

Report of the  
Faculty of Arts and Sciences Advisory Committee  
on the Education of Women

April, 1984

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## What's Past Is Prologue

We address this report to our colleagues and to the University community as a whole in the hope that 1984 may be as propitious a year for women at Yale as 1969, when the College embarked on coeducation. We cannot, it is true, be unreservedly optimistic. Our charge -- "to examine the general situation of women on the Faculty of Arts and Sciences," and, in this connection, to consider "efforts to recruit, hire and retain women on the faculty" -- is nothing new. As Table I.1 (pp.9-13) amply shows, earlier Committees have been given similar instructions, made similar observations, and recommended similar measures. If, as we hope, our report is to mark the beginning of some long-awaited changes, it must convey a sense of present urgency and it must be bold yet realistic in making its recommendations.

Between 1968, when the Planning Committee that ushered in coeducation at Yale was appointed, and 1978, tenured women on the Faculty of Arts and Sciences increased in number from two to fourteen, a striking gain proportionately, though still a small absolute total. During the past six years the number of tenured women has increased by one, though the tenured faculty as a whole has increased by seventeen. At the same time, the number of non-tenured women on the Faculty has increased by two, from 73 to 75; here the proportionate gain is larger, since the number of non-tenured faculty as a whole has declined. (See Table IV.4, p.39.) As of the current academic year, Yale ranks well below the national average in the proportions to total faculty of women in both groups; it ranks seventh in a list of ten Ivy League and other universities. (Figs.II.1 & II.2, pp.16-17.)

In considering this situation and drawing up our recommendations concerning it, we have at times been tempted to go beyond our mandate. The problems and pressures of an academic environment such as Yale's are not limited to the women members of its Faculty of Arts and Sciences; they are shared by women faculty in the professional schools, and by Yale's women administrators, as well. The underrepresentation of women on the Faculty of Arts and Sciences, the causes that have

tended to perpetuate it, and its consequences for the experience of being a woman student or faculty member at Yale -- all these have parallels in the situation of members of minority groups. And the dissatisfaction expressed by non-tenured faculty women proved to be shared in large measure by their male counterparts, though such problems as a sense of isolation naturally tend to be more acute for women because of their smaller numbers. Though we could not, given our charge, address ourselves directly to the situation of these other groups, we wish to express here our sense that they too deserve consideration. In particular, we are concerned over the possibility of disaffection among the non-tenured faculty of both sexes. We urge that this body be given attention in the near future.

The discouraging loss of momentum since 1978 in increasing the number of women on the faculty coincides with a period of readjustment in financial planning that affected all branches of the University, even before the Corporation decided in 1977 to bring Yale's budget into balance over a three-year period. The measures adopted in order to move toward this goal included restraints on the filling of vacated tenure slots in the Faculty of Arts and Sciences and mandated stage-by-stage reductions in the size of the faculties of the departments, especially at the non-tenured level. But the conditions that called forth these stringent measures have eased, and we believe that it is time for Yale to take another long forward stride and bring the impasse of the early 1980s to an end.

"New styles of architecture, a change of heart:" Auden's vision of a better future perhaps implies that inner changes come late. If at Yale -- if in the academy generally -- there were universal enthusiasm for improving the situation of women, committees like ours would have little to report. Given the actual state of affairs, we, like our predecessors, have resorted to words of exhortation with which few would disagree: we have urged that more intense efforts be made, that hiring and promotion procedures be more attentively monitored, that women in the Yale Faculty of Arts and Sciences be treated by their colleagues in such a way as to make them feel more welcome. We have

also given careful consideration to the "styles of architecture," the administrative procedures designed to ensure equitable treatment for women, and have made a number of recommendations concerning these.

But changes of attitude cannot be brought about by recommendation, and procedural changes alone cannot turn things around. More and more, as we have looked closely at the past and the present, we have become convinced that, if the situation of women at Yale is to improve significantly, additional resources must be brought to bear. The need for such resources is implicit on page after page of this report. If Yale wishes to compete successfully with other institutions in hiring brilliant women scholars at the beginning of their careers, if it wishes to keep its tenured women and its promising non-tenured women when other institutions bid for them, if it wishes to make women scholars more visible by bringing distinguished visitors here from elsewhere in this country and from abroad, it must be prepared to meet the costs.

Beyond such clearly necessary measures, we see the need for a cluster of related innovations, all having to do with a fundamental social change which is already taking place and which will become more visible by the end of the century: the shift to the two-career family. More and more, young men and women who have earned the doctorate are entering the job market at the same time, as husband and wife. These couples wish to bear and raise children while advancing in their careers, and they will seek out academic environments that permit them to do so. Yale must do more than recognize and acquiesce in this change; it must take the lead in responding to it. This means making generous provisions for maternity leaves and for parenting leaves available to either spouse, providing fully adequate day care facilities, and marshalling regional resources, when one spouse is hired, to find employment for the other. Needless to say, these measures are costly. And even remedial measures that seem, on the face of it, merely procedural, are likely in fact to be substantive in this sense. If the situation of women is to be attended to and watched over more systematically, more time must be spent by more people in doing so. Time and attention, too, cost money.

We begin our report, therefore, by expressing our unanimously held conviction that significant changes in the number and "general situation" of women at Yale depend on the bringing to bear of additional resources, whether through the reapportionment of existing funds or through the raising of new funds for this purpose.

Such a step would be seen, both within and outside the University, as a splendid gesture. But it would be far more than that. It would have lasting consequences, both for Yale itself, as a community where scholarly inquiry is carried on without prejudice, and for Yale's place as a leader in higher education.

I. Background and Procedures

Statistics for the past decade show a remarkable increase in the participation of women in higher education. The current situation throughout the University reflects but lags behind these encouraging trends. It is summed up in the following figures showing the percentages of women at various academic levels.<sup>1</sup>

	<u>Yale</u>	<u>Nationwide</u>
Tenured faculty	4.6%	12.6%
Tenured and term faculty	17.0%	19.3%
Graduate students	42.0%	48.9%
Undergraduate students	44.0%	51.4%

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<sup>1</sup>Yale statistics from:

Faculty Head Counts - Race X Sex, 1983-84 (including FAS and professional schools). Office of Affirmative Action, Yale University, 9/28/83.

Fall, 1983 Enrollment Count (including Yale College, Graduate and Professional Schools). Office of Institutional Research, Yale University, 11/09/83.

Nationwide statistics from:

Survey of Faculty Salaries, Tenure, and Benefits, 1982-83 (Table 5.1). Unpublished report. National Center for Education Statistics, United States Department of Education.

Frankel, Martin M. and Gerald, Debra E. Projections of Education Statistics to 1990-91, Volume I: Analytical Reports. National Center for Education Statistics, United States Department of Education, 1982, pp. 47-52.

Note. In order to facilitate comparison to nationwide figures, Yale faculty figures have been based on university-wide percentages and are not limited to the Faculty of Arts and Sciences.



Of the 32 departments in the Faculty of Arts and Sciences at Yale, six have no women faculty, 20 have no tenured women, and none is at present chaired by a woman. Yet in ten of the Faculty of Arts and Sciences departments, 50% or more of the graduate students are women, and in 12 of these departments, the majority of undergraduate majors are women. (Detailed statistics for Yale, broken down by department, are presented in Appendix A.)

Since 1972, the number of women administrators at Yale has somewhat increased. However, at the present time, aside from the four women on the Yale Corporation and the Dean of the School of Nursing, all administrative officers of the highest rank in the University are male.<sup>2</sup>

The gender imbalance in the Faculty of Arts and Sciences at Yale, particularly at the tenured level, contrasts sharply with the nearly equal numbers of men and women among our undergraduate and graduate students. Failure to take corrective action threatens a new generation of women with a demoralizing Yale-reinforced vision of their inability to compete with men in the world beyond Yale.

