

RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**Report to the Faculty Senate
by the
Executive Vice President for Academic Affairs¹
March 14, 2003**

PURPOSE

This report outlines the current status of the recruitment, appointment, promotion, tenure, retention of, and the climate for women faculty and faculty of color at the University. In the spirit of Faculty Senate Resolutions 89/13 and 90/7, this report is provided to inform decisions regarding future activity in these areas.

THE STATE OF RECRUITMENT AND RETENTION AT GW

The data, upon which this and subsequent tables and attachments are based, were provided by the Office of Institutional Research. The data do not include deans, administrators with faculty rank, research faculty, visiting faculty (except where noted), affiliated faculty² or non-tenure accruing instructors in SMHS.

RECRUITMENT ACTIVITY

In 2001-02, two hundred sixty-five (265) authorized searches (168 national searches for regular faculty and 67 modified searches for visiting faculty) for appointments effective with the 2002-03 academic year resulted in 158 hires. Ninety-nine (99) were regular full-time appointments and fifty-nine (59) were visiting appointments. Tables 1 and 2A provide in detail the outcome of this activity.

Table 1 describes this year's new regular active-status faculty. There were 9 fewer new hires in 2002-03 than in 2001-02, a decrease of 8%. This year, 35% of the 99 new faculty hires are women and 28% are faculty of color, compared to 55% and 28%, respectively, last year.

- For the first time, two American Native faculty are among the newly hired faculty.

1 The EVPAA is grateful to the Assistant Vice President for Faculty Recruitment and the Assistant Vice President for Institutional Research for their major contributions to the compilation and preparation of this report.

2 The GW Medical Faculty Associates (MFA) is an independent nonprofit clinical practice group affiliated with the University. Under the affiliation agreement, because they have appointments in the SM&HS, MFA recruit faculty under GW policies and procedures. Therefore, the MFA faculty are included in the report.

TABLE 1
New Full-Time Faculty
October 1, 2001 through September 30, 2002

	MEN		WOMEN		TOTAL	
White	46		24		70	
Black	3		3		6	
Asian	9		4		13	
Hispanic	4		3		7	
Am. Native	1		1		2	
Unknown	1		0		1	
TOTAL	64	64.6%	35	35.4%	99	
Minorities	17	26.6%	11	31.4%	28	28.3%

Table 2A shows the total number of new faculty in “visiting” positions. These temporary positions allow us to meet emergency staffing needs or to cover the absence of faculty on sabbatical or other leaves. University policy prevents individuals from holding a “visiting” position for more than two (2) academic years.

TABLE 2A
New Visiting Appointments
October 1, 2001 through September 30, 2002

	MEN		WOMEN		TOTAL	
White	32		16		48	
Black	0		3		3	
Asian	4		1		5	
Hispanic	1		1		2	
Am. Native	0		0		0	
Unknown	1		0		1	
TOTAL	38	64.4%	21	35.6%	59	
Minorities	5	13.2%	5	23.8%	10	16.9%

Table 2B shows the total number of individuals in “visiting” positions. An additional 12 faculty fueled the 16.2% growth in these positions. However, this represents an increase of 17 (51.5%) men and a decrease of 5 women (-12.2%).

TABLE 2B
All Visiting Appointments
Academic Year 2002/03

	MEN		WOMEN		TOTAL	
White	41		28		69	
Black	0		3		3	
Asian	4		4		8	
Hispanic	3		1		4	
Am. Native	0		0		0	
Unknown	2		0		2	
TOTAL	50	58.1%	36	41.9%	86	
Minorities	7	14.0%	8	22.2%	15	17.4%

Table 3 shows changes that occurred in the faculty profile from 2001-02 to 2002-03. Overall, there was moderate growth in the number of full-time faculty (29 faculty members or 2.8%). The increase in the number of white women faculty and faculty of color (8 and 17, respectively) accounts for 86% of the increase. It is also worth highlighting the fact that faculty of color as a percentage of the total faculty population increased from 16% to 18%.

TABLE 3
Full-time Faculty and Percent Change Between
Academic Years 2001/02 and 2002/03

	MEN			WOMEN			TOTAL		
	02/03 Number	Change from 01/02 Percent	Number	02/03 Number	Change from 01/02 Percent	Number	02/03 Number	Change from 01/02 Percent	Number
White	599	1.0%	6	275	3.0%	8	874	1.6%	14
Black	19	18.8%	3	30	11.1%	3	49	14.0%	6
Asian	75	10.3%	7	36	-2.7%	-1	111	5.7%	6
Hispanic	11	10.0%	1	13	18.2%	2	24	14.3%	3
Am. Native	1	100.0%	1	1	100.0%	1	2	200.0%	2
Unknown	1	-66.7%	-2	0	0.0%	0	1	-66.7%	-2
Total	706	2.3%	16	355	3.8%	13	1061	2.8%	29
Minorities	106	12.8%	12	80	6.7%	5	186	10.1%	17

Table 4 compares the faculty profile in 1988-89 and 2002-03 and shows the degree of success we achieved in enriching faculty diversity. Over the fourteen-year period, the total number of faculty members increased by 187 (21.4 %). While the number of White men decreased (1.8% or 11 faculty members) during the period, the number of women faculty and faculty of color grew substantially (64.4% or 139 and 151.4% or 112, respectively). Although we continue to show long-term gains in the number of women faculty and faculty of color, we must increase our efforts to achieve further diversity, particularly in the number of Black and Hispanic faculty members.

TABLE 4
Full-Time Faculty and Percent Change Between
Academic Years 1988/89 and 2002/03

	MEN			WOMEN			TOTAL		
	02/03 Number	Change from 88/89 Percent	02/03 Number	02/03 Number	Change from 88/89 Percent	02/03 Number	Change from 88/89 Percent	Number	
White	599	-1.8%	-11	275	55.4%	98	874	11.1%	87
Black	19	137.5%	11	30	275.0%	22	49	206.3%	33
Asian	75	158.6%	46	36	125.0%	20	111	146.7%	66
Hispanic	11	0.0%	0	13	550.0%	11	24	84.6%	11
Am. Native	1	N/A	1	1	N/A	1	2	N/A	2
Unknown	1	N/A	1	0	0.0%	0	1	0.0%	1
Total	706	7.3%	48	355	64.4%	139	1061	21.4%	187
Minorities	106	120.8%	58	80	207.7%	54	186	151.4%	112

Table 5 and Table 6 provide a ten-year view of the number of faculty promoted and/or awarded tenure or who left the University prior to their tenure review. Between 1992-93 and 2002-03, 213 faculty members were awarded tenure. Also during this period, 90 faculty members left prior to their tenure notification date, 60 men and 30 women. Of those leaving prior to their tenure notification date, 13 were faculty of color. During 2001-02, the breakdown of faculty leaving prior to their tenure review is as follows: 7 men and 3 women, including 2 Asians.

TABLE 5
Faculty Promoted and Awarded Tenure 1992/93 to 2001/02 (aggregate)
By Race and Sex
Promote*

	MALE	FEMALE	TOTAL	MINORITY	BLACK	ASIAN	HISPANIC
Arts & Sciences	95	55	150	24	4	17	3
GSEHD	5	17	22	4	1	1	2
SEAS	27	5	32	13	0	12	1
SBPM	29	17	46	10	1	8	1
LAW	17	8	25	3	2	0	1
SMHS	53	46	99	16	5	8	3
SPHHS	8	3	11	1	0	0	1
TOTAL	234	151	385	71	13	46	12

Awarded Tenure*

	MALE	FEMALE	TOTAL	MINORITY	BLACK	ASIAN	HISPANIC
Arts & Sciences	59	34	93	21	3	15	3
GSEHD	4	9	13	3	1	0	2
SEAS	20	6	26	10	0	9	1
SBPM	27	8	35	9	1	7	1
LAW	13	6	19	1	0	0	1
SMHS	17	10	27	3	2	1	0
SPHHS	0	0	0	0	0	0	0
TOTAL	140	73	213	47	7	32	8

*Faculty who are tenured appear in both charts.

