

ministrations, while affording each president the opportunity to be involved in recruiting and appointing some Fellows.)

What today seems perhaps the fuzziest of the Corporation's professed new aims—the commitment to “weigh the major strategic challenges and opportunities facing Harvard”—may, in time, become the most important outcome of this self-examination. The University president is *always* enormously busy—all the more so as students, scholars, and alumni are active around the world, and particularly during preparations for and the subsequent launch of a major capital campaign. Harvard remains highly decentralized academically. There is rarely enough time for administrators to undertake thoughtful, deliberate strategic planning.

The University has much to gain from the president and administration engaging broadly in such strategic planning, too, above and beyond whatever work is done to identify immediate priorities for a capital campaign. The Corporation is organizing itself to look forward strategically. And the Overseers have progressively broadened their oversight visits from focusing on individual departments and schools to examining overarching subjects, such as the libraries, the College, the social sciences, the natural sciences, and so on.

Looking Ahead

LOOKING FURTHER AHEAD, the Harvard of 2020 will likely be still more international than it is today, its libraries more digital and accessible, its departments and disciplines both deeper and more collaborative. The University may have made tangible progress in realizing Faust's vision for extensive growth in a wide range of creative and performing arts within the curriculum. And it may be on the verge of identifying wholly new priorities as well.

How well it pursues those opportunities depends of course on the caliber of its faculty members, the engagement of its students, and the size of its purse. But those outcomes also depend on successful governance. After a period of “introspection and review,” Reischauer said, the governing boards are now in a stronger position to help the president and other Harvard leaders. Together, the governing entities should be “better able to meet the needs of the University as they evolve and change over time.”

Where the Women Are—and Aren't

WOMEN NOW HOLD 27 percent of the assistant, associate, and full professorships in Harvard's faculties—a new high. And 22 percent of tenured (full) professors are female—also a new high, up about one percentage point each two academic years from 18 percent in 2003-2004. The proportion of junior-faculty members who are women, currently 36 percent, is slightly below the 2008-2009 peak. Asian and Pacific professors make up about 12 percent of the total faculty—but blacks, Latinos, and Native Americans make up less than 7 percent. These data, among others, come from the 2010 annual report of the senior vice provost for faculty development and diversity, Judith D. Singer (see www.faculty.harvard.edu).

In an interview, Singer noted “steady progress” in diversifying the faculty, but acknowledged that the pace is slow because “95 percent” of the professors present in any one year were at Harvard the prior year. More than two-thirds of the University's faculty members are tenured; given a fulfilling profession and place to work, retirements are scant (see “Retiring



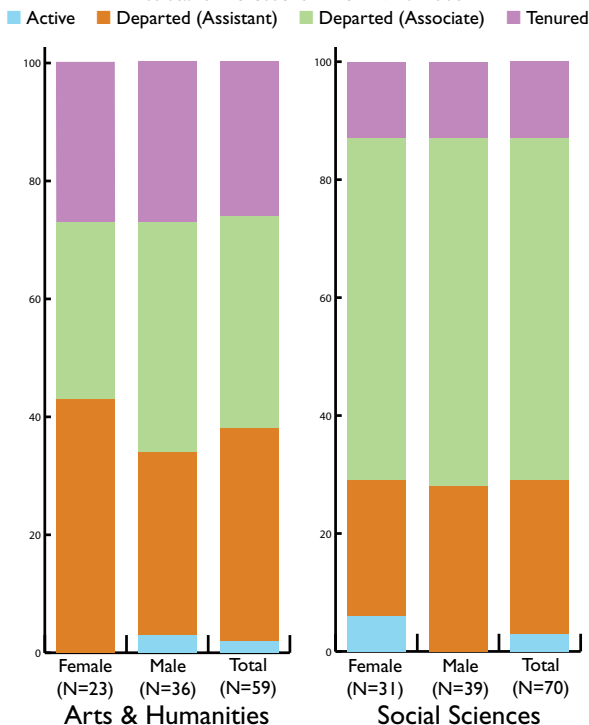
from the Ranks,” page 48). Most departures in any period are from the far more diverse junior ranks, complicating efforts to broaden the faculties' composition.

The effects of that attrition were made vividly clear within the Faculty of Arts and Sciences (FAS) during an October 19 presentation by professor of biology Elena Kramer, chair of its Standing Committee on Women. In two divisions accounting for about 60 percent of FAS's ranks, attrition for those junior-faculty members hired between 1998 and 2003 totaled 72 percent (arts and humanities) and 85 percent (social sciences). Even though a tenure track for assistant and associate professors, introduced in 2005, is becoming a reality (after decades of external recruiting for full professors as the norm), structural issues affecting employment in those fields, and cultural issues within Harvard's departments, Kramer suggested, still make a major difference in translating junior appointments into successful ascents up the faculty ladder.

