

# **Assessing the Necessity of Extending the Maximum Probationary Period**

By J. Lee & C.B. Smith

May 22, 2006

(Unanimously endorsed by SACUA, May 22, 2006)

## Acknowledgements

This report could not have become a reality without the expertise and assistance of Thomas J. Palmer, Enterprise Resource Planning Senior Business Analyst in the Human Resources and Affirmative Action Office (HRAA). His ability to extract data across two human resource databases and his experience with university recordkeeping made meaningful analysis possible. We thank Marilyn G. Knepp, Associate Vice President for University Budget, Planning, and Administration, and Jeffery Frumkin, Assistant Provost and Senior Director of Academic Human Resources, who helped with the interpretation of the data and made certain that the results were represented accurately. Finally we thank Lori J. Pierce, Associate Provost for Academic Affairs, who led us to ask the right questions and through whose influence we gained access to the people and resources needed to carry out this study.

## Executive Summary

- Of 2828 faculty members who were hired into tenure-track positions at the University of Michigan between 1990 and 2005, only 3 remained in an untenured position for more than 8 years on the tenure clock.
- When including those hired with tenure, women were consistently granted tenure as a percent of their gender at the same rate (~60%) as men.
- In the early 1990's, female faculty were granted tenure upon hire at nearly half the rate of their male counterparts. By the mid-1990's that gap had narrowed and by the end of the study, women had surpassed men in several years. Since 2004, the gap appears to have widened again.
- For both men and women, the total amount of time between the date of being hired and the date of receiving tenure is essentially the same.
- For those who do not receive tenure, women stay slightly longer in a probationary position than men before leaving the tenure track without tenure.
- Although the mean years to tenure for men and women are similar, with women slightly higher in full-time years, the distribution of those years is skewed more often towards a longer probationary period for women than for men.
- Of those who leave the tenure track before receiving tenure, over 35% more women than men remain more than four full-time years and more than 7 total years before leaving. Thus, for those who leave the distribution of years to probationary period resolution is more heavily skewed towards a longer probationary period for women than for men.
- The present study indicates that the temporal parameters designated in the Bylaws of the Regents of the University of Michigan for the tenure probationary period are appropriate and that adequate measures currently exist for providing flexibility in the tenure-granting process.
- Although faculty recruiting practices are not the subject of this study, the observation that men are granted tenure upon hire at a substantially higher rate than are women, strongly suggests that recruitment is a key factor in differences in the number of men and women in tenured faculty positions at the University of Michigan.

## **Introduction**

Since the AAUP's *1940 Statement of Principles on Academic Freedom and Tenure*, the process of granting tenure in colleges and universities across the nation has reached equilibrium. Currently, most schools base their qualifications on a six year standard time frame. While this certainly varies between schools and disciplines, the stability of this system has allowed incoming professors to grasp the general criteria for achieving tenure at individual institutions, even if the particulars were not explicit. The longevity of the system allowed schools to adjust their standards to match others of a comparable stature. Simultaneously, it granted incoming professors the opportunity to balance the potentials of academic environment with the desired speed to achieve tenure and job security.

The report of the Committee to Consider a More Flexible Tenure Probationary Period (Flexible Tenure Committee), dated June 30, 2005, expresses the need for the University of Michigan to deviate from these established norms. This study investigated the necessity of one of the committee's assertions – that the maximum probationary period defined in Regents' Bylaw 5.09 should be extended from eight years to ten years. To evaluate this proposal, we sought to determine how often individuals actually used that terminal eighth year and how often, if ever, individuals remained as an assistant professor beyond that eighth year. In addition, the report of the Flexible Tenure Committee posits that under the current policy women are “particularly burdened” by the “demands of family life” and that they might be stigmatized if they were to seek an extension to the probationary period. While a strictly quantitative analysis cannot speak to one's decision-making and perception of bias, it can provide a glimpse as to the equality of gender treatment as a whole.

## **Methodology**

Data for this study were provided by the Human Resources and Affirmative Action Office. The study was limited to the academic years of 1990-91 through 2004-2005. Given that the vast majority of probationary periods began on September 1, that date was used as the start of each academic year. The data included each individual's gender, self-reported race, major school or college (henceforth referred to as “unit”), tenure status upon hire, effort data for each year of the study and the following tenure clock dates:

- First appointment to a tenure track position
- End tenure track
- Tenure granted

In keeping with Office of the Provost procedures, any dates relating to the tenure clock were reset to start of the respective academic term. Therefore, any date falling between January 1 and May 31 (April 30 for Dearborn) were assigned an effective date of January 1; likewise, any date between June 1 (May 1 for Dearborn) and December 31 had an effective date of September 1. For those who left the probationary period without tenure when their “end” date was the last of a term (i.e. April 30, May 31 or December 31), the assigned effective date was the start of the next term since it was concluded that they did complete that term.

For study participants, effort was summed for each year over their tenure track positions, with effort from non-tenure track jobs excluded, allotting for the appropriate reporting period of the position. Those years with an effort equal or greater than 80% were listed as a full-time appointment and that year counted on the tenure clock. The number of years between the beginning and end of the probationary period was also calculated. Henceforth, those values shall be termed full-time and total years respectively. While those hired with tenure were included in the study, they were excluded from all calculations of mean time in the probationary period.