**Arts and Sciences includes both CCAS and ESIA.

TABLE 6
Tenure-Track Non-Tenured Faculty Terminating 1992/93 to 2001/02 (aggregate)
By Race and Sex
Left Before Tenure Notification Date

	MALE	FEMALE	TOTAL	MINORITY	BLACK	ASIAN	HISPANIC
Arts & Sciences	28	13	41	3	0	1	2
GSEHD	0	2	2	0	0	0	0
SEAS	7	1	8	2	0	1	1
SBPM	8	2	10	5	0	5	0
LAW	0	0	0	0	0	0	0
SMHS	17	12	29	3	0	1	2
SPHHS	0	0	0	0	0	0	0
TOTAL	60	30	90	13	0	8	5

We continue our efforts to prevent attrition that might result from climate problems (i.e., isolation, mentoring, etc.) and development and support issues. Over the past few years, we have worked closely with the Council of Deans and advisory committees to preserve and enhance initiatives that promote a positive and supportive work environment. (See Campus Climate)

FACULTY RETENTION

During the period 10/1/01 and 9/30/02, fifty-one regular active status faculty left the University. Reasons for leaving included retirement, completion of temporary appointment, non-reappointment, move to part-time appointment, denial of tenure, etc. (See Appendix H1— the chart that excludes visiting faculty.)

Of the faculty leaving the University, thirty-two were men and nineteen were women. Seven faculty of color left: five Asians (3 men and 2 women), one Black man, and one Hispanic man. Of the faculty of color leaving, all seven resigned.

Of the seventeen White women faculty leaving the University, seven resigned, two retired, one moved to an affiliated position, two accepted another position, three moved to part-time, and two had contracts that ended.

INSTITUTIONAL PROFILE

On the following pages, we present the current institutional profile of GW faculty. A more comprehensive, disaggregated, school-by-school analysis of the data is located in Appendices C and F to this report.

Tables 7, 7A, and 7B profile the regular full-time faculty by contract status. Specifically, these Tables show that:

- While 67% of the regular faculty are men, they occupy 73% of the tenure-track positions and 55% of the non-tenure-track positions. Women comprise 33% of the faculty and hold 27% of the tenured or tenure-track positions and a disproportionate 45% of the non-tenure-track positions. Eighteen percent of the regular faculty are faculty of color, but they hold 15% of the tenure/tenure-track positions and 23% of the non-tenure-track positions.
- Eighty-five percent of the tenured and tenure-track positions are in the non-medical schools, while non-tenure-track positions are almost evenly divided between the medical and non-medical schools.

**Table 7
Total Faculty
Tenured & Tenure Track Positions Combined**

	MEN		WOMEN			TOTAL			
	02/03 Number	Change from 01/02 Percent	02/03 Number	Change from 01/02 Number	02/03 Percent	02/03 Number	Change from 01/02 Percent	02/03 Number	
White	446	1.6%	7	151	4.1%	6	597	2.2%	13
Black	9	12.5%	1	14	0.0%	0	23	4.5%	1
Asian	47	4.4%	2	19	11.8%	2	66	6.5%	4
Hispanic	5	0.0%	0	8	14.3%	1	13	8.3%	1
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	1	-50.0%	-1	0	N/A	0	1	-50.0%	-1
Total	508	1.8%	9	192	4.9%	9	700	2.6%	18
Minorities	61	5.2%	3	41	28.1%	9	102	6.3%	6

Non-Tenure Track

	MEN		WOMEN			TOTAL			
	02/03 Number	Change from 01/02 Percent	02/03 Number	02/03 Number	Change from 01/02 Percent	02/03 Number	02/03 Number	Change from 01/02 Percent	02/03 Number
White	153	-0.6%	-1	124	1.6%	2	277	0.4%	1
Black	10	25.0%	2	16	23.1%	3	26	23.8%	5
Asian	28	21.7%	5	17	-15.0%	-3	45	4.7%	2
Hispanic	6	20.0%	1	5	0.0%	1	11	22.2%	2
Am. Native	1	N/A	1	1	N/A	1	2	N/A	2
Unknown	0	-100.0%	-1	0	N/A	0	0	-100.0%	-1
Total	198	3.7%	7	163	2.5%	4	361	3.1%	11
Minorities	45	21.6%	8	39	5.4%	2	84	13.5%	10

**Table 7A
Non-Medical Faculty Tenured & Tenure-Track Positions Combined**

	MEN		WOMEN			TOTAL			
	02/03 Number	Change from 01/02 Percent	02/03 Number	02/03 Number	Change from 01/02 Percent	02/03 Number	02/03 Number	Change from 01/02 Percent	02/03 Number
White	366	1.4%	5	132	4.8%	6	498	2.3%	11
Black	8	14.3%	1	13	0.0%	0	21	5.0%	1
Asian	44	4.8%	2	16	14.3%	2	60	7.1%	4
Hispanic	4	-20.0%	-1	8	14.3%	1	12	0.0%	0
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	1	-50.0%	-1	0	N/A	0	1	-50.0%	-1
Total	423	1.4%	6	169	5.6%	9	592	2.6%	15
Minorities	56	3.7%	2	37	8.8%	3	93	5.7%	5

Non-Tenure Track

	MEN			WOMEN			TOTAL		
	02/03 Number	Change from 01/02 Percent	01/02 Number	02/03 Number	Change from 01/02 Percent	01/02 Number	02/03 Number	Change from 01/02 Percent	01/02 Number
White	77	-4.9%	-4	68	1.5%	1	145	-2.0%	-3
Black	5	66.7%	2	5	66.7%	2	10	66.7%	4
Asian	14	16.7%	2	5	-16.7%	-1	19	5.6%	1
Hispanic	5	25.0%	1	2	100.0%	1	7	40.0%	2
Am. Native	1	N/A	1	1	N/A	1	2	N/A	2
Unknown	0	N/A	0	0	N/A	0	0	N/A	0
Total	102	2.0%	2	81	5.2%	4	183	3.4%	6
Minorities	25	31.6%	6	13	30.0%	3	38	31.0%	9

**Table 7B
Medical Faculty Tenured & Tenure-Track Positions Combined**

	MEN			WOMEN			TOTAL		
	02/03 Number	Change from 01/02 Percent	01/02 Number	02/03 Number	Change from 01/02 Percent	01/02 Number	02/03 Number	Change from 01/02 Percent	01/02 Number
White	80	2.6%	2	19	0.0%	0	99	2.1%	2
Black	1	0.0%	0	1	0.0%	0	2	0.0%	0
Asian	3	0.0%	0	3	0.0%	0	6	0.0%	0
Hispanic	1	N/A	1	0	N/A	0	1	N/A	1
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	0	N/A	0	0	N/A	0	0	N/A	0
Total	85	3.7%	3	23	0.0%	0	108	2.9%	3
Minorities	5	25.0%	1	4	0.0%	0	9	12.5%	1

Non-Tenure-Track

	MEN		WOMEN			TOTAL			
	02/03 Number	Change from 01/02 Percent	02/03 Number	02/03 Number	Change from 01/02 Percent	02/03 Number	02/03 Number	Change from 01/02 Percent	02/03 Number
White	76	0.0%	3	56	1.8%	1	132	0.8%	1
Black	5	0.0%	0	11	10.0%	1	16	6.7%	1
Asian	14	27.3%	3	12	-14.3%	-2	26	4.0%	1
Hispanic	1	0.0%	0	3	0.0%	0	4	0.0%	0
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	0	-100.0%	-1	0	N/A	0	0	-100.0%	-1
Total	96	2.1%	5	82	0.0%	0	178	1.1%	2
Minorities	20	17.6%	3	26	-3.7%	-1	46	4.5%	2

