender. Overall, the percentage of Assistant Professor men hires shows cycles of fluctuation over the Pre-DEI and DEI 1.0 time periods. The hiring pattern of Assistant Professor men is characterized by periodic high points of almost two-thirds of Assistant Professors hired in 2011-12, 2016-17, and 2019-20, followed by intermediary downturns to just below half of those hired at this rank in 2014-15, and a final period marked by a slight increase to 47% in 2022-23. Of course, the pattern is the inverse for the hiring of Assistant Professor women, such that their rate of hiring exceeds that of men during the same time periods.

Figure 3a: Percentage of Assistant Professor Hires from 2011-12 to 2022-23 Campus-wide by Gender

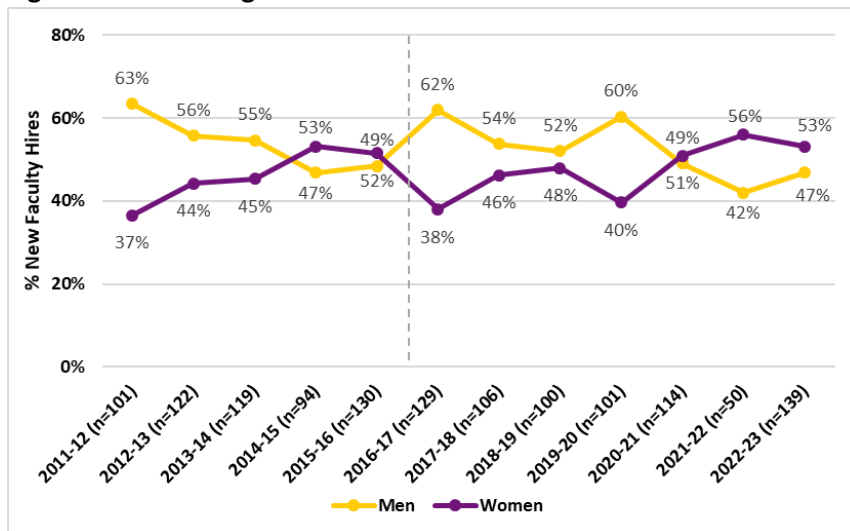


Figure 3b presents the percentage of newly hired Assistant Professors by race/ethnicity. The hiring of White Assistant Professors is characterized by arcs of growth from a lower percentage of hiring, such as 62% and 54% in 2011-12 and 2015-16, respectively, to a climb of about 70% in between, followed by a settling to 56% of hires in 2022-23. The pattern for Asian/Asian American Assistant Professor hiring is relatively stable with a start and finish for this time period at 26% in 2011-12 and 27% in 2022-23, as well as a low of 18% of hires in 2017-18 and a high of 29% in 2020-21. Although there is a notable overall growth in the percentage of hires for new URM Assistant Professors from 12% in 2011-12 to 24% in 2022-23, the pattern is distinctly different in the periodic drops in hiring and the years it takes to rebound from a low to previous levels of gain. In particular, there is a dip to 8% in 2012-13, further drop to 6% in 2013-14, and then a rise to 20% by 2015-16. This is more or less repeated, with a dip to 12% in 2016-17, then more or less steady until a drop to 5% in 2019-20, followed by a sharp climb and overall high point of 27% in 2022-23.

Figure 3b: Percentage of Assistant Professor Hires from 2011-12 to 2022-23 Campus-wide by Race/Ethnicity