We acknowledge that continuing the study into 2005 has both positives and negatives. While it can give us a picture of current trends, those recent years will also skew the distribution of time to decision towards fewer years. Therefore, whenever calculating time means, only the years 1990-91 through 1997-98 will be used. Before 1999, the number of individuals remaining in the probationary period is very limited ( $N < 5$ ); afterwards, that number rapidly increases. When the 1991-1998 subset is used, the distinction will be noted on the table or figure.

## Results

### Length of Probationary Period

The most important goal of this study was to determine how many people used or exceeded the maximum time on the probationary period. Therefore, we totaled the full-time years for each study participant and compared that with the potential outcomes. Tables 1a and 1b illustrate those outcomes for newly hired professors for both the entire study and the 1991-98 subset. That latter was included to provide an accurate comparison of the relative proportions of the outcomes. Those professors who began after 1999 bias the table towards quick conclusions. In fact, the number of individuals completing eight or more full-time years is the same in the two tables because time did not permit anyone beginning after 1998 from completing that many years. Three people were identified as having more than eight full-time years and another ten as having used that eighth year. These data would not indicate if the counting of any of these years was waived by the respective unit or dean; however, that information will soon be provided by the Office of the Provost. These data do prove that individuals very rarely use more than seven years on the tenure clock. Although one person has yet to conclude the probationary period, for those that have, half were granted tenure – a percentage consistent with the overall outcome ratios. The flexibility of the current system works.

**Table 1a - Probationary Period Outcomes, 1990-2005**

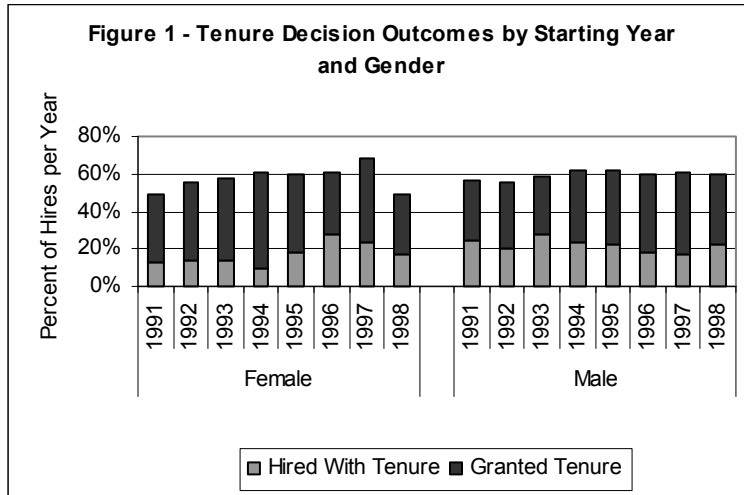
Full-Time Years	Hired with Tenure	Granted Tenured	Left without Tenure	Still On Track	Total
0	586	118	184	104	992
1	0	90	144	172	406
2	0	83	155	164	402
3	0	108	153	98	359
4	0	83	70	86	239
5	0	106	48	40	194
6	0	123	33	14	170
7	0	30	19	4	53
8	0	6	4	0	10
9	0	0	1	0	1
10	0	0	1	0	1
11	0	0	0	1	1
Total	586	747	812	683	2,828

**Table 1b - Probationary Period Outcomes, 1990-1998**

Full-Time Years	Hired with Tenure	Granted Tenured	Left without Tenure	Still On Track	Total
0	296	83	137	12	528
1	0	64	82	3	149
2	0	45	103	2	150
3	0	67	94	1	162
4	0	76	58	3	137
5	0	94	45	1	140
6	0	92	29	1	122
7	0	27	17	0	44
8	0	6	4	0	10
9	0	0	1	0	1
10	0	0	1	0	1
11	0	0	0	1	1
Total	296	554	571	24	1,445

## Overview of Gender and Probationary Period Lengths

When evaluating the current policies, the committee believed that men and women were treated differently or at least that perception existed for female assistant professors. Though

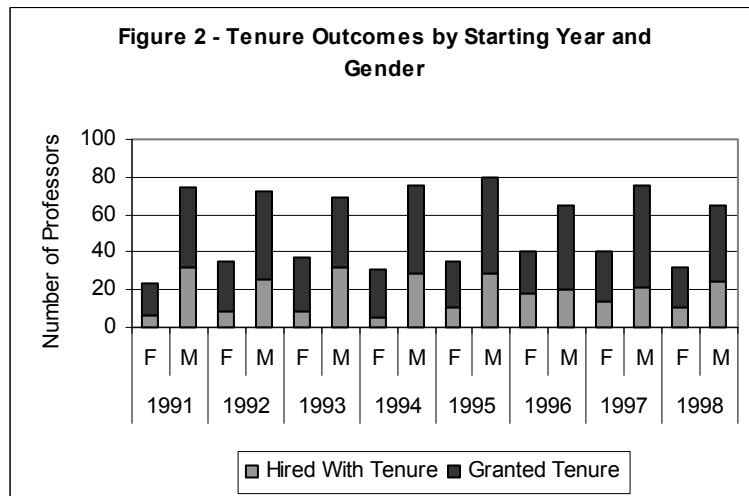


limited to quantitative data only, the present study answers the essential questions of whether women have the same success rate in achieving tenure as men and how long on average each gender is spending in the probationary period. Appendix A breaks down the frequency of outcomes for each gender and their mean time using both metrics based on the first year

on the tenure track. The percentages in the second and third rows of each year allow for comparison both within and regardless of gender. When including those hired with tenure, women were consistently granted tenure as a percent of their gender at the same rate (~60%) as men (Figure 1). The striking

difference lies in those hired with tenure (Figure 2). In the early 1990's, female professors were granted tenure upon hire at nearly half the rate of their male counterparts. By the mid-1990's that gap had narrowed and by the end of the study, women had surpassed men in several years.