Tables 8, 8A, and 8B profile the regular, full-time faculty by rank—senior and junior positions. It is interesting to note that:

- The senior faculty in the medical schools consists of 22% women and 78% men (unchanged from last year). The senior faculty in the non-medical schools consists of 25% women and 75% men (a slight increase in percentage of women over last year).
- The distribution of junior faculty in medical and non-medical schools also differs—the junior faculty in medical schools consists of 56% women and 44% men; junior faculty in non-medical schools consists of 48% women and 52% men. The percentage of women faculty in junior ranks decreased slightly in both groups.
- Fourteen percent of senior faculty in both medical and non-medical schools are people of color, while 25% of the medical junior faculty and 23% of the non-medical junior faculty are people of color.
- Last year, the junior faculty gender distribution was 53% women and 47% men. This year the split is 51% women and 49% men.
- While women faculty and faculty of color combined account for 43% of the regular faculty, they occupy 36% of the tenure/tenure-track positions, 58% of the non-tenure-track positions, 34% of the full and associate professor positions, and 63% of the assistant professor and instructor positions.

Table 8
Total Faculty
Senior Ranks – Professor and Associate Professor

	MEN			WOMEN			TOTAL		
	02/03 Number	Change from 01/02 Percent	01/02 Number	02/03 Number	Change from 01/02 Percent	01/02 Number	02/03 Number	Change from 01/02 Percent	01/02 Number
White	467	-1.7%	-8	137	5.4%	7	604	-0.2%	-1
Black	11	22.2%	2	13	8.3%	1	24	14.3%	3
Asian	46	9.5%	4	17	0.0%	0	63	6.8%	4
Hispanic	7	16.7%	1	7	0.0%	0	14	7.7%	1
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	1	N/A	1	0	N/A	0	1	N/A	1
Total	532	0.0%	0	174	4.8%	8	706	1.1%	8
Minorities	64	12.3%	7	37	2.8%	1	101	8.6%	8

Table 8
Total Faculty
Junior Ranks – Assistant Professor and Instructor

	MEN			WOMEN			TOTAL		
	02/03 Number	Change from 01/02 Percent	01/02 Number	02/03 Number	Change from 01/02 Percent	01/02 Number	02/03 Number	Change from 01/02 Percent	01/02 Number
White	132	11.9%	14	138	0.7%	1	270	5.9%	15
Black	8	14.3%	1	17	13.3%	2	25	13.6%	3
Asian	29	11.5%	3	19	-5.0%	-1	48	4.3%	2
Hispanic	4	0.0%	0	6	50.0%	2	10	25.0%	2
Am. Native	1	N/A	1	1	N/A	1	2	N/A	2
Unknown	0	-100.0%	-3	0	N/A	0	0	100.0%	-3
Total	174	10.1%	16	181	2.8%	5	355	6.3%	21
Minorities	42	13.5%	5	43	10.3%	4	85	11.8%	9

Table 8A
Non-Medical Faculty Senior Ranks – Professor and Associate Professor

	MEN			WOMEN			TOTAL		
	02/03 Change from 01/02		Number	02/03 Change from 01/02		Number	02/03 Change from 01/02		Number
	Number	Percent		Number	Percent		Number	Percent	
White	354	-1.9%	-7	113	6.6%	7	467	0.0%	0
Black	9	28.6%	2	9	12.5%	1	18	20.0%	3
Asian	38	8.6%	3	11	0.0%	0	49	6.5%	3
Hispanic	5	0.0%	0	6	0.0%	0	11	0.0%	0
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	1	N/A	1	0	N/A	0	1	N/A	1
Total	407	-0.2%	-1	139	6.1%	8	546	1.3%	7
Minorities	52	10.6%	5	26	4.0%	1	78	8.3%	6

Table 8A
Non-Medical Faculty Junior Ranks – Assistant Professor and Instructor

	MEN			WOMEN			TOTAL		
	02/03 Change from 01/02		Number	02/03 Change from 01/02		Number	02/03 Change from 01/02		Number
	Number	Percent		Number	Percent		Number	Percent	
White	89	9.9%	8	87	0.0%	0	176	4.8%	8
Black	4	33.3%	1	9	12.5%	1	13	18.2%	2
Asian	20	5.3%	1	10	11.1%	1	30	7.1%	2
Hispanic	4	0.0%	0	4	100.0%	2	8	33.3%	2
Am. Native	1	N/A	1	1	N/A	1	2	N/A	2
Unknown	0	-100.0%	-2	0	N/A	0	0	-100.0%	-2
Total	118	8.3%	9	111	4.7%	5	229	6.5%	14
Minorities	29	11.5%	3	24	26.3%	5	53	17.8%	8

Table 8B
Medical Faculty Senior Ranks – Professor and Associate Professor

	MEN			WOMEN			TOTAL		
	02/03 Change from 01/02		Number	02/03 Change from 01/02		Number	02/03 Change from 01/02		Number
Number	Percent	Number		Number	Percent		Number	Number	
White	113	-0.9%	-1	24	0.0%	0	137	-0.7%	-1
Black	2	0.0%	0	4	0.0%	0	6	0.0%	0
Asian	8	14.3%	1	6	0.0%	0	14	7.7%	1
Hispanic	2	100.0%	1	1	0.0%	0	3	50.0%	1
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Total	125	0.8%	1	35	0.0%	0	160	0.6%	1
Minorities	12	20.0%	2	11	0.0%	0	23	9.5%	2

Table 8B
Medical Faculty Junior Ranks – Assistant Professor and Instructor

	MEN			WOMEN			TOTAL		
	02/03 Change from 01/02		Number	02/03 Change from 01/02		Number	02/03 Change from 01/02		Number
Number	Percent	Number		Number	Percent		Number	Number	
White	43	7.5%	3	51	2.0%	1	94	4.4%	4
Black	4	0.0%	0	8	14.3%	1	12	9.1%	1
Asian	9	28.6%	2	9	-18.2%	-2	18	0.0%	0
Hispanic	0	N/A	0	2	0.0%	0	2	0.0%	0
Am. Native	0	N/A	0	0	0.0%	0	0	N/A	0
Unknown	0	-100.0%	-1	0	N/A	0	0	-100.0%	-1
Total	56	7.7%	4	70	0.0%	0	126	3.3%	4
Minorities	13	18.2%	2	19	-5.0%	-1	32	3.2%	1

Tables 9, 9A, and 9B give a comprehensive profile of tenure and rank status. Overall, the regular full-time faculty consists of 33% women, 67% men, and 18% people of color. The non-medical faculty consists of 32% women, 68% men and 17% people of color. The medical faculty consists of 37% women, 63% men and 19% people of color.

The Medical Faculty Associates component of medical faculty consists of 35% women, 65% men and 24% people of color. (See Table 9C.)