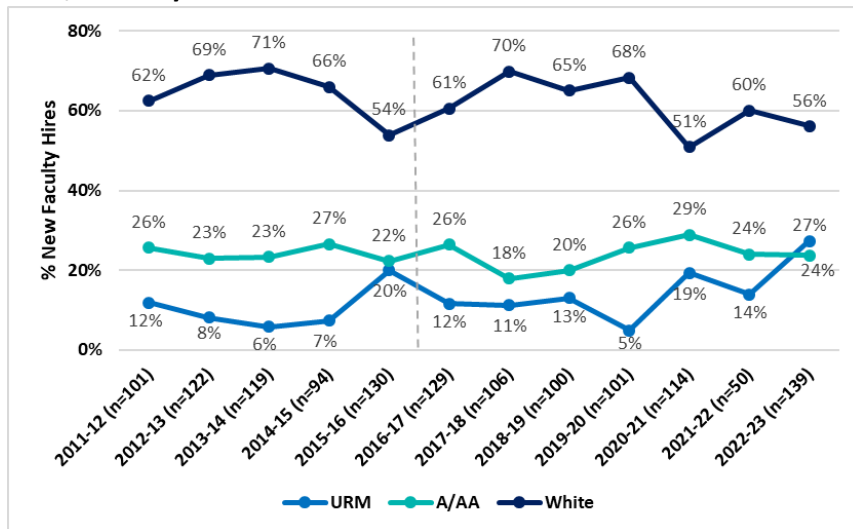
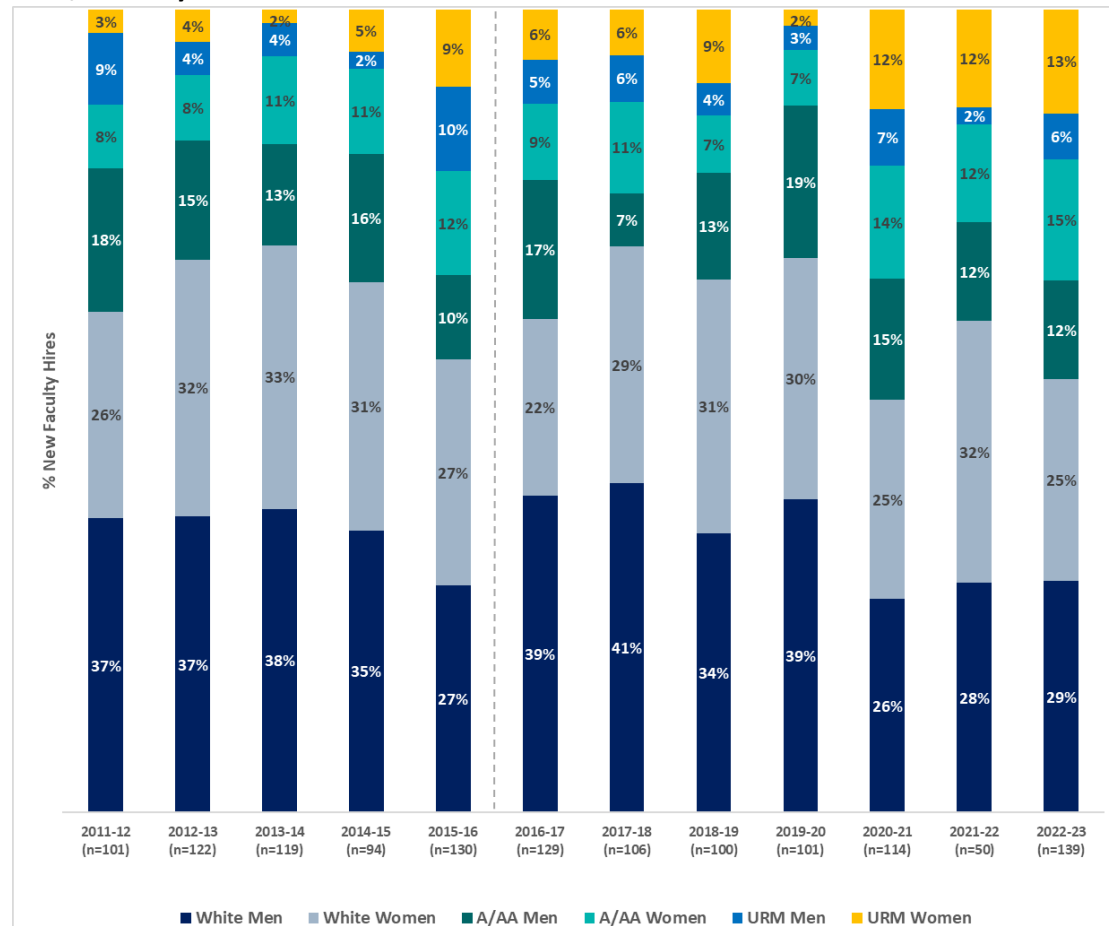


Figure 3c provides helpful insight regarding the patterns of newly hired Assistant Professors at the intersection of gender and race/ethnicity among the six subgroups. A standout is the result that shows a pronounced disparity in the percentage of URM men Assistant Professors hired and lack of progress in hiring at this rank. The two high points in percentage of URM men Assistant Professor hires occur during the Pre-DEI period, at 9% in 2011-12 and 10% in 2015-16. The percentage of URM men Assistant Professor hires waivers after the start of DEI 1.0, with two of the lowest points at 3% in 2019-20 and 2% in 2021-22. The current return to a tepid 6% in 2022-23 does not hint at a remarkable change. In contrast, the percentage of URM women Assistant Professor hires shows a promising pattern toward the end of the DEI 1.0 period, with a trend toward growth to 12% in both 2020-21 and 2021-22, as well as a new high point in percentage of hires at 13% for 2022-23. At the same time, the percentage of URM women Assistant Professors hires reached an all-time low point at 2% for the second time over the twelve year period in 2019-20. The percentage of Asian/Asian American men Assistant Professors hires has generally varied within a narrow range of between 10% and 19% over the years and is punctuated by a low point at 7% in 2017-18. However, there has been a settling in hiring of Asian/Asian American men Assistant Professors to 12% in 2022-23. The percentage of Asian/Asian American women Assistant Professor hires has varied between 7% and 15%, reaching that new high point in 2022-23. Notably, the percentage of new White Assistant Professors hires reached close parity between men and women several times over the last 12 hiring cycles. It is also worth highlighting that these points of parity mark some of the lowest points of hiring for White men Assistant Professors. Otherwise, the hiring of White men Assistant Professors generally hovered at around a third or better each year, with a high point of 41% in 2017-18 and a stretch of leveling out before reaching 29% in 2022-23. The percentage of new White women Assistant Professor hires has varied from approximately one-quarter to one-third, with a high point of 33% in 2013-14 and a low of 22% in 2016-17, followed by a settling to 25% in 2022-23.