The present Committee was appointed in the Fall term of 1982 by Howard Lamar, Dean of Yale College, and Keith Thomson, Dean of the Graduate School. It was asked "to examine the general situation of women on the Faculty of Arts and Sciences," and was invited to make recommendations based on its findings. Its task was to include consideration of

efforts to recruit, hire and retain women on the faculty.

It should also take a special look at areas where the representation of women is particularly low. Efforts to

<sup>2</sup>Hanna Gray, President of the University of Chicago, was Provost of the University in 1974-78 and Acting President of the University in 1977-78.

increase the number of women at the Junior and Senior rank should be given particular attention.<sup>3</sup>

The Committee started by reviewing the work of a series of earlier committees and other groups which had focused on these areas and had made recommendations underlying many of the policies now in place. Table I.1 (pp.9-13) lists them in chronological order and summarizes their recommendations.

Table I.1 testifies eloquently both to Yale's continuing concern about the situation of its faculty women and to the persistence of certain conditions seen as calling for remedial action. The concerns voiced over a period of almost fifteen years are dishearteningly repetitive, as are the recommendations. Issues repeatedly singled out include the low proportion of women on the faculty (particularly of women with tenure), the question of the University's commitment to affirmative action in practice as well as in principle, the minimal representation of women in certain areas, notably the sciences, and the need to create an atmosphere more hospitable to women students and scholars. The findings of these earlier groups emerge yet again as central themes of this report.

The Committee met regularly over a period of seventeen months, from November, 1982 through March, 1984. We gathered information about the situation of women, past and present, from the Provost's and other offices of the University. In January, 1983, our Chairman,\* Professor Donald Crothers, sent a letter to all members of the Faculty of Arts and

<sup>3</sup>Letter from Deans Lamar and Thomson establishing the Faculty of Arts and Sciences Advisory Committee on the Education of Women October 11, 1982 (see FAS ACEW File in SSS 103).

\* Our use of the term "chairman" here and throughout this report reflects a problem that is both social and terminological, and that admits of no easy solution. We are acutely aware (continued next page)

Sciences, announcing the membership and stating the concerns of the Committee, and inviting any interested member of the Faculty to meet with the Committee as a whole or with individuals serving on it. In all, we interviewed forty-three people, including fourteen non-tenured faculty women, twelve non-tenured men, five tenured women and five tenured men, as well as William Brainard, Provost, Ellen Ryerson, Associate Provost, Linda Lorimer, Associate General Counsel, Professors Ruth Marcus and Richard Levin of the "Tobin Committee," Frances Holloway, Director of the Affirmative Action Office, and John Goldin, Senior Projects Analyst of the Office of Institutional Research. Professor Crothers' letter to the Faculty elicited fourteen written replies. In addition, twenty-two faculty members at other Universities provided information requested by Professor Marie Borroff in a survey letter which appears as Appendix B. Above and beyond these formal investigations, members of the Committee have spoken with many others in the Yale community on an individual and informal basis.

Our recommendations, thirty-two in number, will be found dispersed among the several sections of this report. For the reader's convenience, we also present them in one sequence on pages 69-75. Some are directed toward the President, the Provost, and other administrative officials of the University; some are directed toward our colleagues. In the end, the Faculty's sense of urgency and commitment is crucial if Yale is to find and attract qualified women scholars in sufficient numbers to represent to our women students the achievement we see as potential in them.

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\* that this term may seem to imply acceptance of an idea deeply engrained in our culture: that persons in positions of prime authority are men. While this has been and to a large extent continues to be the case at Yale, the members of our Committee hope that it will not be so in the future. We use the term "chairman" without enthusiasm and only after considerable discussion of alternatives which seem to us, at the present time, even less satisfactory.

Table I.1

Committees and Groups Which Have Considered the Situation of Women on the Yale Faculty

Date	Title	Chair	Selected Recommendations Relevant to Women on the Faculty
1968-69	Planning Committee on Coeducation (renamed University Committee on Coeducation, 1971-72) (U)	Eiga Wasserman later appointed Special Assistant to the President	Emphasized the importance of hiring more women faculty and administrators.* (p.7)+
1970-71	Committee on the Status of Professional Women at Yale (U)	Professor Thomas Greene	1) Cited problem of lack of professional women at Yale. (p.2) 2) Requested a statement by President Brewster affirming Yale's commitment to hiring women. (pp. 8-16) 3) Recommended that the University temporarily set aside a number of tenure faculty positions for recruitment of women until a more favorable balance of representation was achieved. (p. 17) 4) Recommended appointment of an Associate Provost to concentrate on Affirmative Action. (p. 9) 5) Recommended additional part-time positions, improvements in maternity leave policies, and day care facilities. (pp. 20-22)
1971-78	Liaison Committees (U) Consisted of representatives from each of the twelve academic and professional schools appointed liaison officers to the Office of the Associate Provost	See below**	Provided information and advice to women concerning the policies and practices of the school which related to issues of particular importance to women. Also advised the Dean about such issues.
1971	Committee to Recommend Procedures Which Would Assist in the Recruitment of Qualified Women in the Various Schools and Disciplines (U)	Professor Ellen Peters	1) Recommended the serious consideration and recruitment of qualified women to the faculty regardless of speciality, through additional budgetary allowances. (Section B) 2) Recommended expansion of search procedures. (Section A)
1971-72	University Committee on Coeducation (U)	Eiga Wasserman Special Assistant to the President on the Education of Women	3) Noted that, given coeducation, "the need for more women at the faculty and administrative level is ... urgent" (p. 2)
1972	Yale Corporation (U)		Endorsed a policy of providing supplementary funds from the central administration to departments to assist them in appointing highly qualified women to tenured and non-tenured positions. Recommended that serious consideration be given to appointment of non-tenured women of superior quality regardless of subfield. (For a direct quotation of corporation policy on non-tenured appointments, see Appendix D; policy on tenured appointments is quoted on pg. 44.)

Key to Committee Type: (U) designates a University Committee, (YC) a Yale College Committee, and (FAB) a Faculty of Arts and Sciences Committee.

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Date	Title	Chair	Selected Recommendations Relevant to Women on the Faculty
1972-73 1973-74	University Committee on Coeducation (U)	Mary B. Arnstein Acting Special Assistant to the President on the Education of Women	1) Dismantled Coeducation Office and established University Committee on the Education of Women (p. 6, 1972-73); requested that an Office on the Education of Women be established. (p. 2, 1973-74) 2) Recommended "continuing effort to secure positions for women at senior administrative levels throughout the University." (p. 7, 1972-73) 3) Requested support for day care. (p. 5, 1973-74)
1973-74	Council Committee on the Education of Women (U)	Jacquelyn Mattfeld Associate Provost and Academic Dean, Brown University	1) Commended the University for significant increase in the number of women in faculty/administrative positions, but called for concerted efforts in insuring equality of treatment. (pp. 3,4) 2) Called for more tenured women and women administrators, including "at least one top level administrative officer in addition to Provost-Elect Hanna Gray." (p. 4) 3) Called for adoption of an Affirmative Action Plan. (p. 4) 4) Called for an endowed chair for a scholar-teacher in areas of concern to women. (p. 4) 5) Called for University-sponsored, improved day care facilities, support for women with interrupted careers. (p. 5)
1973-74	Faculty Affirmative Action Committee (U)	Professor Robert Fogelin	Recommended that the number of women on the Yale faculty be increased. (Yale University: n.p., 1974, p.3)
1974-75	Faculty Affirmative Action Committee (U)	Professor Clyde Summers	1) Proposed appointment of divisional study groups to analyze availability pools and Affirmative Action plans for each department. (pp. 2,3) 2) Recommended centralizing Affirmative Action by division. (p.3) 3) Urged Corporation and Administration to reaffirm Yale's commitment to hiring and promoting women. (p.4) 4) Suggested a grievance procedure. (p.2) 5) Recommended a university-wide faculty committee on Affirmative Action. (pp.9,10)