**Table 9
Total Faculty**

	By Tenure Status						By Rank			
	Total		Tenure/Tenure Track		Non-Tenure-Track		Senior Ranks		Junior Ranks	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	1061	100%	700	100%	361	100%	706	100%	355	100%
Women	355	33%	192	27%	163	45%	174	25%	181	51%
Men	706	67%	508	73%	198	55%	532	75%	174	49%
White	874	82%	597	85%	277	77%	604	86%	270	76%
Black	49	5%	23	3%	26	7%	24	3%	25	7%
Asian	111	10%	66	9%	45	12%	63	9%	48	14%
Hispanic	24	2%	13	2%	11	3%	14	2%	10	3%
Am. Native	2	0%	0	0%	2	1%	0	0%	2	1%
Unknown	1	0%	1	0%	0	0%	1	0%	0	0%
Minorities	186	18%	102	15%	84	23%	101	14%	85	24%

**Table 9A
Non-Medical Faculty**

	Total		By Tenure Status				By Rank			
	Number	Percent	Tenure/Track Number	Tenure/Track Percent	Non-Tenure-Track Number	Non-Tenure-Track Percent	Senior Ranks Number	Senior Ranks Percent	Junior Ranks Number	Junior Ranks Percent
Total	778	100%	592	100%	186	100%	546	100%	232	100%
Women	250	32%	169	29%	81	44%	139	25%	111	48%
Men	528	68%	423	71%	105	56%	407	75%	121	52%
White	646	83%	498	84%	148	80%	467	86%	179	77%
Black	31	4%	21	4%	10	5%	18	3%	13	6%
Asian	79	10%	60	10%	19	10%	50	9%	29	13%
Hispanic	19	2%	12	2%	7	4%	11	2%	8	3%
Am. Native	2	1%	0	0%	2	2%	0	0%	2	2%
Unknown	1	0%	1	0%	0	0%	1	0%	0	0%
Minorities	131	17%	93	16%	38	20%	79	14%	52	22%

**Table 9B
Medical Faculty**

	By Tenure Status						By Rank			
	Total		Tenure/Tenure Track		Non-Tenure-Track		Senior Ranks		Junior Ranks	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	283	100%	108	100%	175	100%	160	100%	123	100%
Women	105	37%	23	21%	82	47%	35	22%	70	57%
Men	178	63%	85	79%	93	53%	125	78%	53	43%
White	228	81%	99	92%	129	74%	137	86%	91	74%
Black	18	6%	2	2%	16	9%	6	4%	12	10%
Asian	32	11%	6	6%	26	15%	13	8%	19	15%
Hispanic	5	2%	1	1%	4	2%	3	2%	2	2%
Am. Native	0	0%	0	0%	0	0%	0	0%	0	0%
Unknown	0	0%	0	0%	0	0%	0	0%	0	0%
Minorities	55	19%	9	8%	46	26%	22	14%	33	27%

**Table 9C
Medical Faculty Associates**

	By Tenure Status						By Rank			
	Total		Tenure/Tenure Track		Non-Tenure-Track		Senior Ranks		Junior Ranks	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	164	100%	41	100%	123	100%	78	100%	86	100%
Women	58	35%	4	10%	54	44%	12	15%	46	53%
Men	106	65%	37	90%	69	56%	66	85%	40	47%
White	125	76%	36	88%	89	72%	63	81%	62	72%
Black	12	7%	1	2%	11	9%	4	5%	8	9%
Asian	24	15%	3	7%	21	17%	9	12%	15	17%
Hispanic	3	2%	1	2%	2	2%	2	3%	1	1%
Am. Native	0	0%	0	0%	0	0%	0	0%	0	0%
Unknown	0	0%	0	0%	0	0%	0	0%	0	0%
Minorities	39	24%	5	12%	34	28%	15	19%	24	28%

In summary, these Tables demonstrate that while we continue to make progress in faculty diversity, our progress is slow and obviously, we cannot relax our efforts.

PART-TIME FACULTY

Appendix I is a profile of limited service part-time faculty by college/school and by gender and ethnicity. The recruitment and appointment of limited service, part-time faculty is governed by the Faculty Code and Handbook and the guidelines established by individual colleges/schools and departments. Typically, a department chair, in consultation with the appropriate regular active status faculty, will establish the need for limited service hires and will recommend appointment through the appropriate dean to the Executive Vice President for Academic Affairs. The department will also establish and recommend the professional qualifications, departmental duties and rank appropriate for these hires. In keeping with University policies and procedures, part-time faculty may be appointed for an academic year (some of whom are regular, benefited) or for one semester only. As is the case for all GW personnel actions, the appointment, compensation, renewal, promotion, termination, and all other terms and conditions of appointment of limited service faculty is based solely on merit and academic need.

The part-time faculty consists of 65% men and 35% women, a distribution similar to the full-time faculty. If we exclude the faculty whose ethnicity is unknown, 15% of the part-time faculty are people of color, a smaller proportion than the 18% full-time. Looking separately at the non-medical faculty, 41% are women compared to 32% of the full-time faculty. On the other hand, people of color make up 14% of the total part-time faculty (with known ethnicity) compared to 18% of the full-time. In the Medical Center, the proportions of women faculty and faculty of color are both less in the part-time faculty than in the full-time faculty.

CAMPUS CLIMATE

The Executive Vice President for Academic Affairs continues to promote initiatives that support faculty and that help to create a genuinely inclusive environment.

Faculty Development and Support

Faculty development, support, and retention continue to be the driving force behind a number of programs and activities. These have included: additional resources and funding for research, the University-wide new faculty orientation, expansion of the orientation program for department chairs and program directors, and targeted salary increases. The Administration, Faculty Senate, Council of Deans and department chairs have focused attention on such issues as the annual evaluation process, flexible contractual arrangements, and the review and revision of departmental by-laws and procedures. The preparation of annual faculty reports is used increasingly as an opportunity for fostering continuing faculty development.

Exit Interviews

Over the past few months the Office of Faculty Recruitment and Personnel Relations (FRPR) has been exploring the pros and cons of an exit interview program to solicit feedback from faculty who voluntarily leave the University. By collecting information on all aspects of a faculty member's association with the University, we would have valuable information that could assist us in reducing turnover and improving the quality of work life for all faculty by:

- Identifying problem areas across the University and within a specific school or department.
- Identifying quality of work life issues.
- Measuring the success of various workplace initiatives (orientations, mentoring programs, etc.).

Presently FRPR is surveying universities (including market basket schools) to gather information about their experience with exit interviews. FRPR's goal is to submit a report on findings, including preliminary recommendations to the Executive Vice President for Academic Affairs by the end of the current academic year.

Climate Survey

Gathering faculty feedback is a fundamental component of the University's continuing efforts to recruit, develop and retain faculty. As a result, periodically the University surveys continuing faculty for information about work life issues. The 1996 Faculty Climate Survey (distributed to all full-time regular active status faculty) resulted in the administration working with deans, department chairpersons and the Faculty Senate to address the issues raised

with reference to mentoring, recruitment practices, promotion and tenure, research support, salary information, faculty networks and “issue” luncheons.

It is now time to repeat this important survey. Over the next few months FRPR will work with Academic Planning and Special Projects and other relevant constituencies to develop a Faculty Climate Survey to be distributed during the 2003-04 academic year. In line with the 1996 Faculty Climate Survey, the new survey will cover such topics as job satisfaction, working conditions, hiring practices, development opportunities, compensation, university policies, etc.

Personnel Relations

On behalf of the Executive Vice President for Academic Affairs, FRPR continues to assist deans, department chairs and faculty by providing information, advice and counsel and policy interpretation. This includes, but is not limited to:

- Helping to ensure that applicable University policies and procedures governing faculty are followed and applied consistently across the University.
- Working with deans and department chairs to address faculty performance issues, complaints, workplace problems/conflicts and assisting them in developing fair and equitable resolutions.
- Confidentially counseling faculty regarding their Code-protected rights and responsibilities and helping them develop appropriate strategies and action plans for dealing with their situations.

Faculty Recruitment Activities

General. FRPR continues to monitor the appointment of faculty and librarians for equal employment opportunity purposes, counsel deans, department chairs, and search committees about University equal employment policies, and serve as a resource in support of recruitment activity in academic units. FRPR meets with school committees, department chairs, and search committees on such issues as effective planning, affirmative searches, fair and equitable processes, confidentiality, communicating with applicants/candidates, handling internal applicants/candidates, developing position criteria, evaluating dossiers, interviewing and selection strategies, and checking references.