Figure 3c: Percentage of Assistant Professor Hires from 2011-12 to 2022-23 Campus-wide by Race/Ethnicity and Gender



Faculty Hires: Associate and Full Professors

From 2011-12 to 2022-23, 28% of faculty were hired at the Associate or Full Professor rank. Figure 4a presents the percentage of newly hired Associate and Full Professors by gender. The results suggest a wandering path toward parity in hiring of men and women Associate and Full Professors. In 2014-15, men Associate and Full Professors are hired at more than three times the rate for women (77% versus 24%, respectively). This wide disparity is tempered but continues during DEI 1.0 until 2019-20, when hiring rates reach parity. The next year hiring favor returns toward a disproportionate percentage of men at 65% compared to 35% for women. This is reversed in 2021-22 with women Associate and Full Professors hired at almost seven times the rate for men, 82% and 12%, respectively. In 2022-23 the hiring rate moves toward parity again, at 53% for men Associate and Full Professors and 47% for women Associate and Full Professors.

Figure 4a: Percentage of Associate and Full Professor Hires from 2011-12 to 2022-23 Campus-wide by Gender

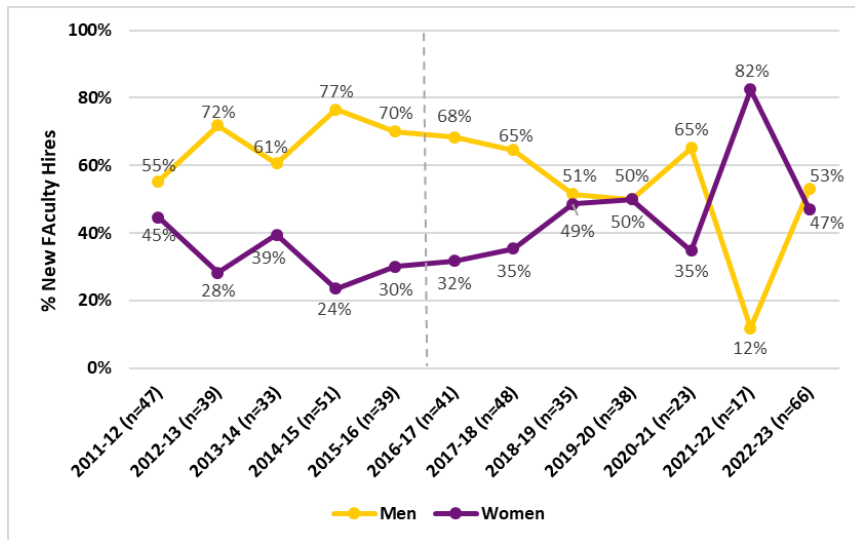


Figure 4b presents the percentage of newly hired Associate and Full Professors by race/ethnicity. The rate for White Associate and Full Professor hires has varied between 53% and 85%. Nonetheless, there is slow improvement toward greater diversity among those Associate and Full Professors hired, with parity in the proportion of White faculty compared to BIPOC faculty achieved in 2022-23. We do see gains and setbacks in hiring for each subgroup over the years. Asian/Asian American Associate and Full Professor hiring has persistently alternated between relative highs and lows in the Pre-DEI and DEI 1.0 periods. A similar, attenuated pattern in the ebb and flow of hiring for URM Associate and Full Professors characterizes both the Pre-DEI period and DEI 1.0.

Figure 4b: Percentage of Associate and Full Professor Hires from 2011-12 to 2022-23 Campus-wide by Race/Ethnicity