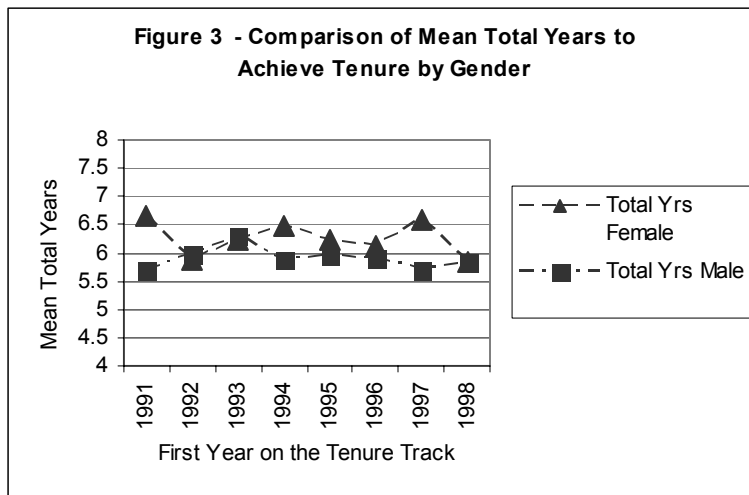
Since 2004, the gap appears to have widened again (Appendix B), although it is too soon to determine if this is a trend or aberration.



Focusing on the professors who spent time in the probationary period, women had a slightly greater overall success rate than men (40.1% to 37.5%). Only when those who were hired with tenure are included does the success rate for men surpass that of women. Even then,

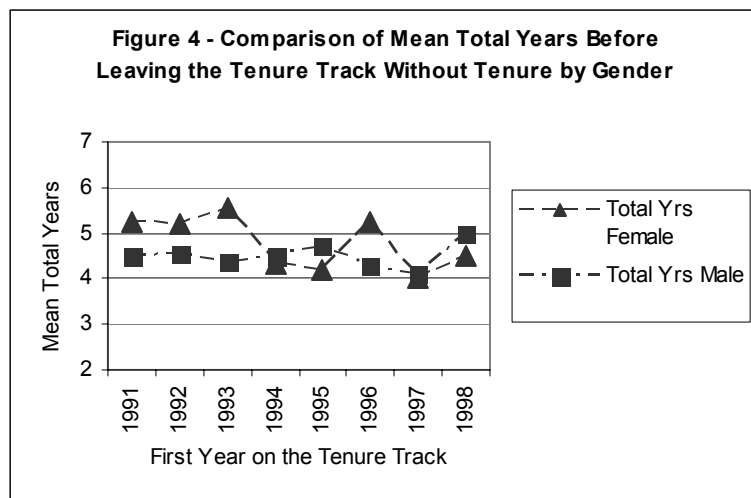
that advantage is slight. If achieving tenure is used as a metric for comparing the treatment of the genders, women are disadvantaged only at hiring. A higher proportion is forced to enter the probationary period to earn tenure; and in that arena, they do so and at a rate equal or greater than their male counterparts.

While Figure 1 shows the gender gap in achieving tenure is limited to numerical differences and does not translate to a different rate of success, neither speaks to the time necessary to gain tenure. Figure 3 illustrates the mean time to tenure in total years for men and



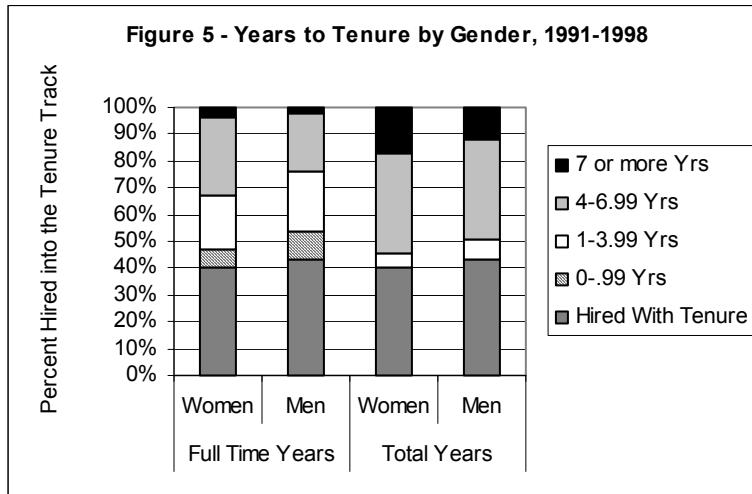
women. Using the total year metric, the genders appear virtually equivalent. The full-time years were also calculated for this time frame, see Appendix A; however, by using total years, we understand the passage of time as the professor sees it. Therefore this conclusion asserts that it takes the same amount of time from hire to tenure for both men and women.

Similar calculations, but limited to those who left the tenure track without tenure, are displayed in Figure 4. Here women have a slightly longer stay before leaving the tenure track without tenure. Again, it is impossible to ascertain intent or perceptions from this data. Likewise, we cannot evaluate the policies of individual units by seeing the effects of tenure policies aggregated university-wide. However, we can discern that overall that women achieve tenure at a similar rate and in a similar time-frame as men.