New and Revised Recruitment Forms and Guidelines. In keeping with the letter and the spirit of applicable laws, the University must demonstrate that it actively advocates equal opportunity in education and employment for all qualified persons by way of its Affirmative Action Plan and by complying with the requirements established by the Department of Labor's Office of Federal Contract Compliance Programs. Toward that end, University academic departments/libraries and search committees must indicate compliance with University recruitment and employment policies and procedures by completing the appropriate forms throughout various stages of the recruitment process.

To more carefully monitor compliance and to improve the collection of information required for reports, in fall 2002 FRPR distributed a set of newly revised recruitment forms, including *Guidelines* for completing them, to deans, department chairs, and program and library directors. The new *Guidelines* also define those situations in which the University might consider a departure from the standard recruitment process.

Under normal circumstances, departments/programs/libraries must use the recruitment procedures outlined in the *Faculty Code/Handbook* and the *Policies and Procedures for the Recruitment of Faculty and Librarians* (PPRF&L). Occasionally, however, a situation may arise that will necessitate a departure from the standard recruitment and evaluation process.

On a case-by-case basis, under special circumstances, the University may permit placement of a qualified individual into an academic position without the benefit of a national search, taking into account appropriate equal opportunity and affirmative action measures. The Executive Vice President for Academic Affairs would make such appointments, in consultation with the relevant dean, faculty committees, other academic administrators, and the University Affirmative Action Officer for Faculty Personnel. Requests to waive the standard search process will be considered under the following circumstances:

1. In an emergency situation (e.g., the loss of one or more key faculty members or an entire department);
2. Where there is a clear, demonstrated business need that must be quickly met (e.g., addressing an unforeseen, external event that necessitates a prompt, business response to remain competitive);
3. In an exceptional situation (e.g., where a world-class candidate or one with special talents that will confer a distinct benefit to the University's mission is available); or
4. In other special circumstances (i.e., nominal appointments, appointments for less than an academic/fiscal year).

While the guidelines facilitate completing all of the necessary paperwork for the recruitment process, they are not meant to replace the PPRF&L. The PPRF&L outlines University policies and procedures pertaining to equal employment opportunity and affirmative action; highlights responsibilities of department chairs and search committees; provides helpful tips for search committees and guidelines regarding advertisements and position announcements, etc.

Faculty of Color— Issue Discussions and Networking Opportunities

The Executive Vice President for Academic Affairs continues to provide opportunities for faculty of color to network with colleagues across the campus, as well as to provide venues to discuss issues that affect their quality of campus life. Below are two initiatives that are intended to foster a closer relationship with GW faculty of color.

General. In October 2002, President Trachtenberg and Executive Vice President Lehman invited faculty of color to join them for breakfast to discuss various issues related to the quality of their professional lives at GW and to get advice about ways the University constituencies can more effectively work together to continue to improve our campus climate. To set the stage for the discussion, participating faculty were asked to read the February 1993 report – *Action Plan to Improve the Collegial Climate: Making The George Washington University a Model of Cultural Diversity* (a synthesis of two reports; one commissioned by President Trachtenberg and one by the GW Faculty Senate) to help assess what the University must do to continue to improve.

Comments during the general and table discussions at this event centered on the many improvements that have taken place at GW since President Trachtenberg joined the

University as well as the need to continue activities that preserve these gains, the need to examine retention issues within specific schools/departments, and the importance of increasing the number of networking opportunities and issues discussions.

Hispanic Faculty. In response to the concerns about the lack of growth in the number of Hispanic faculty over the past 10 years, Executive Vice President Lehman invited Hispanic faculty to a luncheon to discuss strategies that deans, department chairs and search committees could use during AY 2002-03 and beyond. A vigorous discussion resulted in the following suggestions:

Short-Term Strategies

- Challenge the fallacy that there aren't enough Hispanics in the pipeline. It's a question of being competitive enough to attract them and requires good compensation packages and start-up support, and targeting such states as Texas, California, New York, and the Commonwealth of Puerto Rico.
- Challenge the mindset that seems to be "we are GW they have to come to us" rather than using money, energy and resources to reach out to Hispanics and other faculty of color.
- Ensure that deans, department chairs, and program directors understand that reaching out is part of their responsibilities.
- Expand the list of publications used to place position announcements.
- Make phone calls to prospective applicants.
- Use Hispanic interest groups within relevant professional organizations to seek out possible candidates.
- Ensure that a person of color is on each search committee.

Long-Term Strategies

- Leadership from the top down is essential -- consider an incentive to department chairs to actively recruit Hispanic candidates.
- Encourage recruitment and retention of Hispanic faculty by focusing on mentoring new faculty to help them navigate the school/department systems, perhaps pairing them with a successful senior faculty member, support them in writing grants, etc.
- There needs to be ongoing contact with potential Hispanic faculty even when positions are not available.
- Hire more Hispanics in deans' level positions so that they will be more visible.
- There may be misperceptions about Hispanic faculty contributions. As a result, public relations work is needed to make achievements of Hispanic faculty known.
- Mount a public relations effort about GW's interest in and support of increasing the number of Hispanic faculty.

- The University's web site should have a place to click on for a Spanish translation of, at least, the University's mission statement – on the University's and Schools' web sites.
- GW should be more involved in the Hispanic community.
- Consider partnering with La Raza.
- Develop ideas to support grant writers working on Hispanic community issues.
- GW could consider aggressively recruiting Hispanic doctoral students and post docs.
- Provide enough money to search committees so that they can place position announcements in a variety of publications, etc.

The general discussion at this luncheon was immensely helpful, informative and underscored the need to maintain closer ties with Hispanic faculty as we struggle to increase the Hispanic faculty population. Most of the short-term outreach strategies mentioned above are currently listed in "*Suggestions for Achieving a Diverse Applicant Pool*" a document that FRPR distributes in recruitment workshops and to search committees upon request. Other strategies will be shared and discussed with deans and department chairs and search committees.

Salary Equity

We continue to monitor faculty salaries to identify and correct inequities. The Administration conducts periodic, University-wide reviews by way of the Faculty Salary Equity Committee, which is composed of representatives from the Office of Academic Affairs and the Faculty Senate. Special salary reviews, those requested by individual faculty members or their deans, are handled on a case-by-case basis. Salaries that warrant an adjustment, pursuant to our current salary Administration policy, are adjusted accordingly.

University Committee on the Status of Women Faculty and Librarians

The University Committee on the Status of Women Faculty and Librarians (Committee) was established to identify obstacles to the professional and personal development of women faculty and librarians and to increase their contributions to the University; to develop and recommend strategies to overcome obstacles and improve conditions of campus life for women faculty and librarians; and to collaborate with the Office of Academic Affairs to implement these strategies across the University. Since its inception, the Committee has held a number of meetings and seminars focusing on such issues as: development strategies for women and faculty of color, mentoring and networking, campus climate, faculty governance, strategies for promotion, tenure and renewal, the research climate at GW, and many others. The committee members continue to work with women within their respective schools and libraries to share information and solicit issues for University and committee consideration. This past fall, following considerable research and deliberations, the Committee submitted recommendations for competitive, special leave policies (including parental leave) to the Executive Vice President for Academic Affairs. The Executive Vice President for Academic Affairs forwarded the report to the Ad Hoc Committee on the Tenure Clock to inform their discussions concerning parental leave and tenure clock issues.

SCHOOLS ACTIVITIES

Across the University, each School has instituted programs designed to improve the recruitment and retention of faculty in general and women faculty and faculty of color, in particular. A few illustrative examples include: mentoring programs for junior faculty, orientation workshops for all new faculty, summer research support for junior faculty, and workshops for search committees.