Table I.1  
 Committees and Groups Which Have Considered the Situation of Women on the Yale Faculty  
 Selected Recommendations Relevant to Women on the Faculty

Date	Title	Chair	Selected Recommendations Relevant to Women on the Faculty
1976-77	Faculty Study Groups on the Recruitment and Appointment of Women and Minority Group Faculty (FAS)		
	a. Humanities	Professor John Blum	1) Recommended that special emphasis be placed on the policy voted by the 1972 Yale Corporation for providing supplementary funds for the appointment of women to the faculty. (p.7) 2) Recommended "incremental tenure appointments when extraordinary candidates from [women and minority] groups become available in fields where current needs and perhaps openings do not exist." (p.7)
	b. Biological Sciences	Professor Clement Markert	1) Indicated that availability pools in junior ranks are such as to permit each department to redress gender imbalance. "Junior faculty should be 30% women in near future." (p.5) 2) Expressed less optimism about availability of women at Senior ranks. But predicted that "with vigorous recruitment of junior women, the imbalance at the Senior level will be rectified within a few years." (p.5)
	c. Physical Sciences	Professor George Schulz Professor E. Robert Beringer	1) Concluded that poor representation of women in Physical Sciences is result of low availability pools. (p.12) 2) Urged that the University policy of providing supplementary budgetary support for faculty appointments of women be put into practice. (p.11) 3) Recommended that more women be encouraged to enter the physical sciences. (p.10) 4) Urged the provision of additional funds to hire women as Gibbs Instructors. (p.12)
	d. Social Sciences	Professor Irvin Child	Suggested that faculty members be assigned to identify potential women candidates for positions. (p.13)

Table I.1

Committees and Groups Which Have Considered the Situation of Women on the Yale Faculty

Date	Title	Chair	Selected Recommendations Relevant to Women on the Faculty
1976	Faculty Advisory Committee on Affirmative Action (U)	Professor Burke Marshall	<p>1) Stated that "special efforts to locate women and minority candidates for the faculty are fully justified, indeed demanded as an educational priority of Yale University." (pp.213,214)</p> <p>2) Recommended that no particular faculty appointments should "turn in the end on the factor of race or sex." (p.213)</p> <p>3) Recommended that the University declare that a large proportion of the tenure vacancies are to be offered to candidates at the Associate Professor or beginning professorial level. (pp.214,215)</p> <p>4) Recommended a strengthened grievance procedure, to be made public and brought to the attention of the Faculty. (p.215)</p>
1977-78	Committee on the Education of Women (YC)	Professor Catherine Skinner	<p>1) Stated that women faculty must be sought and retained, particularly in the areas of pure and applied science. (p.4)</p> <p>2) Recommended an increase in the number of courses in Women's Studies. (p.4)</p>
1978-79	Committee on the Education of Women (YC)	Professor David Pilbeam	<p>Proposed the establishment of a Women's Studies Program. (p.1) Stressed the need for more women scholars on the faculty and more scholarship on women in the curriculum. (p.28)</p>
1980-82	Committee on the Education of Women (YC)	Professor Sofia Simmonds	<p>1) Expressed concern about the under-representation of women (students and faculty) in the sciences at Yale. (p.1)</p> <p>2) Expressed concern that some departments seem to pay only "lip service" to Affirmative Action. (p.3)</p> <p>3) Recommended promoting qualified junior women in science to tenure. (p.3)</p>

Table I.1  
 Committees and Groups Which Have Considered the Situation of Women on the Yale Faculty  
 Selected Recommendations Relevant to Women on the Faculty

Date	Title	Chair	Selected Recommendations Relevant to Women on the Faculty
1979-	Women's Studies Council (YC)	Professor Helen Block Lewis (Adjunct)	Has repeatedly urged slots for faculty to teach the scholarship on women.
1980-81	Ad Hoc Committee on Faculty Appointments (YAS)	Professor James Tobin	1) Under Affirmative Action policies "...the availability of such a person [qualified women, members of racial and ethnic minorities, and handicapped persons] for a position, tenured or non-tenured, will in many cases add an extra positive consideration to a department's request for an incremental position." (p.23) 2) Recommended that the Affirmative Action Office take a more positive role in promoting equal employment opportunities. (p.43)

In addition to the committees listed above, there have been many groups, both formal and informal, made up of students and others in the Yale community, who have expressed concern regarding the low number of women on the faculty.

\*A continuing concern of the Committees on Coeducation and the Committees on the Education of Women in 1969, 1971, 1972, 1973, 1974, 1977, 1978, 1979, 1981 has been to increase the number of women on the faculty.

1971-78 Liaison Committees:

- 1971-72 Elga Wasserman, Special Assistant to the President for the Education of Women
- 1972-73 Dr. Phyllis Bodel, Associate Professor in the School of Medicine
- 1973-74 Dr. Phyllis Bodel
- 1974-75 Dr. Phyllis Bodel
- 1975-76 Ellen Ryerson, Associate Dean of Yale Law School
- 1976-77 Ellen Ryerson
- 1977-78 Sherry Fennay, Associate Provost



## II. Status Report on the Number of Women Faculty

Since the advent of coeducation, Yale has made a twelve-year effort to increase the number of women members of the Faculty of Arts and Sciences, with the results shown in the attached graphs. Figures II.1 and II.2 show that as of 1982-83, compared to equivalent universities (Ivy League plus Stanford and M.I.T.), the Yale Faculty was below average in the percentages of both its tenured and its non-tenured women. Figures II.3 and II.4 demonstrate that after some increases in the 70's from their initially low levels at the beginning of coeducation, the percentages of both tenured and non-tenured women on the Yale Faculty have stagnated during the last six years. This is true for the University as a whole and for three of the four divisions. Only Humanities continues to show a positive slope, though even in that case it would take another 40 years at the present rate to achieve a percentage of women faculty members equal to their percentage in the current rate of PhD production at major institutions. And in the Humanities Division itself, there are a number of Departments in which women continue to be poorly represented.

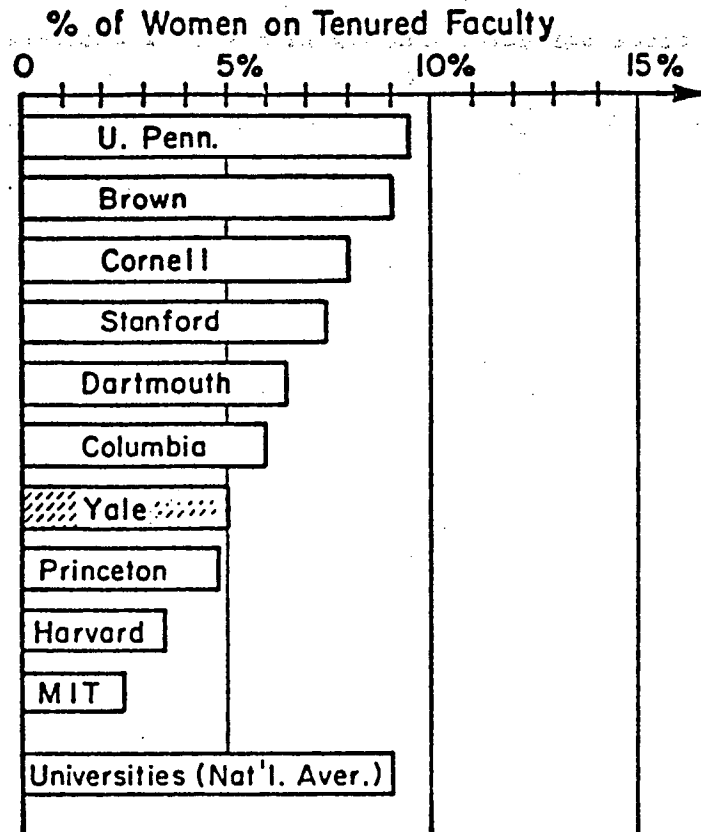
During the last six years, the Social Sciences have shown a decline in the number of non-tenured women, with a decrease from 22 to 11. It is true that this decline occurred while the divisional faculty as a whole was also declining, but women accounted for more than half of the 19 non-tenured positions lost, although they accounted for less than one quarter of the total of these positions.