## Achieving Tenure and Gender

Although the mean times to tenure for women and men are equivalent, this does not address the distribution of time. The years on the tenure clock are displayed by gender in Figure 5. In terms of full-time years, 1 in 3 women took 4 or more years, men were closer to 1 in 4. The difference is found in those hired with tenure and those granted tenure with no full-time



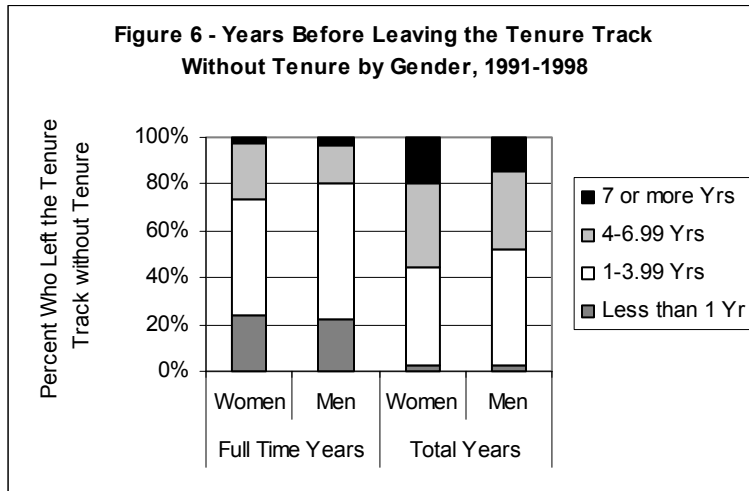
years. A professor must have a full-time appointment in a tenure track position during the academic year for that year to count on the tenure clock. If the appointment is below full-time (80%), that year does not count. Hence, a professor who does not have a full-time tenure track appointment during the probationary period will conclude it with zero years on

the tenure clock. Figure 5 intimates that men are more likely to be granted tenure without a full-time year, while women are more likely to take four or more years on the tenure clock. A similar trend is found regarding total years with women being almost 50% more likely to spend 7 or more years in the probationary period than men. Therefore, although the mean years to tenure for men and women are similar, with women slightly higher in full-time years, the distribution of those years is skewed more often towards a longer probationary period for women than men.



## Ending the Probationary Period without Tenure

Deducing why a professor has left the tenure track without tenure is troublesome given the information collected from the Human Resources and Affirmative Action (HRAA) Office. A data field does exist listing a reason for leaving the tenure track. Unfortunately, its

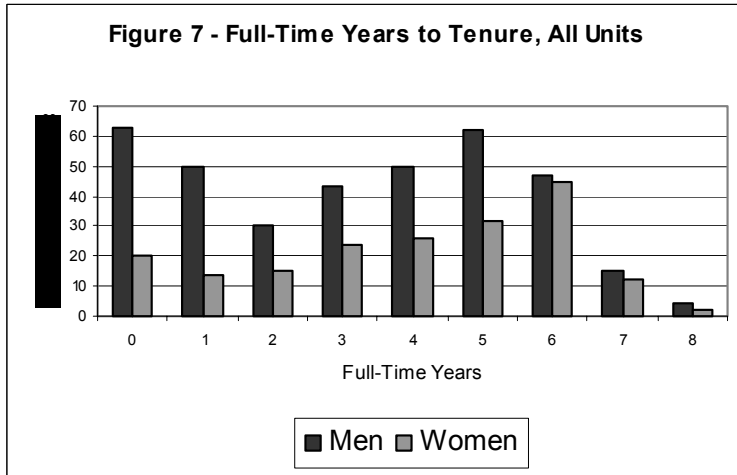


categories are vague (e.g. “Another Educational Institution Position” or “Relocation”) and the information is relayed by the unit, not the individual. With these difficulties in ascertaining intent, caution must be used in interpreting Figure 6. The trends from those achieving tenure (Fig. 5) continue here. Over 35% more

women than men remain more than four full-time years and more than 7 total years before leaving. Again, we can conclude that the distribution of years to probationary period resolution is more heavily skewed towards a longer probationary period for women than men.

## Large Units and the Probationary Period

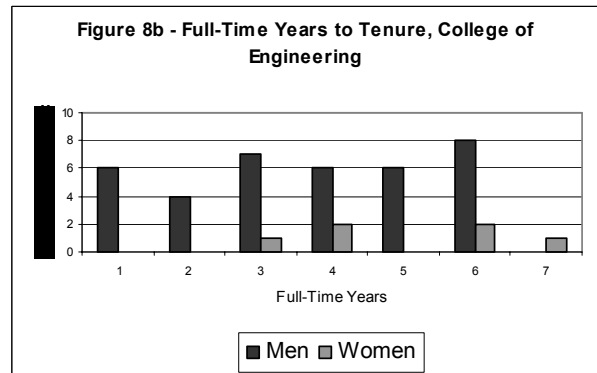
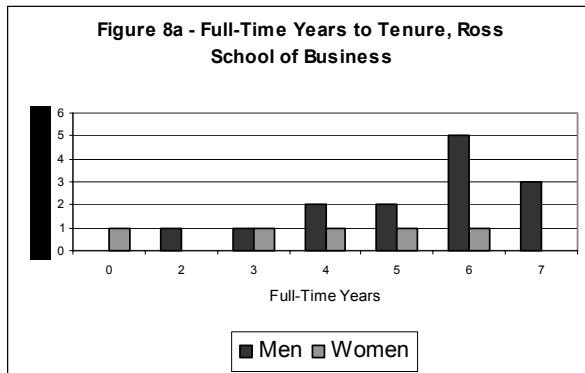
With all previous analysis completed over the aggregated university community, a similar process was used on six major units of the university: the Ross School of Business, the colleges