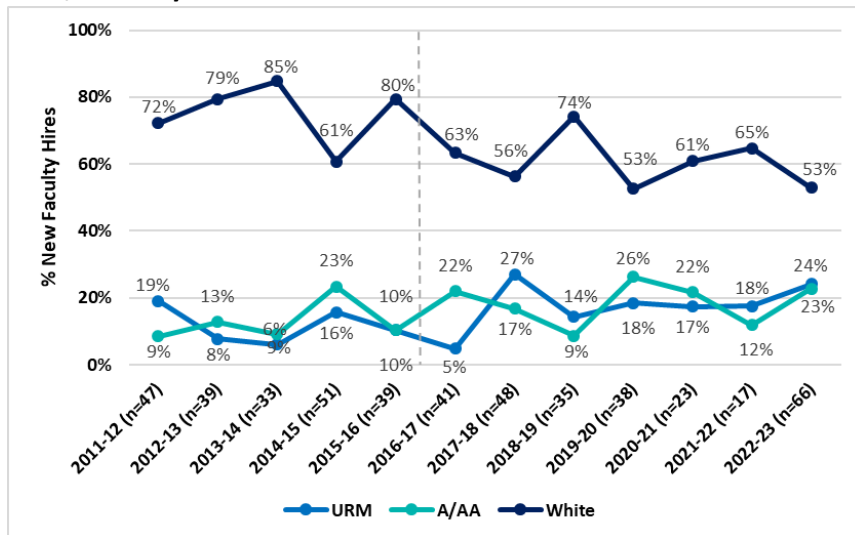
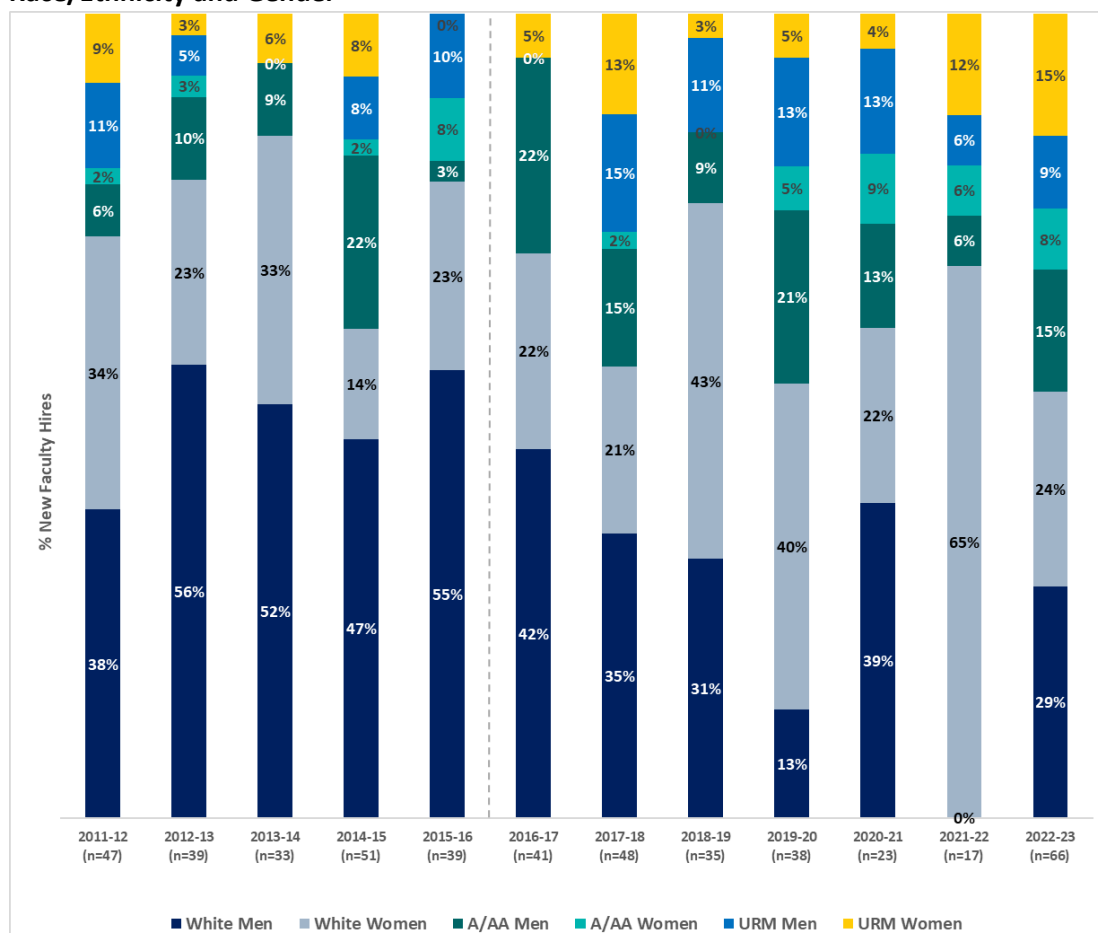


Figure 4c presents the results for newly hired Associate and Full Professors at the intersection of gender and race/ethnicity among the six subgroups. Overall there is volatility in the hiring patterns of these faculty over the Pre-DEI period and DEI 1.0, not surprising given the smaller numbers of Associate and Full Professors hired as compared to Assistant Professors. Hiring for White men Associate and Full Professors shows the greatest change, from a high of 56% in the Pre-DEI period to more or less one-third of hiring in most years during DEI 1.0. White women Associate and Full Professors were hired at an overwhelming majority in 2021-22, the year of much reduced hiring due to the pandemic, but otherwise continue a cumulative trend toward gains in hiring from the Pre-DEI period to DEI 1.0. Asian/Asian American men and women Associate and Full Professors showed a move toward consistent gain over DEI 1.0 compared to the Pre-DEI period. Likewise, both URM men and women Associate and Full Professors have shown a tendency toward gain over DEI 1.0 compared to the Pre-DEI period. Despite an overall move toward gains in hiring patterns, Asian/Asian American women, URM men, and URM women Associate and Full Professors have each experienced precipitous dips in their rate of hiring at times.

Figure 4c: Percentage of Associate and Full Professor Hires from 2011-12 to 2022-23 Campus-wide by Race/Ethnicity and Gender



TENURE-TRACK FACULTY DEPARTURE

This section examines the demographic composition of tenure-track faculty departures by gender and race/ethnicity from 2011-12 through 2022-23. We also present the data according to rank and tenure status. A departure includes those faculty who voluntarily terminate their tenure-track appointment between July 1 and June 30. A faculty departure does not include faculty death or retirement during a tenure-track appointment, but includes faculty who voluntarily terminate their employment with the U-M or switch from a tenure-track appointment to a non-tenure-track appointment.

Figure 5a presents the percentage of tenure-track faculty departures by gender. Overall, the percentage of tenure-track departures among men faculty compared to that of women faculty has been consistent, with the departure of men faculty outpacing that of women. However, we see that the rate of departure has leveled off and slightly converged over DEI 1.0 to about 60/40 for men faculty compared to women faculty from 2018-19 to 2022-23, whereas it was a bit closer to 65/35 in the Pre-DEI period.