As can be seen in Figure II.5, the percentage of tenured women faculty members at Yale as of 1982-83 is well below the potential pool represented by the percentage of women awarded PhDs in the period 1951-1975. This is true in all four divisions. The percentage of non-tenured women compares reasonably well with the corresponding national PhD pool (1976-1980), except in Social Sciences. (The use of nation-wide PhD pools for these comparisons is justified if one assumes that the fractions of appropriately qualified individuals in these pools are

comparable for men and for women.)

A positive note not reflected in these figures concerns the size of the pool of potential women faculty members. The production of women PhDs is rising rapidly, essentially by a factor of 2 in all divisions from 1970 to 1980 nationwide (1.7 in Humanities; 2 in Social and Biological Sciences; and 2.5 in Physical Sciences). Yet these statistics in turn show that we have no cause for complacency about the number of non-tenured women at Yale. An increase in the available pool should imply a corresponding increase in the percentage of women faculty.

Figure II.1

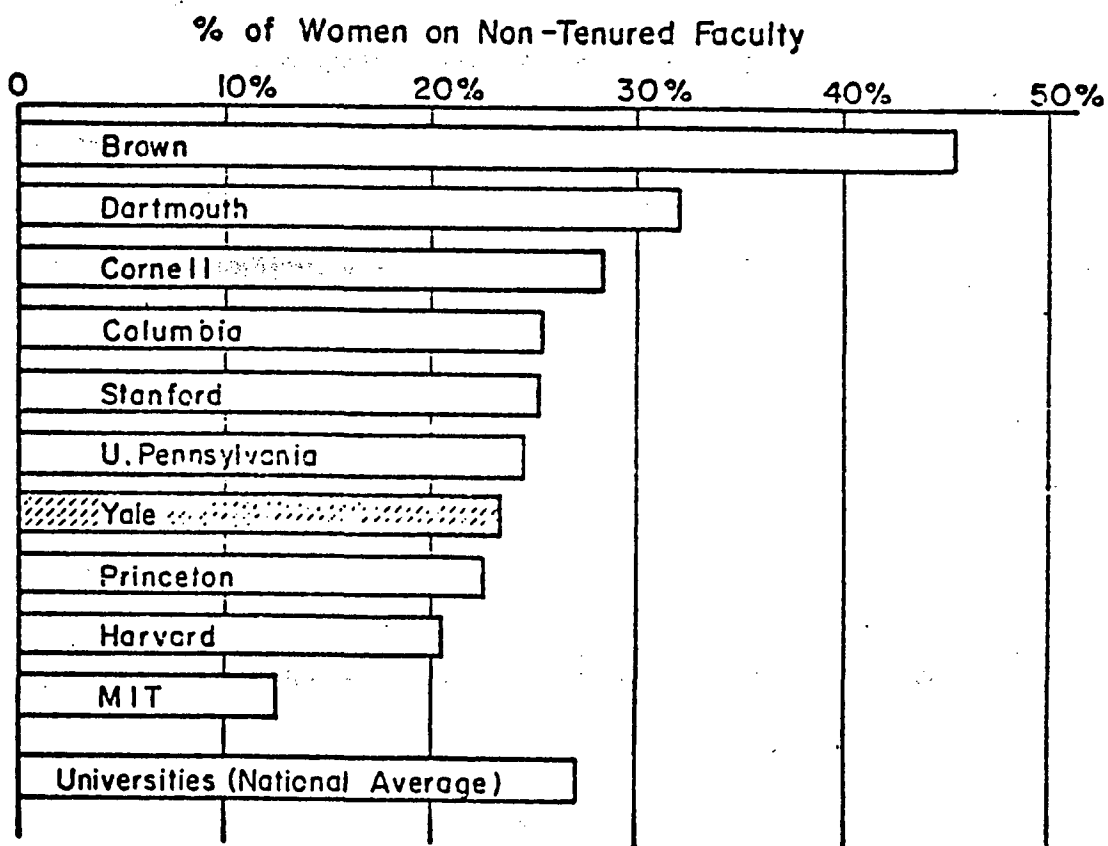


**Comparison of Percentages of Women on Tenured Faculty at Other Institutions**

A comparison of the percentages of women among tenured faculty members at Yale and at nine other comparable institutions. The data represent an average over the academic years 1980/81 and 1981/82. Since that time, Yale's percentage has decreased to 4.5%. Figures refer to faculty in arts and sciences.

Source: Affirmative Action Office

Figure II.2

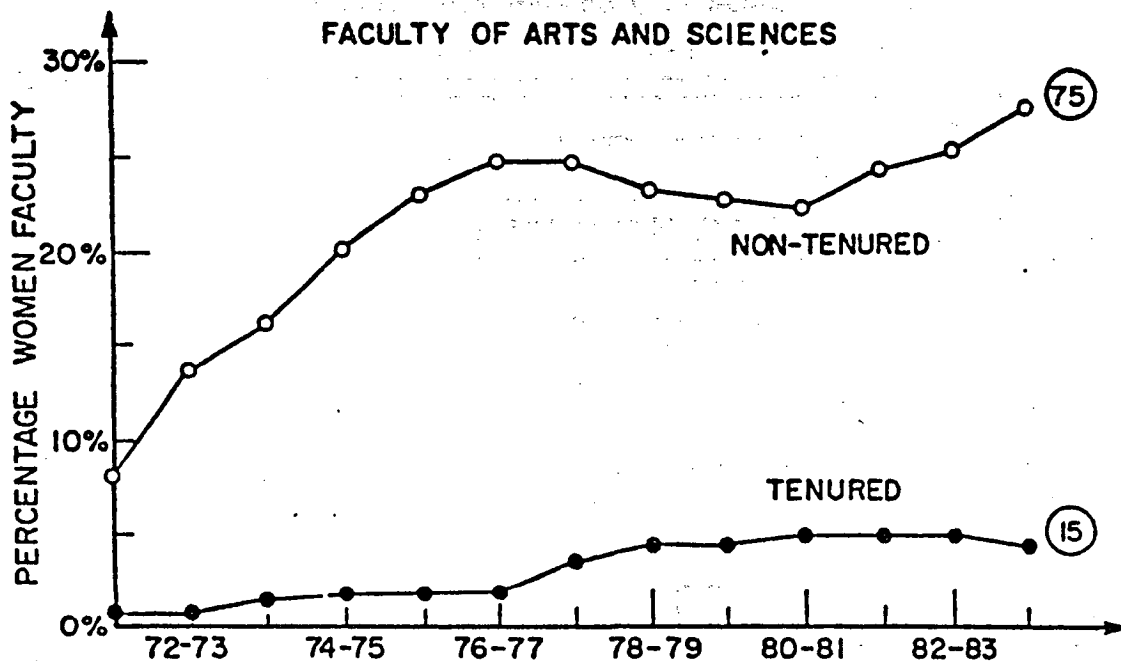


**Comparison of Percentages of Women on Non-Tenured Faculty  
at Other Institutions**

A comparison of the percentages of women among non-tenured faculty members at Yale and at nine other comparable institutions. The data represent an average over the academic years 1980/81 and 1981/82. Since that time, Yale's percentage has increased to 27.8%. Figures refer to faculty in arts and sciences.