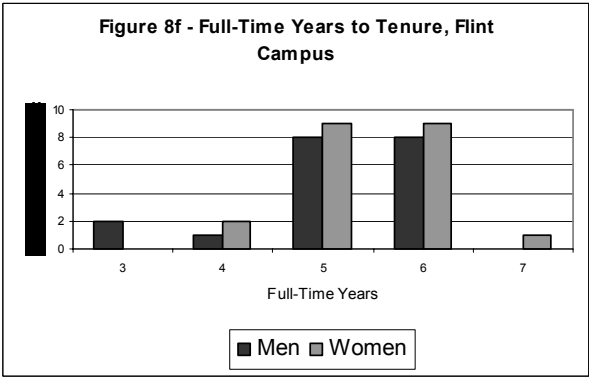
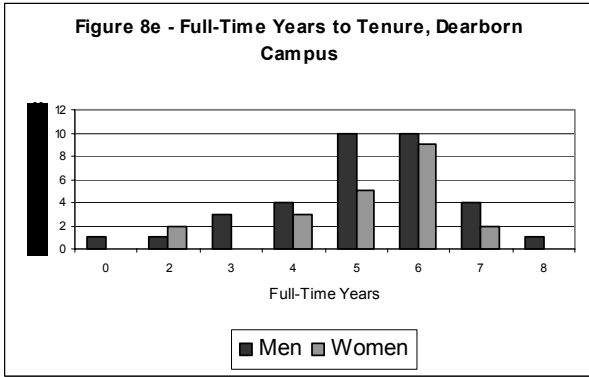
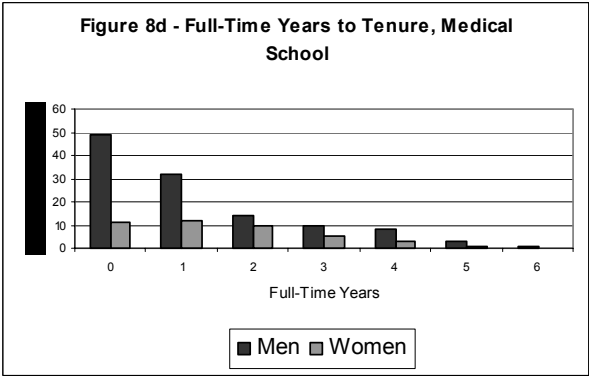
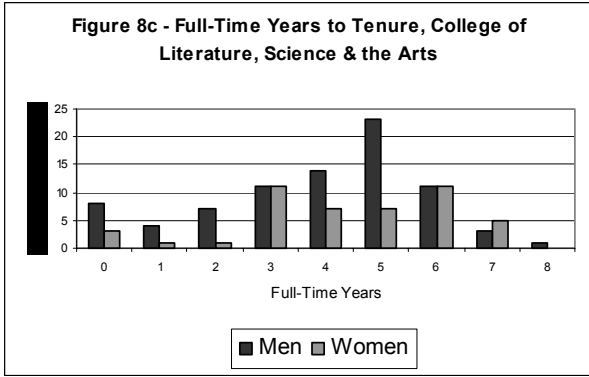


of Engineering and Literature, Science & Arts, the Medical School, and the campuses in Dearborn and Flint. In all but Dearborn, where men take slightly more total years, and Business, where men take more full-time years, to achieve tenure, the mean duration for women is longer than for men, although never

significantly so. Figure 7 illustrates the differences in the distribution full-time years between men and women. These graphs and Figures 8a-8f only represent the 1991-1998 subset.

Figures 8a to 8f compare the same distribution for each of these units.

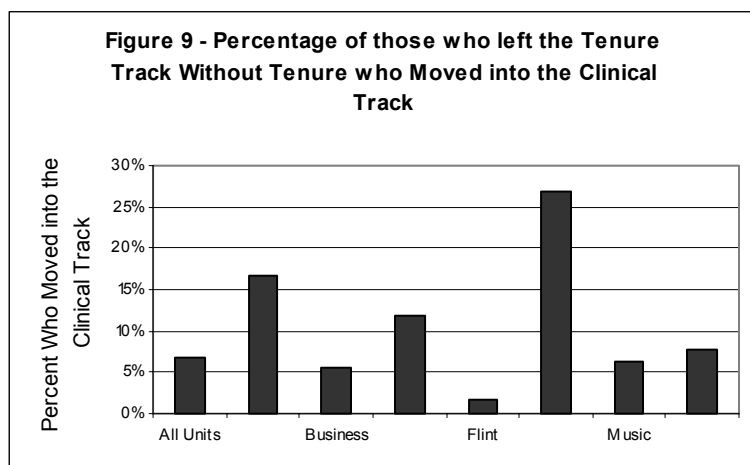




Only in the Business School is the men’s peak greater (to the right of) than that of women. In the remaining units, the women appear to take longer on the tenure clock to achieve tenure than men. When using full-time years, however, we are only counting those years in which the individual has had a full-time appointment in a tenure track position. Since we know that men and women on average take the same number of total years to gain tenure, we can thereby only conclude that men are less likely to have full-time appointments than women. We cannot infer that women take more time, need more time or want more time than men. Only that more time is counted on the tenure clock than their male counterparts.