Figure 5a: Percentage of Tenure-Track Faculty Departures from 2011-12 to 2022-23 Campus-wide by Gender

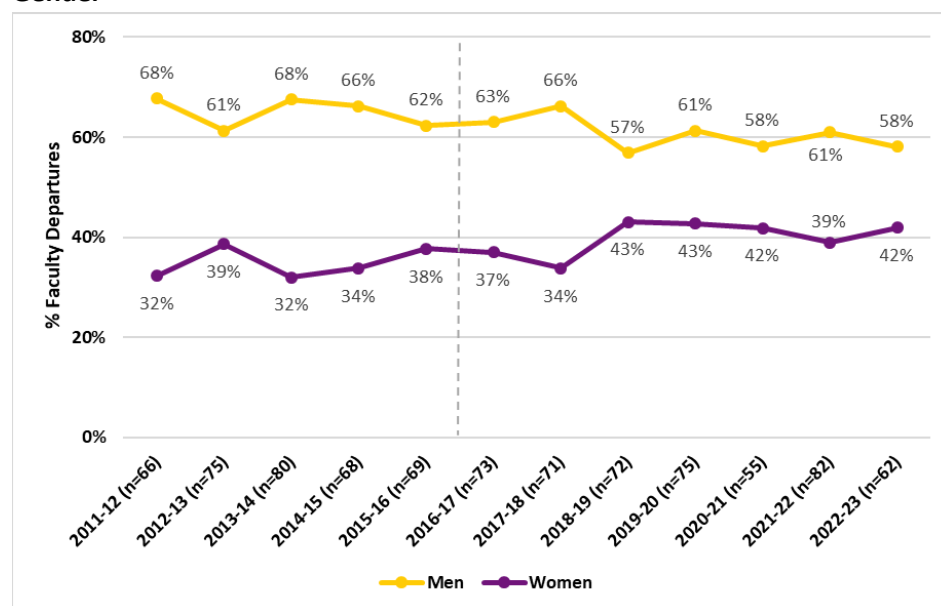
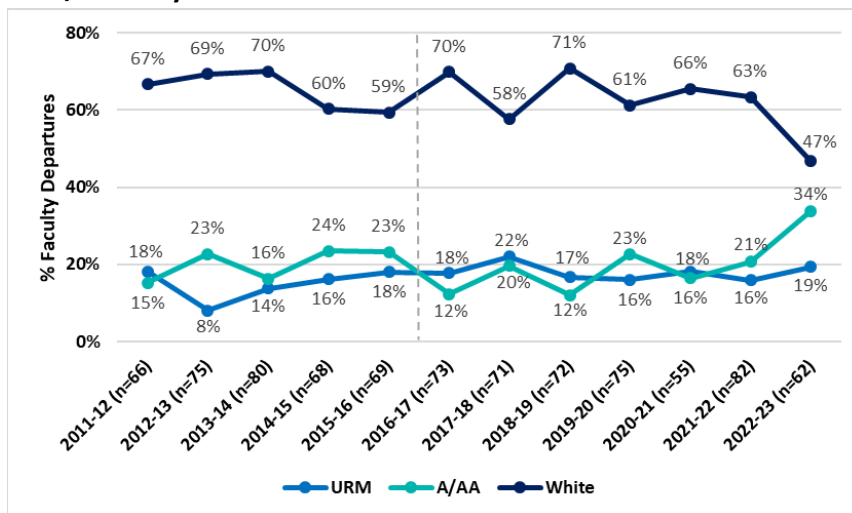


Figure 5b presents the percentage of tenure-track faculty departures by race/ethnicity. The percentage of White faculty tenure-track departures has generally remained steady at about two-thirds of all departures in both the Pre-DEI and DEI 1.0 periods until 2022-23, when departures fell to 47%. The percentage of Asian/Asian American faculty tenure-track departures has remained at about one-fifth of all departures in the Pre-DEI and DEI 1.0 periods until 2022-23, then departures increased to its highest level yet at 34%. Likewise, the percentage of URM faculty tenure-track departures peaked at 22% in 2017-18, but has sustained a steady rate of about one-seventh of all departures.

It is worth noting that examining average departure rates in terms of relative impact¹⁹ on each race/ethnicity group provides an additional insight into the attrition of faculty and how it shapes composition. The relative rate of departure for Asian/Asian American faculty decreased slightly from 3.1% in the pre-DEI period to 2.8% in DEI 1.0. The relative rate of departure for White faculty increased slightly from 2.1% in the pre-DEI period to 2.3% in DEI 1.0. Likewise, the relative rate of departure for URM faculty increased from 3.8% in the pre-DEI period to 4.0% in DEI 1.0. **In other words, BIPOC faculty – particularly URM faculty – left U-M at greater rates than their White colleagues during the DEI 1.0 timeframe, as has been true in previous time periods.**²⁰

Figure 5b: Percentage of Tenure-Track Faculty Departures from 2011-12 to 2022-23 Campus-wide by Race/Ethnicity