Source: Affirmative Action Office

Figure II.3

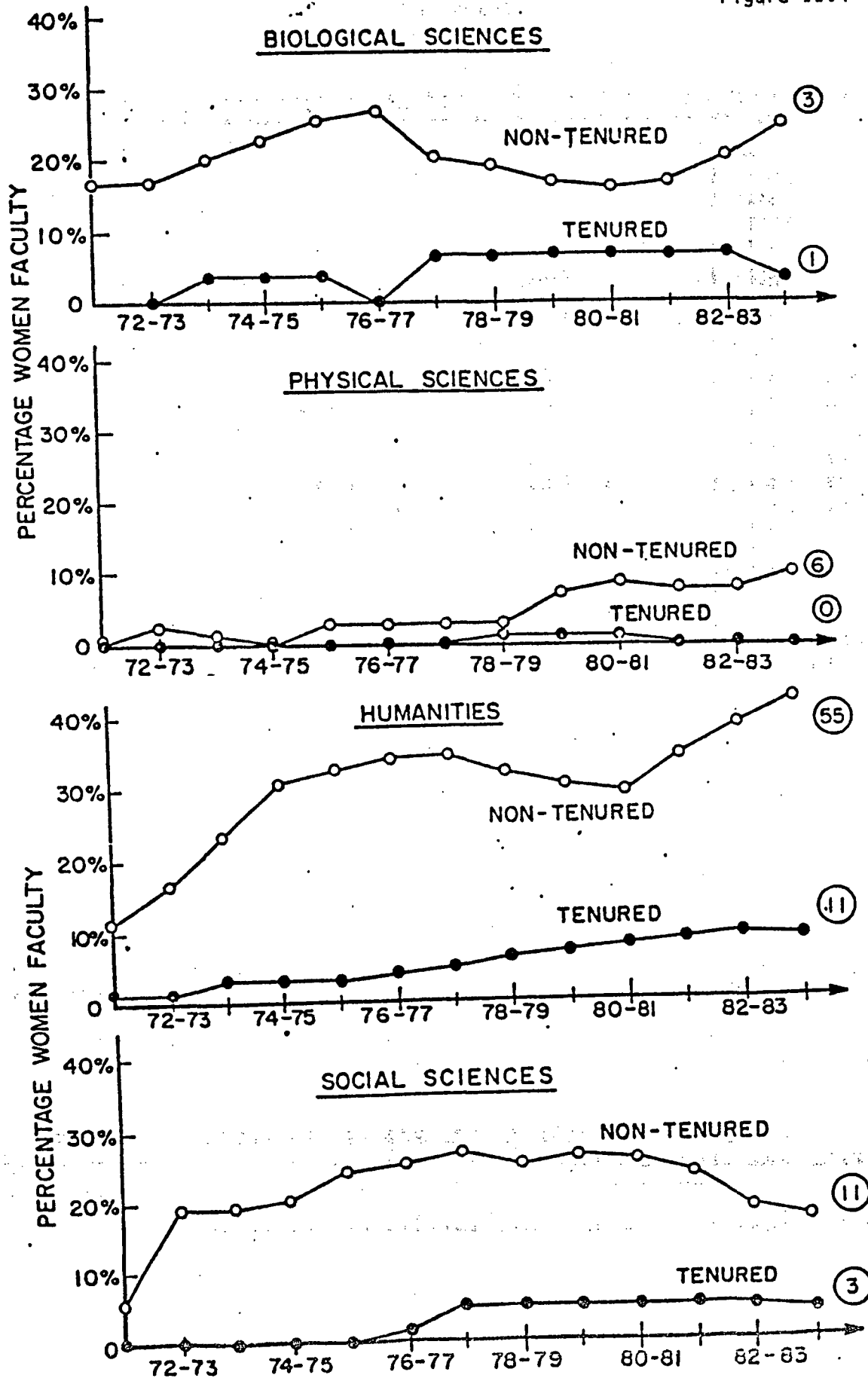


Percentages of Tenured and Non-Tenured Women  
in the Faculty of Arts and Sciences

For Figures II.3 and II.4: Circled number indicates number of women  
in that category in academic year 1983-84.

Source: Affirmative Action Office

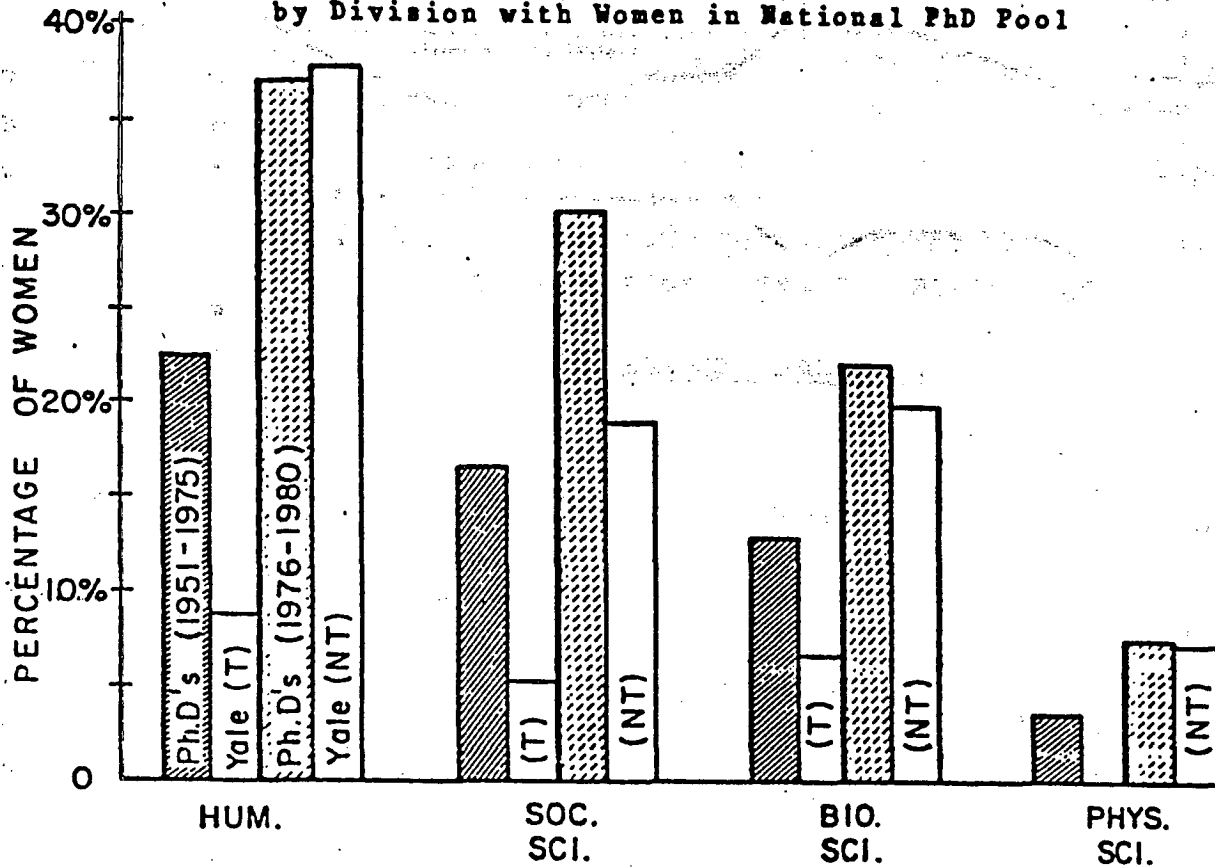
Figure II.4



Percentages of Tenured and Non-Tenured Women in the Faculty of Arts and Sciences by Division

Figure II.5

Comparisons of Women in the Faculty of Arts and Sciences  
by Division with Women in National PhD Pool



Comparisons between (a) the 1982/1983 percentages of tenured (T) and non-tenured (NT) women on the faculty of each of the four Faculty of Arts and Sciences Divisions and (b) the percentages of women in the corresponding national PhD pools. It is assumed that the percentages of appropriately qualified men and women are comparable in the PhD pools.