## Transferring to the Clinical Track

A common belief is that professors who were denied tenure or choose not to continue in its pursuit often switch to a clinical position in those units which have a clinical track. This was



not evident in the data. Forty-nine people were identified as accepting a clinical position after the end of the probationary period.

Curiously, one of those forty-nine did receive tenure. Eleven additional people were found who are/were simultaneously working in a clinical position and in the probationary period. Ten are/were

in the Medical School, the last from the School of Dentistry.

Table 2 lists the gender breakdown of these 60 individuals along with the average probationary period length. The four professors still on the clock were excluded from the mean calculations. Overall, this cohort spent on average more than five years seeking tenure, although that is not reflected in their full-time years.

Unit	F	%	M	%	Total	%	Mean Full Time Yrs	Mean Total Yrs
Art/Design	0	0.0%	1	2.4%	1	1.7%	5.00	5.00
Business	1	5.3%	2	4.9%	3	5.0%	3.67	5.00
Dentistry	0	0.0%	3	7.3%	3	5.0%	1.00	3.50
Medicine	16	84.2%	33	80.5%	49	81.7%	1.15	5.20
Music	1	5.3%	1	2.4%	2	3.3%	3.00	6.50
Nursing	1	5.3%	0	0.0%	1	1.7%	5.00	8.30
Flint	0	0.0%	1	2.4%	1	1.7%	0.00	8.70
Total	19	100.0%	41	100.0%	60	100.0%	1.46	5.29

While these results do not show a migration from the tenure track to the clinical, that track has only begun to flourish in numbers that since the late 1990's. For those currently on the tenure that have chosen to leave without tenure, opting for a clinical position may become a more prevalent choice that it has been.

## Conclusions

1. Very few individuals (~2/year) remain in the probationary period past the seventh year on the tenure clock.
2. Women achieve tenure at approximately the same rate as men; however, men are more likely to be hired with tenure.
3. The average duration of the probationary period is equivalent for both genders.
4. The distribution of both full-time years and total years is more skewed towards longer stays on the probationary period for women than men, regardless of outcome.
5. The six largest units mirror the gender patterns of the university with the exception of the business school which grants tenure to women more quickly.
6. Though both genders appear to spend the same amount of time in the probationary period, women take longer on the tenure clock than men, implying that they are more likely to have a full-time tenure track appointment.
7. People do move fairly infrequently from the tenure track into the clinical track. However, in the Medical School more than 25% of those who did not receive tenure stayed as a clinical faculty member.