Kramer told her colleagues that “most tenure-track faculty” in FAS's non-science divisions from the years studied “simply

Up or Out: Promotions and Departures

Assistant Professors Hired 1998-2003



SOURCE: FAS STANDING COMMITTEE ON WOMEN

did not stay through to the tenure review. Given that the gender balance is so much better at the tenure-track level in these divisions, that's unfortunate." In contrast, she noted that junior-faculty members within the sciences division and School of Engineering and Applied Sciences (SEAS) for the most part remained at Harvard and gained tenure.

The "pipeline" data—the proportion of doctorates being awarded to women—largely align with the representation of women among assistant professors in arts and humanities and SEAS. But in social sciences and in science, the female junior-fac-

ulty representation is well below the share of doctoral degrees women are earning.

Looking at individual units within social sciences, the history department's junior appointments in the past half-decade track well compared to the share of doctorates earned by women, but the large government and economics departments have lagged behind. In the arts and humanities, within both English and philosophy, tenure-track women were significantly underrepresented compared to the pipelines for each field. In fact, in those four departments, Harvard ranked nearly at the bottom (or absolutely so) among

peer institutions' departments in junior-faculty gender balance.

What accounts for the loss of junior-faculty appointees in some fields but not others, and for the highlighted departments' weak relative standing on this measure of diversity?

In a subsequent conversation at her office in the Biological Labs complex, Kramer outlined several factors that may explain some of the differences. In the sciences, she noted, individual faculty members are rooted by their facilities (it is not unusual to spend \$1 million to fit up the space and equipment for a new appointee) and their research teams of postdocs and graduate students. Both the junior faculty and the schools make their decisions about an appointment carefully, in light of these costs, and both are loath to have a performing faculty member depart. These frictional forces are much less significant in the humanities and social sciences.

Moreover, Kramer pointed out, the research record for scientists and engineers—who typically serve as postdocs for some years before their first faculty position—is gradual and accretive (in a series of published papers), and typically far more extensive than that of a young scholar in humanities (where a single book may take years to prepare). The social scientists publish more papers, but their track records, too, are shorter than the scientists', and they are being evaluated earlier.

There are also sharp differences in job markets. In science-related fields, Kramer said, a good young researcher can pick among multiple offers. In humanities and social sciences, there are far more candidates than job openings, so prospective faculty members have a strong incentive to accept Harvard's offer—and then, even as associates (who are *not* tenured at Harvard), to accept recruitment to tenured positions at other institutions. To the extent that Harvard loses these people, it is writing down a long investment (perhaps two years for a search and recruiting, and six years of assistant and associate professorship) to zero.

The result, Kramer said, is a sort of self-fulfilling prophecy: "Departments with a functional tenure track have much more success in recruiting, retention, and tenuring." Those with no record of internal promotion to tenure have less success in persuading their junior members to wait

Retiring from the Ranks

Of the 176 senior professors in the Faculty of Arts and Sciences (FAS) and four professional schools who were offered a retirement program in December 2009, 46—or 26 percent—have enrolled.

FAS had the greatest stake in the retirement program: 127 of its approximately 720 faculty members met the criteria (age 65 by September 1, and at least 10 years of Harvard service). The program allowed them to choose to retire after one, two, or four years, with various teaching and service requirements during those periods and commensurately stepped-down salaries (but with pension contributions intact). Thirty-two FAS professors accepted the offers—25 percent of those eligible. Fourteen of 49 eligible faculty members in the schools of divinity, education, medicine, and public health decided to participate. The results of their decisions were published on November 15 in the 2010 annual report of the senior vice provost for faculty development and diversity.

During the past five years, according to Nina Zipser, dean for faculty affairs and planning within FAS, an average of seven FAS professors have retired annually; a bit less than 1 percent of the total population. (Under the retirement program, that rate will tick up to about 10 annually.)

Senior vice provost Judith D. Singer noted that the program was experimental: since the legal abolition of mandatory retirement for professors in 1994, only the Business School has offered a regular retirement program for faculty. Given the

response to this pilot offering, FAS and the divinity and public-health schools have already made plans to unveil continuing retirement programs for their professors, beginning in December 2010. (FAS's program, unveiled December 1 and available "for the foreseeable future," offers professors aged 65 to 72 two- and four-year phased retirement options. Older faculty members can avail themselves of a half-time transition to retirement.)