Source for PhD pools: Female Representation in Higher Education: Retrospect and Prospect by Adair Waldenberg, Institute for Demographic and Economic Studies (1982)

Source for Yale statistics: Affirmative Action Office

### III. Perceptions of Yale

In preparing to address ourselves to the general situation of women in the Faculty of Arts and Sciences, we felt it important to find out how these women themselves perceived their situation. Our procedures in scheduling interviews are set forth in detail in Section I. Because the situation of tenured women differs crucially from that of non-tenured women, it seemed advisable to separate the responses of the two groups. The two views of Yale that emerged from these conversations differed in perspective and focus. Between them, they provided indispensable materials for our ongoing deliberations.

#### A. Tenured Faculty Women

The fifteen tenured women presently in the Faculty of Arts and Sciences, though clearly set apart by common status, are otherwise a diverse population. They range in age from thirty-five to sixty; they have been tenured for as short a time as one year, and for as long a time as twenty-two. Yet in our interviews with individual members of this group, certain aspects of the Yale environment were singled out again and again as being of primary concern. A recognition of the nature of these common concerns was of value to us in helping us see where, and in what direction, changes were needed.

A major problem to which our discussions with tenured women kept returning was what was called the "lack of critical mass" in their ranks. The phrase "critical mass" has come to be used in a variety of ways in a variety of contexts. As we intend it here with reference to the proportion of tenured women in the Faculty, it means a number large enough so that individual tenured women cease to be regarded primarily as representatives of the concerns and viewpoints of their gender. For the individual woman, to be one of fifteen out of a total of 334 tenured members of the Faculty of Arts and Sciences is to confront a variety of problems, two of which were brought up with particular frequency. The first is a sense of isolation — shared, to be sure, by non-tenured women, but naturally felt more keenly by those more heavily



outnumbered. Second, this lack of critical mass generally results in a larger share of committee assignments, administrative duties, and advisory responsibilities for tenured women than for tenured men. And a tenured woman may find it more difficult than a man to decline to serve on a committee, partly fearing that her refusal will lead to heavier assignments for other women, partly feeling responsible for contributing to a diversity of viewpoints in the deliberative process.

The lack of critical mass was also perceived as having a direct bearing on the problem of retaining women scholars at Yale. An offer from outside that promised a more congenial professional environment than that at Yale would, our informants felt, be attractive for that reason alone. The suggestion was made more than once that a tenured woman, contemplating an outside offer, may give a high priority to collegiality and quality of life. If she feels a sense of isolation, she may leave a highly prestigious institution such as Yale for one of lesser rank. Tenured men, in contrast, may find no lack of collegiality at Yale, since they are in the vast majority.

There was general agreement that it is more difficult to retain leading women scholars than it used to be, since they are in greatly increased demand in many disciplines, and thus more likely than their male colleagues to receive outside offers. Yale's counteroffers in some cases have been slow in coming and have failed to match the outside offer; in other cases, negotiations have been conducted with such seeming lack of concern that this became an additional reason for leaving. Our report addresses these problems in Section IV.

Many of the tenured women with whom we talked felt that Yale's official commitment to affirmative action was producing few visible results. Everyone agreed, however, that the picture varies from department to department. While some departments still barely pay lip service to the principle, others have acted strongly to bring about needed corrections of gender imbalance.

B. Non-tenured Faculty Women

The non-tenured women in the Faculty of Arts and Sciences not only form a considerably larger group than do their tenured counterparts, but, being younger, they represent the future: it is from their ranks that much of the hoped-for higher proportion of tenured women must come. We felt it of central importance, therefore, to find out how they perceived the intellectual and social climate at Yale. To this end, we interviewed as many of them as time permitted, in groups small enough to allow full participation in discussion. We also recognized the need to compare the perceptions of non-tenured women with those of their male contemporaries, and therefore scheduled interviews with small groups of men as well. We hoped in this way to distinguish gender-specific problems posed by the Yale environment from problems faced by non-tenured men and women equally.

The difficulties and frustrations described in these discussions seemed, on the whole, to be a matter more of academic generation than of gender: whether one is a man or a woman, it is not easy to be a non-tenured faculty member at Yale. Reasons given included lack of social and intellectual communication with tenured faculty, lack of influence in departmental matters, inequitable teaching assignments, failure of departmental Chairmen to provide clear information about departmental reappointment and promotion procedures, and frustration over lack of support services such as secretarial assistance and access to word processing. In addition, some departments were perceived as indifferent to the future of their non-tenured members. The resultant disaffection, intensified by the unlikelihood of achieving tenure, poses a potentially serious problem for Yale. A formal recommendation lies beyond the scope of this report, but we urge that the Deans act quickly to appoint a Faculty of Arts and Sciences Committee to study ways to ensure more supportive treatment for all non-tenured faculty.

It remains true, however, that the difficulties experienced by non-tenured faculty are generally perceived as being more acute for women. Though some (of both sexes) expressed the view that women are

treated no differently from men, or even that being a woman may confer an advantage, most felt otherwise. A number of women, especially in departments (not by any means limited to the Physical Sciences) having no tenured women and few or no non-tenured women in their faculties, stated that they had received condescending or paternalistic treatment, or had been made to feel that their presence was not welcome, or that they were not taken seriously as professionals or fully accepted as colleagues. Women engaged in feminist scholarship and women with husbands having tenure at Yale might experience this sense of isolation and exclusion with particular intensity. We urge that the predominantly male tenured faculty take note of such perceptions held by some of their female colleagues, and respond with sensitivity and tact.

It became clear in our discussions with non-tenured women that in departments which include even one tenured woman, or a fair number of non-tenured women, or both, the women find the atmosphere more congenial and the male faculty of all ranks more supportive. It is therefore crucial that those departments from which women are entirely absent, or where they are present in small numbers, should make special efforts to "recruit, hire, and retain" women. Specific recommendations to this end are made in Section VI of this report.

The procedures that guarantee the high quality of Yale's faculty, non-tenured as well as tenured, are elaborate, and bringing about a significant increase in the proportion of women will take time. But something can be done in the short term as well: the Yale community of both sexes would benefit from the presence of distinguished women as visitors.

\* \* \*

- (1) We recommend that distinguished women be sought out, and invited to visit the University, both as teachers at undergraduate and graduate levels and as holders of our prestigious lectureships.

\* \* \*

A number of the non-tenured women faculty with whom we talked said they believed that being women affected in various ways their progress and prospects in advancing toward tenure. Some said that their Chairmen had not actively encouraged them to seek promotion; others, that non-tenured faculty women seemed to be excluded from consideration for available tenure slots; still others, that they felt a lack of sponsorship or of adequate advocacy in the department's deliberations.

These negative perceptions on the part of non-tenured women faculty at Yale must be taken seriously. They may not, indeed, be limited to women who are actually teaching here. In some fields at least, Yale's public image, as regards its treatment of non-tenured women, appears to be an unfavorable one. To the degree that this is so, Yale will fail to attract the best and brightest women among the new PhDs, both its own and those graduating from other high-ranking institutions. There is real danger that the conditions making for dissatisfaction among non-tenured women will, unless remedies are found and adopted, be self-perpetuating.

C. Women's Studies at Yale

Our discussions with both tenured and non-tenured women revealed the importance of the Women's Studies Program, now in its fifth year, in influencing their perceptions of Yale. The Program brings together those who share an interest in scholarship on women, and demonstrates Yale's interest in this field.

\* \* \*

- (2) We recommend that funds be sought to continue and expand the Women's Studies Program in the long term.

\* \* \*

D. Women in the Sciences

The shortage of women scholars in some disciplines, especially engineering and the physical sciences, remains a serious obstacle to establishing gender balance in the corresponding departments. As a leader in higher education, Yale should encourage gifted women to pursue graduate studies in those disciplines. One means to this end would be to seek out women candidates nationwide and invite them to apply for Yale fellowships, with an affirmative action stance in the award of the fellowships.