A CONTINUING CHALLENGE

As Table 4 shows, the changes between years 1988/89 and 2002/03 give the University a great deal to be proud of regarding its faculty diversity gains. We have indeed been successful in increasing the presence of women and people of color in the faculty ranks. However, these achievements have not perfectly matched our intentions; this is particularly true of our efforts to recruit and retain Black and Hispanic faculty. As a result, we must do even more, beginning with reemphasizing our commitment to faculty diversity and fine-tuning our efforts to achieve our goals.

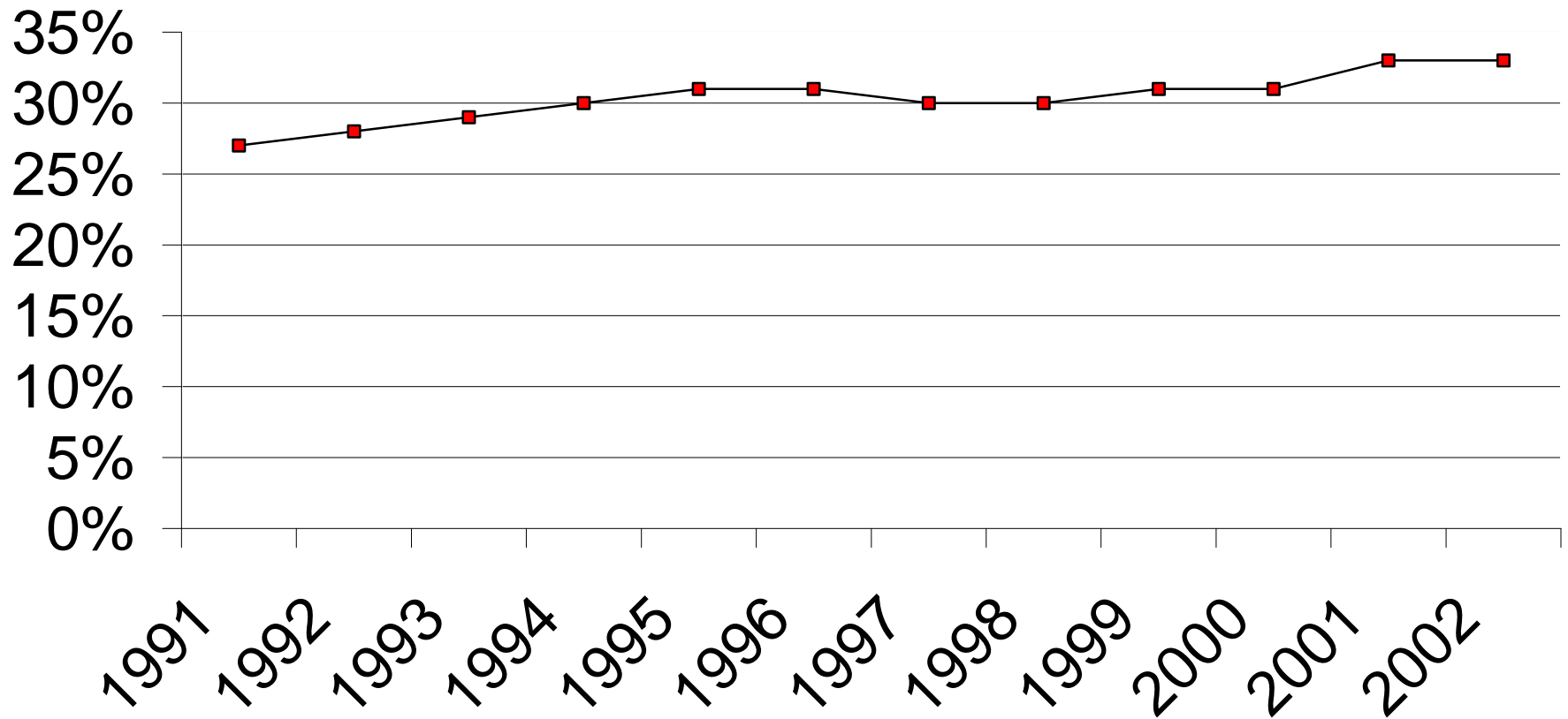
Over the next few months, the Executive Vice President for Academic Affairs and FRPR will work with the Council of Deans and department chairs on a preliminary plan of action to intensify outreach overall, with particular focus on outreach to Blacks and Hispanics. The results of these discussions will include, but not be limited to, establishing basic short and long-term outreach criteria. In the meantime, and in preparation for the next recruitment cycle, the Executive Vice President for Academic Affairs will request that each department seeking permission to recruit during the 2003-04 academic year include an outreach plan as part of their request to fill the position. The outreach plan should describe the special efforts they will employ to reach qualified women and people of color and to encourage them to apply. It should be noted that if we are to improve our outreach to women and people of color, it requires each segment of the University to contribute fully toward the achievement of this important objective.

APPENDICES

Appendix A1:	Percentage of Women Regular Faculty
Appendix A2:	Percentage of Regular Faculty of Color
Appendix B:	New Full-Time Faculty, Academic Years 1996-97 to 2002-03
Appendix C:	Full- Time Faculty by School and Percent Change Between Academic Years 1988-89 and 2002-03
Appendix D:	Full- Time Faculty by Contract Status and Percent Change Between Academic Years 1988-89 and 2002-03
Appendix E:	Full- Time Faculty by Rank and Percent Change Between Academic Years 1988-89 and 2002-03
Appendix F:	2001-03 Full- Time Faculty of Color By School
Appendix G:	Women and Minority Faculty DC Area Institutions Fall 2001 Staff IPEDS
Appendix H1:	Full- Time Faculty Terminations
Appendix H2:	Full- Time Faculty Terminations
Appendix H3:	Full- Time Faculty Terminations
Appendix I:	Part- Time Faculty