To provide a closer look, Figure 5c presents the percentage of tenure-track faculty departures by race/ethnicity and gender. Overall, we see that departure rates are generally consistent throughout; however, there may be a potential trend worth noting. First, the departure pattern for URM men faculty was slightly less in the Pre-DEI period than over DEI 1.0, with a spike in departures to 17% in 2017-18. Similarly, departures of Asian/Asian American women faculty and URM women faculty vary, but both trend upward over DEI 1.0. Meanwhile, the departure rate among White women faculty showed a trend upward but then decreased in 2022-23. Finally, the departure rate of White men faculty generally held steady over the Pre-DEI period and DEI 1.0, but show a remarkable drop in 2022-23. In contrast, the departure rate of Asian/Asian American men faculty is characterized by a lot of variation over DEI 1.0, with a pronounced uptick in 2022-23. This most recent year represents a unique pattern in departure, amounting to the first time that the percentage of departure among BIPOC faculty has exceeded that of White faculty (47% and 53%, respectively). We will want to monitor this to assess whether it is a change that persists.

¹⁹ The average relative departure rate represents the sum of total voluntary departures divided by the sum total of faculty headcount for a given time period.

²⁰ <https://advance.umich.edu/wp-content/uploads/2020/01/AY19-Indicator-Report-PUBLIC-VERSION-010720.pdf>

Figure 5c: Percentage of Tenure-Track Faculty Departures from 2011-12 to 2022-23 Campus-wide by Race/Ethnicity and Gender

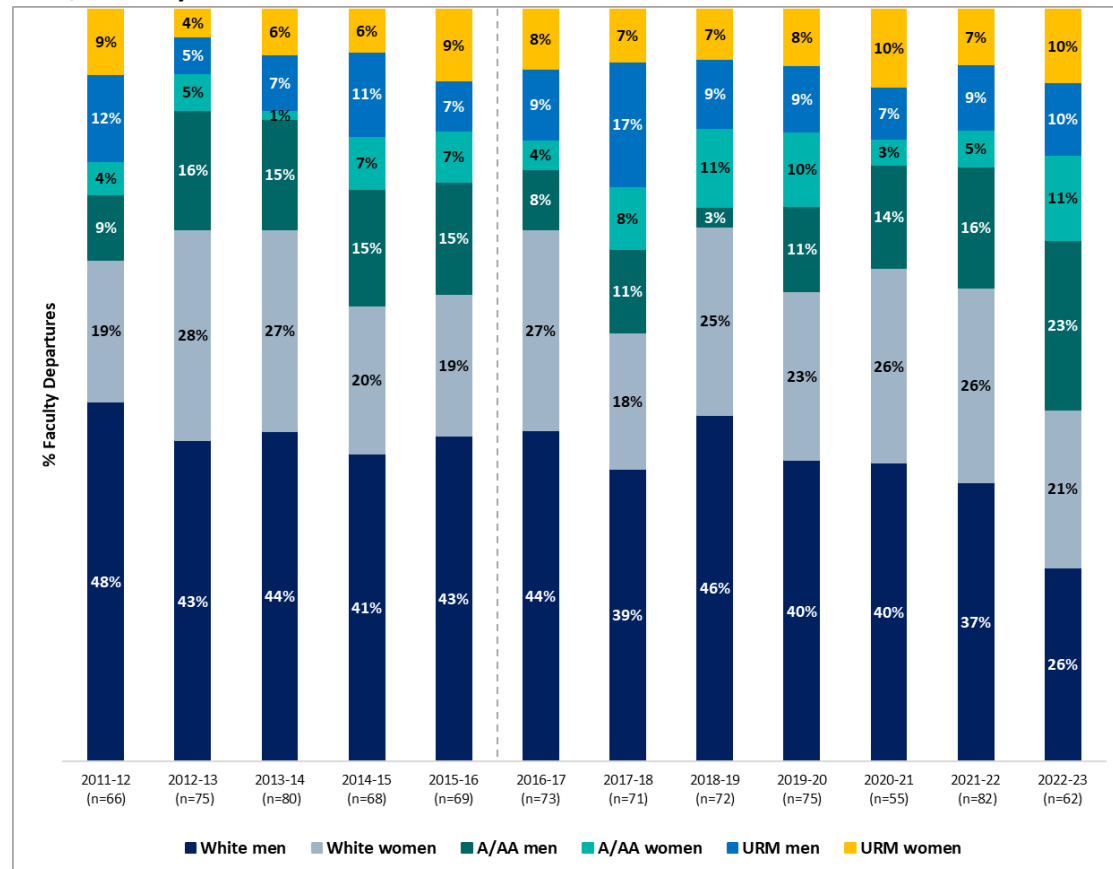
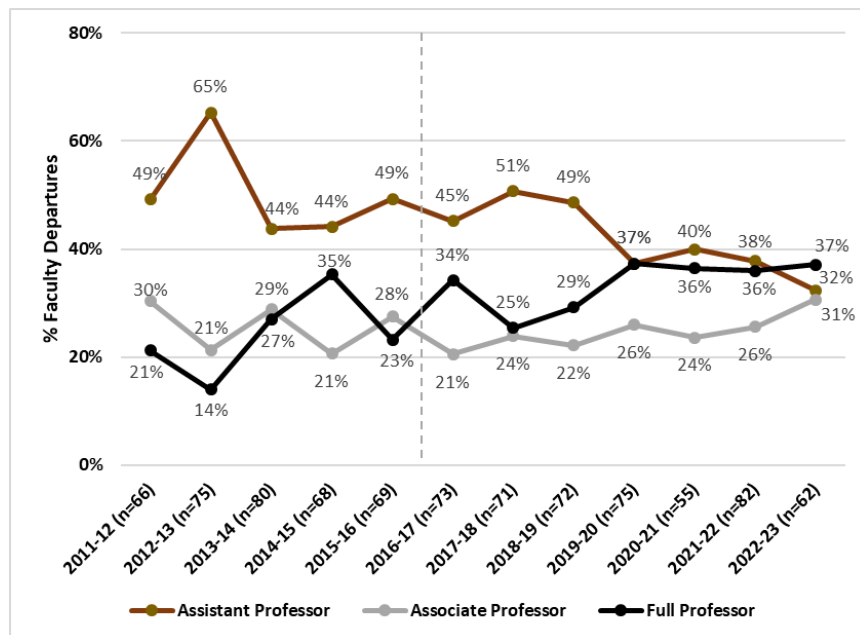