#### IV. Retaining Women Scholars at Yale

To increase the percentage of women on its faculty, Yale must not only hire more women but actively seek to retain those who are here. Previous reports on the status of women at Yale have not, we believe, sufficiently stressed the problems involved in retaining women faculty members in both term and tenured positions, perhaps because there were so few women here that the issue of their leaving seemed relatively unimportant. Having studied the statistics that are available about faculty departures from Yale in the last decade, however, and considering that the competition for excellent female scholars is already severe and will in all likelihood become more so in the next decade, our Committee has concluded that the question of retaining women at Yale is no less pressing than--and is indeed intimately linked to--the question of hiring them.

The statistics we have collected tell an in some ways disheartening story about Yale's ability to keep women on its faculty. The story is rather different for women in non-tenured and tenured positions; we shall, therefore, discuss these two groups separately.

##### A. Retaining Women in Term-ladder Positions

There are three actions through which non-tenured faculty can be retained: by reappointment, by promotion to a higher non-tenured rank (usually term Associate Professor), and by promotion to tenure. In examining statistics on this subject, we found it important to break the figures down by division, since women are unequally distributed among the divisions, and the divisions differ considerably in their promotion practices. Tables IV.1.-IV.3. present the data averaged for the past seven academic years.\*

\*All tables for Section IV appear at the end of the Section, on pp.38-42.

Table IV.1 shows that the percentage of reappointments given to women has been slightly larger than the percentage of women in the term faculty, both for the Faculty of Arts and Sciences as a whole, and within the separate divisions, except for Natural Sciences. Hence there is no evidence for bias against women in reappointments.

The percentages of promotion to non-tenured Associate Professor present more of a problem. The 21 women promoted during the seven year interval represent only 15% of total promotions, even though women on the average accounted for 24.4% of total term faculty. It would have required about 14-18 more promotions of women to make these two percentages equal. However, a substantial part of the discrepancy between the percentage of promotions given to women and their percentage in the term faculty results from divisional differences: the Natural Sciences have both the largest number of promotions to term Associate Professor and the smallest number of women. When the percentages of promotions of women to term Associate Professor in each division are compared with the divisional percentages of women in the term faculty, the differences are too small to be statistically significant. Nevertheless, it should not go unnoted that in all divisions, the percentages of promotions of women to term Associate Professor remain smaller than the percentages of women in the term faculty. The longer this trend persists, the stronger becomes the case for gender bias in such promotions.

In appointments to tenure (Tables IV.2 and IV.3) the frequent reliance on external appointments in preference to internal promotions presents an additional complication. When we consider only internal promotions, we find that the percentage of these given throughout FAS to women (21%) is slightly smaller than the average percentage of women on term appointment during the seven year interval (24.4%). But it would have taken an increase of only two in the number (ten) of women promoted to tenure to remove the discrepancy, so that the difference is of little statistical significance. We note that within each division, the percentage of promotions given to women roughly matches the percentage of women in the term faculty. The "promotion rate," which

reflects the probability that an individual on term appointment will reach tenure, is slightly higher for men in Humanities, and for women in Social Sciences. Again, the numbers of individuals are so small that the differences have little statistical significance.

In contrast, there is a clear predominance of men (95%) in external appointments, both in the divisions separately and in the FAS as a whole. During the past seven years there have been only two external appointments of women to tenured positions at Yale. Partly as a result of this striking imbalance, and partly as a result of the large percentage of external tenure appointments in the Humanities and Social Sciences, only 14% of FAS tenured appointments have gone to women. If this trend is allowed to continue, it will perpetuate the gender imbalance in our tenured faculty for the foreseeable future.

In the fall of 1980, the gender imbalance of the faculty was studied by an Equal Opportunity Specialist who was conducting a preaward compliance review for the Office of Federal Contract Compliance Programs (OFCCP). Basing her report on statistics for the years 1977-80, the federal reviewer concluded that a situation of "adverse impact" for faculty women existed at Yale and needed to be remedied. "Adverse impact" is government parlance for a situation in which women at a given institution are being promoted at a rate 80% or less than that at which men are being promoted.

Our view of the statistics on promotions of women faculty at Yale differs substantially from that offered by the OFCCP reviewer. We have had access to a larger statistical picture than she had: between 1977 and 1980, the period she analyzed, the percentage of women in non-tenured positions at Yale actually declined; since 1980, it has begun to rise again, as Figure II.3 shows (and Table IV.4 in more detail). Moreover, our interpretation of statistics on promotion rates takes into account the differences among the divisions of FAS; this the OFCCP reviewer did not do. Her conclusion that women were being promoted both to term positions as Associate Professor and to tenured positions at a



rate less than 80% of that at which men were being promoted to such positions does not, we believe, accurately characterize either the past or the present problem of gender imbalance among Yale's faculty. It is true that the overall promotion statistics for the period between 1977-80 are poorer for women than for men; the women's promotion rate was only 56% of the men's promotion rate. It is also true that the overall promotion rates for the past seven years (1977-83) are poorer for women than for men (11% vs. 14%). But these percentage figures appear to be the result not of institutional sex discrimination but rather of a more subtle form of cultural "channeling," namely, the high concentration (67%) of non-tenured women in Humanities, the division that has the lowest rate of promotion to tenure for women and men combined (see Tables IV.2 and IV.3).

Responding to the OFCCP reviewer's negative findings, the University signed, in February 1981, a "Conciliation Agreement" with the U.S. Department of Labor Office of Federal Contract Compliance.<sup>4</sup> The University agreed to conduct its own review of the reasons why faculty who left Yale at the end of the 1980-81 year had done so. The University also agreed to "document the reasons for non-reappointment" in those cases where departure was found to occur because of non-reappointment.

To fulfill part of the terms of the "Conciliation Agreement," Yale's Office of Affirmative Action issued in September 1981 two reports: a "Faculty Departure Report" including data from all departments "concerning the number of departures from . . . [term ladder] positions at the end of 1980-81 and the reason for the departure"<sup>5</sup> and a "Faculty Promotion Report" containing data about promotions of women

<sup>4</sup> Conciliation Agreement between U.S. Department of Labor Office of Federal Contract Compliance Programs and Yale University, New Haven, CT 2/12/81. This document, signed 12 February 1981 by Jerald L. Stevens, Vice President for Finance and Administration, was made available to us by Director of Affirmative Action Frances Holloway.

<sup>5</sup> "Faculty Departure Report," Yale University, AAO, 9/19/81 p. [1].

and men to both term and tenured Associate Professor during the 1980-81 academic year (for appointments to take effect in 1981-82). These reports acknowledge that aggregate departure and promotion data for 1980-81 support the OFCCP reviewer's negative findings: in this year, as in the previous three years surveyed by the federal government specialist, women throughout the University constituted a higher percentage of the total departures from term ladder positions (29%) than of the total appointments to such positions (23%). Moreover, in 1980-81 women continued to be promoted to term and tenured Associate Professor at a lower percentage rate than that of men.<sup>6</sup>

While the two reports issued by Yale's Affirmative Action Office concede the existence of a serious problem in the retention of faculty women, the reports do not explain that problem as fully as one might wish; nor do they offer ways of remedying it. The first report gives the results of a questionnaire sent to department Chairmen requesting information on the reasons why women had left non-tenured positions in those departments. "The reasons given by these women of why they chose to leave," the report states, "all fall into the category of voluntary departures. They either accepted positions at other institutions, in some cases appointments with tenure, or left for what they described as 'personal reasons.'" <sup>7</sup>

In the view of this Committee, the phrase "voluntary departures" is misleading when it is applied to a group of persons who have left non-tenured positions at a university which seldom grants tenure either to men or to women. If a woman believes that her chances for promotion are slim both in an absolute sense and in relation to her male colleagues,

<sup>6</sup>See "Faculty Promotion Report," Yale University, AAO, 9/29/81. p.4.4.