**Appendix A - Gender Breakdown and Mean Probationary Period Duration by Initial Year, 1991 - 1998**

StartYear	Hired With Tenure		Granted Tenured		Left Without Tenure		Still On Tenure Track	
	F	M	F	M	F	M	F	M
1991	6	32	17	42	23	57	1	0
Percent	3.4%	18.0%	9.6%	23.6%	12.9%	32.0%	0.6%	0.0%
Percent by Gender	12.8%	24.4%	36.2%	32.1%	48.9%	43.5%	2.1%	0.0%
Mean FT Yrs	n/a	n/a	3.76	3.48	2.70	2.46	1.00	n/a
Mean Total Yrs	n/a	n/a	5.70	6.65	5.25	4.51	15.00	n/a
1992	9	26	26	46	26	56	2	1
Percent	4.7%	13.5%	13.5%	24.0%	13.5%	29.2%	1.0%	0.5%
Percent by Gender			41.3%	35.7%	41.3%	43.4%	3.2%	0.8%
Mean FT Yrs	n/a	n/a	3.50	2.80	2.35	1.79	2.00	0.00
Mean Total Yrs	n/a	n/a	5.88	5.99	5.18	4.55	14.00	13.68
1993	9	32	28	37	26	47	1	1
Percent	5.0%	17.7%	15.5%	20.4%	14.4%	26.0%	0.6%	0.6%
Percent by Gender	14.1%	27.4%	43.8%	31.6%	40.6%	40.2%	1.6%	0.9%
Mean FT Yrs	n/a	n/a	4.50	3.03	3.08	2.66	0.00	2.00
Mean Total Yrs	n/a	n/a	6.22	6.31	5.54	4.36	13.00	13.00
1994	5	29	26	47	19	45	1	1
Percent	2.9%	16.8%	15.0%	27.2%	11.0%	26.0%	0.6%	0.6%
Percent by Gender	9.8%	23.8%	51.0%	38.5%	37.3%	36.9%	2.0%	0.8%
Mean FT Yrs	n/a	n/a	3.46	3.23	2.89	2.49	1.00	0.00
Mean Total Yrs	n/a	n/a	6.49	5.88	4.33	4.50	12.00	12.00
1995	11	29	24	51	23	47	1	3
Percent	5.8%	15.3%	12.7%	27.0%	12.2%	24.9%	0.5%	1.6%
Percent by Gender	18.6%	22.3%	40.7%	39.2%	39.0%	36.2%	1.7%	2.3%
Mean FT Yrs	n/a	n/a	3.63	3.08	1.87	2.30	0.00	5.50
Mean Total Yrs	n/a	n/a	6.24	5.96	4.19	4.71	11.00	10.90
1996	18	20	22	45	24	42	2	2
Percent	10.3%	11.4%	12.6%	25.7%	13.7%	24.0%	1.1%	1.1%
Percent by Gender	27.3%	18.3%	33.3%	41.3%	36.4%	38.5%	3.0%	1.8%
Mean FT Yrs	n/a	n/a	4.59	3.33	2.58	1.67	1.50	0.00
Mean Total Yrs	n/a	n/a	6.14	5.93	5.24	4.26	10.00	9.67
1997	14	21	26	55	17	47	2	2
Percent	7.6%	11.4%	14.1%	29.9%	9.2%	25.5%	1.1%	1.1%
Percent by Gender	23.7%	16.8%	44.1%	44.0%	28.8%	37.6%	3.4%	1.6%
Mean FT Yrs	n/a	n/a	3.88	3.35	1.82	2.62	0.50	3.00
Mean Total Yrs	n/a	n/a	6.60	5.71	4.04	4.12	8.67	9.00
1998	11	24	21	41	30	42	3	1
Percent	6.4%	13.9%	12.1%	23.7%	17.3%	24.3%	1.7%	0.6%
Percent by Gender	16.9%	22.2%	32.3%	38.0%	46.2%	38.9%	4.6%	0.9%
Mean FT Yrs	n/a	n/a	4.29	3.37	2.43	3.00	2.00	4.00
Mean Total Yrs	n/a	n/a	5.86	5.83	4.49	4.97	8.00	8.00
<b>1991-1998 TOTALS</b>								
#	83	213	190	364	188	383	13	11
Percent	5.7%	14.7%	13.1%	25.2%	13.0%	26.5%	0.9%	0.8%
Percent by Gender	17.5%	21.9%	40.1%	37.5%	39.7%	39.4%	2.7%	1.1%
Mean FT Yrs	n/a	n/a	3.95	3.21	2.48	2.36	1.23	2.55
Mean Total Yrs	n/a	n/a	6.25	5.90	4.82	4.49	10.80	10.62
#	296		554		571		24	
Percent	20.5%		38.3%		39.5%		1.7%	
Mean FT Yrs	n/a		3.46		2.40		1.83	
Mean Total Yrs	n/a		6.02		4.60		10.72	

**Appendix B - Gender Breakdown and Mean Probationary Period Duration by Initial Year, 1999 - 2005**

1999	13	29	19	46	17	33	14	11
Percent	7.1%	15.9%	10.4%	25.3%	9.3%	18.1%	7.7%	6.0%
Percent by Gender	20.6%	24.4%	30.2%	38.7%	27.0%	27.7%	22.2%	9.2%
Mean FT Yrs	n/a	n/a	3.16	2.85	2.06	2.24	2.86	2.91
Mean Total Yrs	n/a	n/a	5.77	5.58	3.37	3.57	6.94	6.97

2000	16	33	22	56	14	41	20	24
Percent	7.1%	14.6%	9.7%	24.8%	6.2%	18.1%	8.8%	10.6%
Percent by Gender	22.2%	21.4%	30.6%	36.4%	19.4%	26.6%	27.8%	15.6%
Mean FT Yrs	n/a	n/a	3.27	2.71	1.86	1.49	3.55	2.63
Mean Total Yrs	n/a	n/a	5.40	4.96	3.26	3.07	5.96	5.88

2001	13	32	5	19	17	37	31	48
Percent	6.4%	15.8%	2.5%	9.4%	8.4%	18.3%	15.3%	23.8%
Percent by Gender	19.7%	23.5%	7.6%	14.0%	25.8%	27.2%	47.0%	35.3%
Mean FT Yrs	n/a	n/a	3.00	1.37	2.06	1.27	2.19	2.88
Mean Total Yrs	n/a	n/a	3.94	3.79	3.27	2.96	4.98	4.96

2002	15	25	5	7	10	25	37	66
Percent	7.9%	13.2%	2.6%	3.7%	5.3%	13.2%	19.5%	34.7%
Percent by Gender	22.4%	20.3%	7.5%	5.7%	14.9%	20.3%	55.2%	53.7%
Mean FT Yrs	n/a	n/a	2.20	3.00	1.80	2.44	3.38	3.67
Mean Total Yrs	n/a	n/a	2.94	3.14	2.43	2.74	3.96	3.95

2003	12	31	1	10	11	21	33	65
Percent	6.5%	16.8%	0.5%	5.4%	6.0%	11.4%	17.9%	35.3%
Percent by Gender	21.1%	24.4%	1.8%	7.9%	19.3%	16.5%	57.9%	51.2%
Mean FT Yrs	n/a	n/a	2.00	2.50	2.09	2.29	2.52	2.58
Mean Total Yrs	n/a	n/a	2.00	2.63	2.30	2.41	2.94	2.96

2004	7	24	1	1	1	11	70	104
Percent	3.2%	11.0%	0.5%	0.5%	0.5%	5.0%	32.0%	47.5%
Percent by Gender	8.9%	17.1%	1.3%	0.7%	1.3%	7.9%	88.6%	74.3%
Mean FT Yrs	n/a	n/a	2.00	2.00	1.00	1.18	1.67	1.64
Mean Total Yrs	n/a	n/a	2.00	2.00	2.00	1.57	1.96	1.95