Figure 5d presents the percentage of tenure-track faculty departures by rank. Although the greatest percentage of tenure track faculty departures is among those at the Assistant Professor rank, we see that there has been a general decrease in the percentage of departure over time. During the Pre-DEI period, on average, Assistant Professors made up about half of departures, but by the latter half of DEI 1.0, on average, the percentage of departure declines from 2019-20 and on. Departures of faculty at the rank of Full Professor have increased beginning in 2019-20 and holding steady through 2022-23, resulting in close parity with the departure rates of Assistant Professors over this same time period. The most consistent departure pattern among the ranks is for Associate Professors, at about a quarter of the departures over the Pre-DEI and DEI 1.0 periods, until an uptick in 2022-23 to near parity in the percentage of departure for Assistant Professors. In sum, for 2022-23, the percentage of departure across all three ranks is the closest to convergence as we have ever seen.

Figure 5d: Percentage of Tenure-track Faculty Departures from 2011-12 to 2022-23 Campus-wide by Rank



HISTORICALLY UNDERREPRESENTED FACULTY: TURNOVER, REPLACEMENT AND GROWTH

Recall that results for the composition of faculty showed that stagnation characterizes the percentages of URM faculty for the last twenty years (Figure 1a). In terms of gender, the percentage of URM men faculty has hovered between 4% and 6% at any given time from 1991-92 to 2022-23 and the percentage of URM women faculty remained static at 4% for the last two decades until an increase to 5% in 2022-23. A primary explanatory factor is the rate of turnover in faculty, as some choose to terminate their tenure-track appointment. In turn, despite a gain, on average, in the percentage of URM new faculty hires from Pre-DEI period (2011-12 through 2015-16) to the DEI 1.0 period and beyond (2016-17 through 2022-23) (Figure 2c), a remarkable portion of hiring efforts simply go toward replacement of those faculty who, on average, leave their tenure-track positions at a higher rate than their colleagues, thus stymying growth in the diversification of URM faculty. This calls for a closer look at net change as a dynamic interplay between turnover, replacement and growth among historically underrepresented tenure-track faculty. In doing so, we address the institutional need to establish baselines to be able to measure gains, stagnation, or losses, and to do so over time, in order to better assess efforts and outcomes of strategies to diversify faculty.

We present disaggregated data on hiring, voluntary departure,²¹ retirement, and net change for historically underrepresented faculty by race/ethnicity and gender, including Black/African American women, Black/African American men, Latinx/Hispanic women, Latinx/Hispanic men, and two groupings that combine Native American and Alaskan Native women with Native Hawaiian and Pacific Islander women and Native American and Alaskan Native men with Native Hawaiian and Pacific Islander men.²² We note that hiring a particular faculty member can sometimes be the result of more than a year's worth of effort, from defining the position and finding an appropriate candidate to successfully recruiting them to U-M. Thus, this look at the entire DEI 1.0 period, including the evaluation and planning years, allows us to see the net result of our efforts, and how hiring and departures affect composition.

Table 1 provides an overview of the net change for each of these six faculty groups from 2016-17 to 2022-23. We see that there was a positive net change for four of the six groups. The number of Black/African American women faculty hired outweighed the number that departed due to voluntary departure and retirement, resulting in a notable gain of 34 new faculty. Latinx/Hispanic women also showed a net gain of 6 faculty over this time period; however, this amounts to less than one faculty member added each year. A gain is barely achieved for the combined group of Native American and

²¹ A departure includes those faculty who voluntarily terminate their tenure-track appointment between July 1 and June 30. A faculty departure does not include faculty death or retirement during a tenure-track appointment, but includes faculty who voluntarily terminate their employment with the U-M or switch from a tenure-track appointment to a non-tenure track appointment.

²² Due to sparse numbers, two groupings were created that combine the data on hiring, voluntary departure, and retirement for Native American and Alaskan Native women with Native Hawaiian and Pacific Islander women and Native American and Alaskan Native men with Native Hawaiian and Pacific Islander men to examine net change.