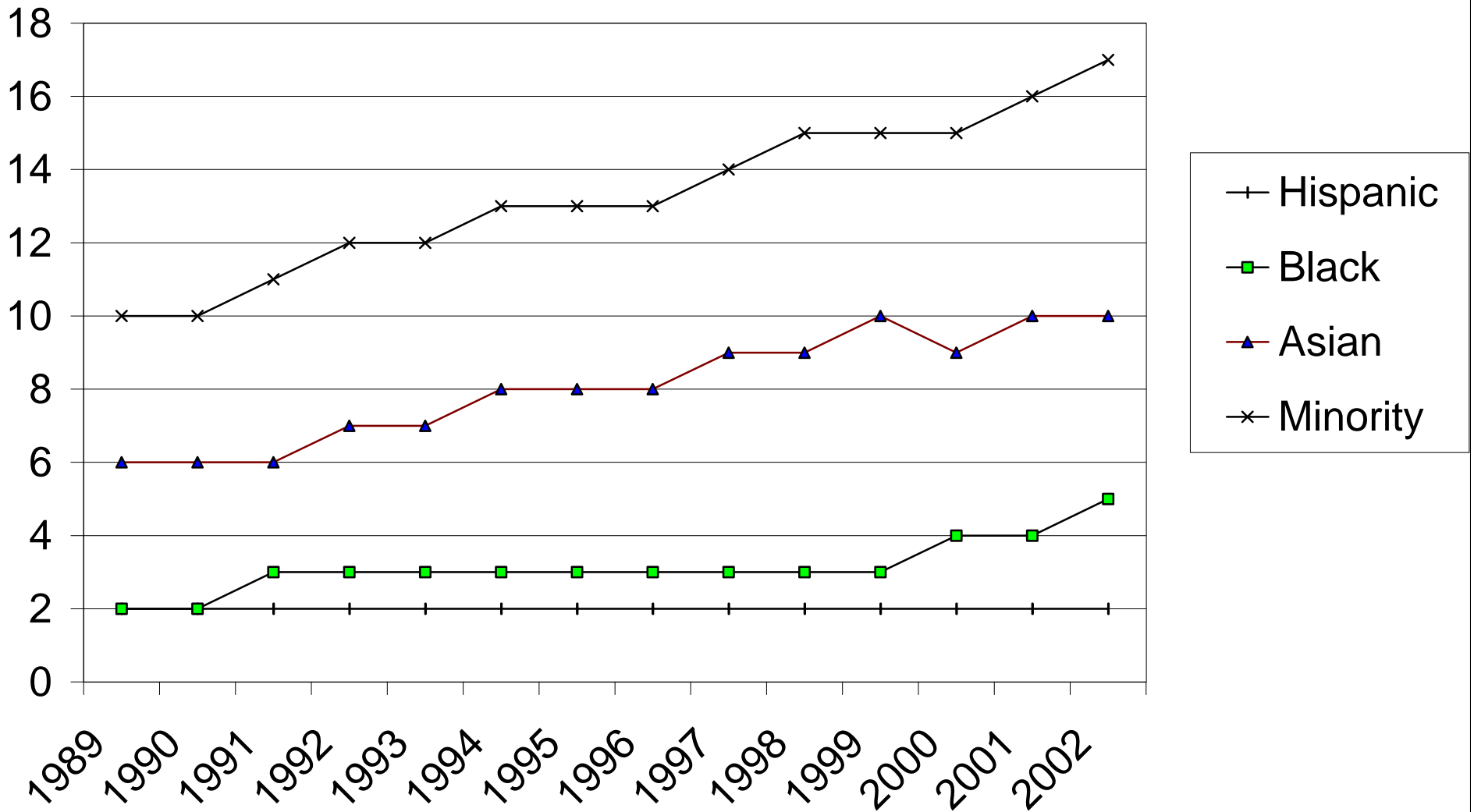
APPENDIX A1

Percentage of Women Active-Status Regular Faculty



APPENDIX A2

Percentage of Regular Active-Status Faculty of Color



APPENDIX C

Full-time Faculty by School and Percent Change Between Academic Years 1988/89 and 2002/03

SCHOOL	TOTAL	MEN			WOMEN			MINORITY		
	02/03	02/03	Change from 88/89		02/03	Change from 88/89		02/03	Change from 88/89	
	Number	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
CCAS	386	243	9.5%	21	143	74.4%	61	61	205.0%	41
SBPM	126	92	22.7%	17	34	126.7%	19	27	440.0%	22
ESIA	39	30	76.5%	13	9	800.0%	8	4	300.0%	3
SEAS	84	73	5.8%	4	11	83.3%	5	15	50.0%	5
GSEHD	66	34	54.5%	12	32	39.1%	9	12	300.0%	9
LAW	71	50	38.9%	14	21	75.0%	9	12	500.0%	10
SMHS	247	154	-27.7%	-59	93	45.3%	29	50	51.5%	17
SPHHS	36	24	N/A	24	12	N/A	12	5	N/A	5
UNIV	6	6	50.0%	2	0	0.0%	0	0	0.0%	0
TOTAL	1061	706	7.3%	48	355	74.9%	152	186	151.4%	112

APPENDIX D

Full-Time Faculty by Contract Status and Percent Change Between Academic Years 1988/89 and 2002/03 Tenured and Tenure-Track Positions Combined

	Men			Women			Total		
	02/03	Change from 88/89		02/03	Change from 88/89		02/03	Change from 88/89	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	446	-15.5%	-82	151	25.8%	31	597	-7.9%	-51
Black	9	28.6%	2	14	250.0%	10	23	109.1%	12
Asian	47	80.8%	21	19	111.1%	10	66	88.6%	31
Hispanic	5	-44.4%	-4	8	300.0%	6	13	18.2%	2
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	1	N/A	1	0	N/A	0	1	N/A	1
TOTAL	508	-10.9%	-62	192	42.2%	57	700	-0.7%	-5
Minorities	61	45.2%	19	41	173.3%	26	102	78.9%	45

APPENDIX E

Full-Time Faculty by Rank and Percent Change Between Academic Years 1988/89 and 2002/03 Senior Ranks - Professor and Associate Professor

	Men			Women			Total		
	02/03	Change from 88/89		02/03	Change from 88/89		02/03	Change from 88/89	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	467	-7.0%	-35	137	44.2%	42	604	1.2%	7
Black	11	83.3%	5	13	550.0%	11	24	200.0%	16
Asian	46	130.0%	26	17	112.5%	9	63	125.0%	35
Hispanic	7	-12.5%	-1	7	250.0%	5	14	40.0%	4
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	1	N/A	1	0	N/A	0	1	N/A	1
TOTAL	532	-0.7%	-4	174	62.6%	67	706	9.8%	63
Minorities	64	88.2%	30	37	208.3%	25	101	119.6%	55

APPENDIX F
2002/03 Full-time Faculty of Color By School

Tenured and Tenure-Track Positions Combined

SCHOOL	Minority	Black	Asian	Hispanic	Am. Native
CCAS	44	10	29	5	0
SBPM	17	4	12	1	0
ESIA	3	0	2	1	0
SEAS	15	0	14	1	0
GSEHD	5	2	0	3	0
LAW	9	5	3	1	0
SMHS	9	2	6	1	0
SPHHS	0	0	0	0	0
UNIV	0	0	0	0	0
TOTAL	102	23	66	13	0