2005	11	29	1	0	0	3	58	78
Percent	6.1%	16.1%	0.6%	0.0%	0.0%	1.7%	32.2%	43.3%
Percent by Gender	15.7%	26.4%	1.4%	0.0%	0.0%	2.7%	82.9%	70.9%
Mean FT Yrs	n/a	n/a	1.00	n/a	n/a	0.67	0.74	0.72
Mean Total Yrs	n/a	n/a	1.00	n/a	n/a	1.00	0.98	0.96

**1991-2005 TOTALS**

#	170	416	244	503	258	554	276	407
Percent	6.0%	14.7%	8.6%	17.8%	9.1%	19.6%	9.8%	14.4%
Percent by Gender	17.9%	22.1%	25.7%	26.8%	27.2%	29.5%	29.1%	21.6%
Mean FT Yrs	n/a	n/a	3.74	3.03	2.34	2.18	2.04	2.21
Mean Total Yrs	n/a	n/a	5.97	5.58	4.33	4.00	3.44	3.20

#	586	747	812	683
Percent	20.7%	26.4%	28.7%	24.2%
Mean FT Yrs	n/a	3.26	2.24	2.14
Mean Total Yrs	n/a	5.70	4.10	3.30

**Appendix C - Gender Breakdown and Mean Probationary Period Duration for Large Unit, 1991 - 1998**

Unit	Hired With Tenure		Granted Tenured		Left Without Tenure		Still On Tenure Track	
	F	M	F	M	F	M	F	M
<b>Business</b>	3	13	5	14	12	27	1	2
Percent	3.9%	16.9%	6.5%	18.2%	15.6%	35.1%	1.3%	2.6%
Percent by Gender	14.3%	23.2%	23.8%	25.0%	57.1%	48.2%	4.8%	3.6%
Mean FT Yrs	n/a	n/a	3.60	5.29	4.25	3.81	0.00	2
Mean Total Yrs	n/a	n/a	6.34	5.93	6.17	5.11	11.00	9.33
<b>Engineering</b>	4	23	6	37	5	19	1	0
Percent	4.2%	24.2%	6.3%	38.9%	5.3%	20.0%	1.1%	0.0%
Percent by Gender	25.0%	29.1%	37.5%	46.8%	31.3%	24.1%	6.3%	0.0%
Mean FT Yrs	n/a	n/a	5.00	3.70	4.40	3.95	4.00	n/a
Mean Total Yrs	n/a	n/a	6.68	5.62	6.60	5.36	8.00	n/a
<b>LS&amp;A</b>	36	60	46	82	62	137	1	1
Percent	8.5%	14.1%	10.8%	19.3%	14.6%	32.2%	0.2%	0.2%
Percent by Gender	24.8%	21.4%	31.7%	29.3%	42.8%	48.9%	0.7%	0.4%
Mean FT Yrs	n/a	n/a	4.35	3.87	2.77	2.52	2.00	5
Mean Total Yrs	n/a	n/a	5.84	5.51	4.40	4.04	8.00	11
<b>Medicine</b>	8	45	42	117	29	96	3	4
Percent	2.3%	13.1%	12.2%	34.0%	8.4%	27.9%	0.9%	1.2%
Percent by Gender	9.8%	17.2%	51.2%	44.7%	35.4%	36.6%	3.7%	1.5%
Mean FT Yrs	n/a	n/a	1.52	1.22	0.48	0.97	1.33	0.5
Mean Total Yrs	n/a	n/a	6.80	6.29	4.53	4.36	10.67	10.35
<b>Dearborn</b>	0	10	21	34	15	19	0	1
Percent	0.0%	10.0%	21.0%	34.0%	15.0%	19.0%	0.0%	1.0%
Percent by Gender	0.0%	15.6%	58.3%	53.1%	41.7%	29.7%	0.0%	1.6%
Mean FT Yrs	n/a	n/a	5.19	5.09	3.33	3.11	n/a	11
Mean Total Yrs	n/a	n/a	5.71	5.93	4.74	4.14	n/a	11
<b>Flint</b>	3	8	21	19	15	22	1	0
Percent	3.4%	9.0%	23.6%	21.3%	16.9%	24.7%	1.1%	0.0%
Percent by Gender	7.5%	16.3%	52.5%	38.8%	37.5%	44.9%	2.5%	0.0%
Mean FT Yrs	n/a	n/a	5.43	5.16	2.53	3.27	1.00	n/a
Mean Total Yrs	n/a	n/a	5.78	5.55	3.49	5.23	15.00	n/a
<b>1991-1998 TOTALS</b>								
#	54	159	141	303	138	320	7	8
Percent	4.8%	14.1%	12.5%	26.8%	12.2%	28.3%	0.6%	0.7%
Percent by Gender	15.9%	20.1%	41.5%	38.4%	40.6%	40.5%	2.1%	1.0%
Mean FT Yrs	n/a	n/a	3.79	3.11	2.51	2.33	1.57	2.75
Mean Total Yrs	n/a	n/a	6.15	5.89	4.60	4.39	10.57	10.26
#	213		444		458		15	
Percent	18.8%		39.3%		40.5%		1.3%	
Mean FT Yrs	n/a		3.33		2.39		2.20	
Mean Total Yrs	n/a		5.98		4.45		10.41	