Singer noted that the median age of those who accepted a retirement option was 70, and that those who enrolled primarily chose the longer-term plans: more than half elected the two-year path, and another one-third selected the four-year path. The self-selection, she said, was "good for the faculty and good for the institution."

Her annual report notes that 40 of the 46 participants (87 percent) are white males, four are white women, and two are minorities—proportions roughly equal to the demographic composition of tenured professors in the eligible age cohort.

The retirements thus may have some small effect on the affected faculties' diversity. During the past academic year, the annual report says, Harvard hired 64 new faculty members externally: 44 assistant professors, 7 associate professors, and 13 full professors. Of that cohort, Singer said, 30 are white males (47 percent), 22 are women, and 21 are members of identified minorities (4 blacks, 4 Latinos, 12 Asians, and one dual-counted under current standards)—clearly, more diverse than the retirees. But not all will win tenure.

it out at Harvard. “Why would you stay?” Kramer asked. Some departments have made *no* internal promotions to tenure within living memory.

“It’s a real disparity across the divisions,” she observed. Indeed, even before the tenure track was created five years ago, the fierce competition in many of the science departments for the best colleagues resulted in successful appointments of junior colleagues who were expected to do well, and did—overwhelmingly realizing full professorships.

Elsewhere, “It’s just a very different mindset,” she said—resulting in a culture, a job market, and a tradition that will have to be changed over time before the more-diverse junior-faculty cohorts make an impact on those humanities and social-sciences departments (which are especially heavily weighted toward tenured professorships). That makes it more important, Kramer said, that Judith Singer’s efforts to “educate departments on how to search, how to retain, and how to promote” pay off. And it explains Singer’s realism: even as Harvard makes its tenure track more effective, and becomes more systematic about offering retirement options for senior professors, she said, progress on the path toward a more diverse faculty “is all at the margins.”

A Digital Public Library?

THE DREAM OF CREATING a national digital library, free to all, began to seem much less like a fantasy in early October. In a private meeting convened by Pforzheimer University Professor Robert Darnton—arranged by the Radcliffe Institute for Advanced Study, and funded by a private foundation—42 leaders of research libraries, major foundations, and national cultural institutions met in Cambridge to discuss how to work together toward the creation of a Digital Public Library of America.

“I was amazed by the response,” says Darnton, who is director of the Harvard University Library, but was acting as a public intellectual and longtime champion of the idea, rather than in his official capacity. “Everyone I asked said instantly, ‘This is a great idea, we’ll be there.’” As Darnton declared in his welcoming remarks, the library would be “the digital

Yesterday’s News

From the pages of the *Harvard Alumni Bulletin* and *Harvard Magazine*

1911 The College Library expects to be without money to buy new books for the next several months.

1926 Construction under way includes Straus Hall, the Fogg Art Museum, McKinlock Hall (a freshman residence fronting the Charles), and the Business School complex, a gift of George F. Baker.

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The first movie theater in Cambridge is about to open across from the Yard.

1931 The masters of Adams, Kirkland, Leverett, Eliot, and Winthrop, the five new Houses, have joined the masters of Dunster and Lowell in apportioning a cross-section of current sophomores and juniors to each House for the coming year. The *Bulletin* reports that the proportion of public-school graduates is approximately the same in all the Houses, as is the distribution of students from different sections of the country.

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The Corporation declines a Boston lawyer’s bequest of \$25,000 for a lectureship designed to prove that the “modern feminist movement...[impairs] the family as a basis of civilization and its advance....”

1936 Harvard has established a laboratory at Glen Cove, Long Island, to study the origin, spread, and eradication of various plant diseases, especially Dutch elm disease.

1951 A survey of *Bulletin* readers finds that only one in four subscribers owns a television set.

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President Conant urges passage of the Universal Military Service and Training Bill, partly because “the U.S. monopoly of the bomb has ended [and] Soviet allies have shown a readiness to gain their ends by force.”

1961 President-elect John F. Kennedy ’40, LL.D. ’56, is mobbed by enthusiastic Harvard students as he arrives to attend a meeting of the Board of Overseers.

1966 The Cambridge City Council approves Harvard’s request to construct, at its own expense, a six-lane underpass at the western end of Cambridge Street, north of the Yard.

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Linda McVeigh ’67 becomes the first female managing editor of the *Crimson*.

1986 Backed by Alumni Against Apartheid, John Plotz ’69, Gay Seidman ’78 (the first woman president of the *Crimson*), and Kenneth Simmons ’54 collect enough signatures to run as petition candidates for the Board of Overseers, seeking to press Harvard to divest its holdings in companies doing business in South Africa.