Alaskan Native and Native Hawaiian and Pacific Islander women faculty, with the net addition of just two faculty members. A most pronounced pattern is the persistent lack of gain for all three groups of historically underrepresented men faculty. Although hires for Black/African American men are the second highest among the URM subgroups, these faculty have the most departures over this time period and sustain the greatest number of retirements, resulting in a net loss. Weak hiring combined with relatively high departure results in a loss of faculty for Latinx/Hispanic men. Finally, due to scarce hiring and a relatively high departure rate, we see a net gain of just one core faculty for the combined group of Native American and Alaskan Native and Native Hawaiian and Pacific Islander men.

Table 1: Disaggregated URM Tenure-Track Faculty Headcounts,²³ Hires, Departures, Retirements and Net from 2016-17 to 2022-23 by Disaggregated Race/Ethnicity and Gender

Race/Ethnicity	Faculty Headcount FY 2017	Faculty Hires	Faculty Departures	Faculty Retirements	Faculty Headcount FY 2023	Net Change	Percent Change
Black/African Am. Women	60	49	12	5	92	32	53%
Black/African Am. Men	86	31	19	14	84	-2	-2%
Latinx/Hispanic Women	49	23	11	2	59	10	20%
Latinx/Hispanic Men	74	20	18	4	72	-2	-3%
Native NA/AK/HI/PI Women	11	10	2	1	18	7	64%
Native NA/AK/HI/PI Men	17	7	5	2	17	0	0%
Total	297	140	67	28	342	25	1%

²³ The headcount average is the mean number of faculty in a particular race/ethnicity subgroup for the time period 2016-17 to 2022-23.

CONCLUSIONS

This report examines the state of tenure-track faculty from 2011-12 to 2022-23 and compares two time periods centered around the DEI efforts at the U-M. We highlight progress toward desired gains in change among tenure-track faculty as well as factors that contribute to stagnation and regression of progress. On a positive note, we see that we are nearing parity in gender among new faculty hires. In fact, the hiring ratio of men to women faculty slightly improved from the Pre-DEI period (2011-12 through 2015-16) to DEI 1.0 and beyond (2016-17 through 2022-23), from 1:1.2 to 1:1.1, respectively. In terms of race/ethnicity, there was a gain of 2.4% in the average percentage points of URM new faculty hires from the Pre-DEI period to DEI 1.0. This change showed up in the hiring ratio of URM to White faculty, from an average of 1:5 over the Pre-DEI period to an average of 1:4 over DEI 1.0. There was a slight increase in the hiring ratio of Asian/Asian American to White faculty, from an average of 1:3 over the Pre-DEI period to an average of 1:2.6 over DEI 1.0 and the additional evaluation and planning years.

The diversification of the tenure-track faculty has occurred unevenly by rank, with more progress being made at the rank of Assistant Professor. For example, the hiring percentage of Asian/Asian American women Assistant Professors and URM women Assistant Professors has reached double digits. However, a consistent finding in this report is that URM men Assistant Professors are not being hired in a robust way. At the same time, there are also low rates of hiring for other URM Assistant Professors, including Latinx/Hispanic women, Latinx/Hispanic men, Native American and Alaskan Native women, Native American and Alaskan Native men, Native Hawaiian and Pacific Islander women, and Native Hawaiian and Pacific Islander men. This is an important fact, since 72% of tenure-track faculty hires join the university in a pre-tenure role as Assistant Professors. In sum, current URM hiring levels are generally not sufficient and consistent enough to sustain successful efforts at diversifying the faculty by race/ethnicity and gender.

As mentioned above, the diversification in the composition of our tenure-track faculty is primarily driven by improvements in pre-tenure hires. However, this hard-earned growth is threatened by pernicious rates of disparities in departure rates, especially for those faculty who are historically underrepresented. We cannot develop changes in policy and practice to solve what we cannot see. Thus, we share results for disaggregated data to show how the dynamic interplay of faculty hiring, departure, and retirement shapes net change in core faculty headcount and results in faculty composition for intersectional race/ethnicity and gender groups. Doing so demonstrates that aggregating data into a category of URM and presenting results in this way obscures important differentials in hiring, departure, retirement and growth of faculty.

A key methodological consideration for an accurate rendering of disparate outcomes for historically underrepresented faculty is the use of data disaggregated at the level of race/ethnicity subgroups. Disaggregation of race/ethnicity data and intersectional results with gender allows improved benchmarking and tracking. Without disaggregation of race/ethnicity and intersectional results, we cannot take into account the relative population size of broadly diverse faculty subgroups and demonstrate the scale of impact that the loss of faculty through departure can wield. It also works to clarify which underrepresented faculty are being hired, and/or effectively retained, and/or supported to success. Better data through disaggregation may allow institutional leaders to critically reflect on

campus-, unit-, and department-level procedures, practices, power and influence structures, and culture. As such, we would do well to extend the disaggregation of data to examine the success of faculty over the full career lifecycle, including retention profiles, movement through ranks, leadership opportunities and engagement, and more.

Every loss of faculty counts, especially among the relatively sparse faculty groups that are historically underrepresented. Moreover, our lack of effectiveness at retention of historically underrepresented faculty calls for pause to consider that perhaps our one-size-fits all approach to URM faculty is not working. We must challenge ourselves to be more resourceful and innovative in developing new tools, nuanced supports, and tailored strategies. We must ask new and different questions to get new and different answers to achieve novel solutions that stem the loss of valued faculty.