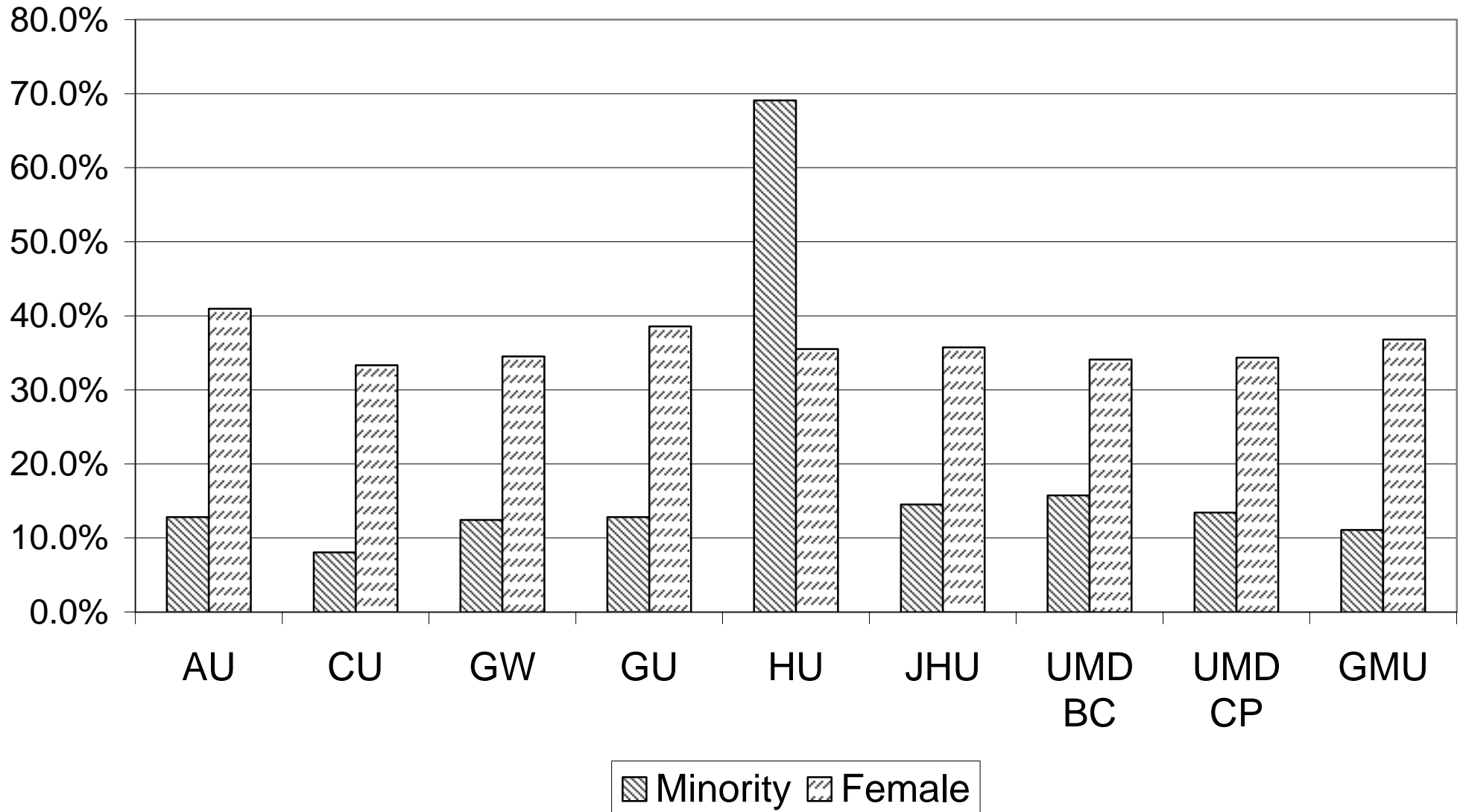
Non - Tenure - Track

SCHOOL	Minority	Black	Asian	Hispanic	Am. Native
CCAS	17	3	9	5	0
SBPM	10	4	5	0	1
ESIA	1	1	0	0	0
SEAS	0	0	0	0	0
GSEHD	7	1	4	1	1
LAW	3	1	1	1	0
SMHS	41	16	23	2	0
SPHHS	5	0	3	2	0
UNIV	0	0	0	0	0
TOTAL	84	26	45	11	2

Appendix G

Women and Minority Faculty

DC Area Institutions - Fall 2001 Staff IPEDS



Source: National Center for Education Statistics - Integrated Postsecondary Education Data System
 Data include all full-time faculty (regular, research, and visiting)
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APPENDIX H1
Full-time Faculty Terminations

Terminations October 2001 through September 2002, Includes Visiting Faculty														
Count of Last	Sex		Race			Female Total	Male					Male Total	Grand Total	
	Female		Asian	Hispanic	White		Asian	Black	Hispanic	Unknown	White			
accepted another position					2	2						2	2	4
denied tenure												2	2	2
end of contract					1	1								1
moved to affiliate					1	1						1	1	2
moved to part-time					3	3						1	1	4
non-reappointment												1	1	1
resigned		2			7	9		3		1	1	10	15	24
retired												1	1	1
retired emeritus					2	2						6	6	8
temporary appointment		1		2	19	22		4		1		14	20	42
terminated												1	1	1
Grand Total		3		2	35	40		7		2		1	39	90
Terminations October 2001 through September 2002, Excludes Visiting Faculty														
Count of Last	Sex		Race			Female Total	Male				Male Total	Grand Total		
	Female		Asian	White	Female Total		Asian	Black	Hispanic	White				
accepted another position				2	2	2				2	2	4		
denied tenure										2	2	2		
end of contract				1	1	1						1		
moved to affiliate				1	1	1				1	1	2		
moved to part-time				3	3	3						3		
non-reappointment										1	1	1		
resigned		2		7	9	9	3	1		1	10	15	24	
retired										1	1	1		
retired emeritus				2	2	2				6	6	8		
temporary appointment				1	1	1				3	3	4		
terminated										1	1	1		
Grand Total		2		17	19	19	3	1		1	27	32	51	

APPENDIX H2
Full-time Faculty Terminations

Terminations October 2001 through September 2002, Excludes Medical Faculty

Count of Last	Sex		Race					Female Total	Male					Male Total	Grand Total
	Female	Male	Asian	Hispanic	White	Black	Hispanic		Unknown	White					
accepted another position					2		2						2	2	4
denied tenure													2	2	2
moved to part-time					3		3						1	1	4
non-reappointment													1	1	1
resigned	2				6		8	3		1			7	11	19
retired							1						1	1	1
retired emeritus					1		1						5	5	6
temporary appointment	1		2		19		22	4	1			1	14	20	42
Grand Total	3		2		31		36	7	1	1		1	33	43	79

Terminations October 2001 through September 2002, Medical Faculty, Excludes Visiting

Count of Last	Sex		Race			Female Total	Male		Male Total	Grand Total
	Female	Male	White	Black	White					
end of contract	1		1			1		1	1	
moved to affiliate	1		1			1		1	2	
resigned	1		1	1		3	1	4	5	
retired emeritus	1		1			1		1	2	
terminated						1		1	1	
Grand Total	4		4	1		6	1	7	11	

APPENDIX H3
Full-time Faculty Terminations

Terminations October 2001 through September 2002, Regular Faculty, Excludes Visiting and Medical										
Count of Last	Sex		Race			Female Total	Male		Male Total	Grand Total
	Female	Male	Asian	Hispanic	White		Asian	Hispanic		
Term_Reason	Asian	White								
accepted another position		2	2			2			2	4
denied tenure								2	2	2
moved to part-time		3	3							3
non-reappointment								1	1	1
resigned	2	6	8	3	1	7			11	19
retired								1	1	1
retired emeritus		1	1					5	5	6
temporary appointment		1	1					3	3	4
Grand Total	2	13	15	3	1	21			25	40

APPENDIX I

PT Faculty by School, Gender and Ethnicity															
Fall 2002															
	Total	Male		Female		Minority		Black		Asian		Hispanic		Native American	
	Faculty	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.
CCAS	532	274	51.5%	258	48.5%	78	14.7%	18	3.4%	37	7.0%	23	4.3%	0	0.0%
SBPM	93	70	75.3%	23	24.7%	13	14.0%	3	3.2%	9	9.7%	1	1.1%	0	0.0%
ESIA	37	29	78.4%	8	21.6%	3	8.1%	0	0.0%	1	2.7%	2	5.4%	0	0.0%
SEAS	115	99	86.1%	16	13.9%	16	13.9%	2	1.7%	9	7.8%	3	2.6%	2	1.7%
GSEHD	82	23	28.0%	59	72.0%	15	18.3%	12	14.6%	1	1.2%	2	2.4%	0	0.0%
LAW	103	70	68.0%	33	32.0%	3	2.9%	1	1.0%	0	0.0%	2	1.9%	0	0.0%
UNIV	9	6	66.7%	3	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total University*	971	571	58.8%	400	41.2%	128	13.2%	36	3.7%	57	5.9%	33	3.4%	2	0.2%
SMHS*	1798	1264	70.3%	534	29.7%	258	14.3%	89	4.9%	117	6.5%	52	2.9%	0	0.0%
SPHHS*	210	108	51.4%	102	48.6%	27	12.9%	16	7.6%	6	2.9%	5	2.4%	0	0.0%
Total Medical**	2008	1372	68.3%	636	31.7%	285	14.2%	105	5.2%	123	6.1%	57	2.8%	0	0.0%
Total	2979	1943	65.2%	1036	34.8%	413	13.9%	141	4.7%	180	6.0%	90	3.0%	2	0.1%
*Total University Part-time Faculty count includes 55 faculty members whose ethnicities are unknown and 50 International faculty members.															
**Total Medical Part-time Faculty count includes 170 faculty members whose ethnicities are unknown.															
J:\IR\Projects\Senate02\2002_PT_Faculty_by_School.xls															
03/02/14															