<sup>7</sup>"Faculty Departure Report," Yale University, AAO, 2/29/81.

then she may well decide to leave Yale before she has officially received a negative decision from her department.<sup>8</sup>

If women's reasons for leaving Yale were studied more fully (and over a longer period of time) than they were for the Affirmative Action report, the proportion of genuinely voluntary departures might turn out to be considerably smaller than the report indicated. When women are said by the Chairmen to leave for "personal reasons" or to "accept positions at other institutions, in some cases appointments with tenure," one must at least consider the possibility that such decisions obliquely define Yale as an environment unpropitious for its non-tenured women.

Yale has, of course, never encouraged its non-tenured faculty to harbor high hopes of promotion but young women may become especially--and in some cases unduly--pessimistic because of their concentration in the Division of FAS that offers them the least chance of a permanent appointment to tenure. Recent statistics show that in 1983-84 women constituted 50% of new term appointments in the Humanities; but such a significant gain (in 1979-80 women constituted only 20% of new term appointments) will seem a dubious achievement if it merely offers greater numbers of women the opportunity to receive negative promotion decisions.

<sup>8</sup>This interpretation is indeed supported by an American Psychological Association study cited in a University of New Hampshire Report entitled "Closing the Revolving Door: The Retention of Women in Higher Education"; the study indicates "that women (and minorities) are more likely than white males to leave a university before tenure decisions are made. Problems with attitudes, hidden workloads, isolation, and atmosphere . . . may cause a woman to leave the university in search of a more supportive environment; as [a] Women's Commission survey suggests, some women blame themselves for problems which are beyond their control and leave before their confidence is further undermined." "Closing the Revolving Door: The Retention of Women in Higher Education." University of New Hampshire, 1981.

\* \* \*

- (3) We recommend that the Chairman of each department consult, early in the academic year, with an Associate Provost about the status and prospects of each non-tenured woman in that department, drawing attention to the names of those showing exceptional promise. In such cases, Chairmen should not assume that promotion to tenure is out of the question just because an appropriate slot will not be available when appointment on term cannot be further prolonged.
- (4) We recommend that these consultations be followed up by conversations between Chairmen and the non-tenured women in question. Chairmen should give each woman candidate advice as to departmental evaluations and tenure prospects, and, when appropriate, encouragement and instructions as to how to proceed in furthering her case. Clearly, all non-tenured women cannot be given equal cause for optimism, but concern can and should be shown to all. Every effort should be made to eliminate needless confusion, as well as to dispel needless pessimism.
- (5) We recommend that at the end of each academic year the Associate Provost responsible for affirmative action conduct a full review of all departures of non-tenured faculty in each department. To this end, department Chairmen should supply to the Associate Provost a record of the last departmental action in each case, and each person leaving Yale should be invited to submit a confidential statement explaining the reason for his or her departure. The resulting anonymous information would enable the Affirmative Action Office more easily to discern patterns of departure and see how they correlate with patterns of promotion over a period of time.

\* \* \*

B. Retaining Tenured Women

A key determinant of the number of women in the Faculty of Arts and Sciences is Yale's ability to retain tenured women who have an opportunity to leave before they retire. The Committee therefore sought information about the numbers of tenured women who have departed voluntarily from Yale year by year, and, for comparison, the numbers of tenured men who have departed. We obtained the figures for women covering the time-span 1974/75 through 1983/84; departures of men could be identified as "voluntary," rather than as resulting from retirement or death, only for the years 1978/79 to 1983/84.

Table IV.4 presents the figures given to us by the Affirmative Action Office, in the form supplied to the Federal Government. The data relevant to departures are recast in Table IV.5, according to which the average annual rate of departure for all reasons by tenured male faculty members was 3.3%; by female faculty members, 5.5%. So defined, the average departure rate for tenured female faculty was about 1.7 times that for tenured male faculty.

Since no tenured women retired during the time interval covered in Table IV.5, it might have been expected that their rate of departure for all reasons should be lower than that of men. We therefore separated "voluntary" departures from deaths and retirements (Table IV.6). The average voluntary annual departure rate for tenured men was 1.2% during the interval 1978/79 to 1983/84. For women, the average rate was 3.4% for 1971/72 - 1983/84, and 4.8% for the same interval as that covered by the available data for men (1978/79 - 1982/83). If the same voluntary departure rate had held true for men as for women, nearly a quarter of the tenured faculty would have chosen to leave Yale over the past five years.

We recognize that the population from which the statistics on departure rates for tenured women are derived is a small one, and that

any generalizations based on it are therefore suspect. Indeed, the standard deviation of the numbers used to estimate the 3.4% average annual voluntary departure rate over the past nine years is larger than the estimate itself. We conclude that the data do not demonstrate persuasively that tenured women as a group are more likely than tenured men to leave Yale voluntarily. Nevertheless, the present trend is ominous, and the departure statistics should be watched with care in the years ahead.

The very dearth of items from which to generalize is of course a sign of the severity of the problem. We would emphasize that each voluntary decision to leave Yale reflects a careful weighing of the Yale environment against an alternative. Given the small size of the tenured women faculty, the aggregate number of such departures over the past few years remains important.

Table IV.7 presents a coded list of the 22 women who have received FAS tenure at Yale, ordered by year of tenure. Of that total, two have died, five have departed voluntarily, and none has yet retired. Despite the commonly held assumption that women as a group are less mobile than men, over 20% of the women given tenure by Yale have left to go elsewhere. No doubt it would be instructive to examine each case of voluntary departure in detail; this we have not been able to do. We have, however, talked at length to ten of the fifteen tenured women presently at Yale in the Faculty of Arts and Sciences; five met with members of this Committee; the other five served as members of the Committee. All of them felt that the single most important problem that faces tenured women at Yale is the so-called "lack of critical mass," as defined in Section III, above (p.21). So long as this problem persists, the women Professors felt, there will be strong temptations for them to leave Yale for positions at other institutions.

The statistics on tenured women (Table IV.4) confirm the impressions we gained from talking to individual tenured women about the difficulties they had experienced here. In 1974/75, there were five women in a tenured faculty of 302, or 1.6%. In 1983/84, there are

15 women in a tenured faculty of 328, or 4.5%; an improvement, but still fewer than one in twenty. The series of totals from 1978/79 to 1983/84 shows that at the beginning of this period, there were 14 tenured women in the FAS. Now, at the end of it, there are 15. (Over the same period, the total tenured faculty has increased in number by 17.) In the most starkly literal sense, Yale has barely been holding its own. A greater effort is clearly required. There is little point in trying to add tenured women to the Faculty of Arts and Sciences if we cannot hold on to them.

\* \* \*

- (6) We recommend that when the interest of another institution in a tenured woman is brought to the attention of a department Chairman, the Chairman respond both positively and promptly, consulting the Provost's Office without delay to ask that sufficient resources to make appropriate countermoves be made available.
- (7) We recommend that the Provost's Office share the responsibility with the department Chairman of responding positively when outside offers are made to tenured women.

\* \* \*

Since receptivity to outside offers often depends on the likelihood of a salary increase, it is particularly important that counteroffers not be too low to be persuasive. (See Section C., below.) Timing, too, is essential. The sense that the possibility of one's leaving Yale is a matter of no great urgency may well contribute to the dissatisfaction underlying an eventual decision to leave.

### C. Salary Issues

Recognizing the importance of salary levels in the retention of women faculty, we examined both statistically aggregated salary information and a regression analysis of these data provided by the

Office of Institutional Research. The statistically aggregated information shows that average salary for men is slightly higher than for women, at all ranks. But the regression analysis tabulating the dependence of salaries on a set of variables (length of time since the PhD, division, and gender) suggests that the salary difference between men and women (the "gender coefficient") is barely significant. At the professorial level, the calculated gender coefficient is essentially zero, while at the lower ranks there is a calculated salary disadvantage of 1.4 - 1.5% for women compared to men. However, the standard error of the estimate of the gender coefficient is nearly as large as the coefficient itself.

Though there is little, if any, statistical evidence for the existence of salary discrimination against women at Yale, comments we have received relating to the reasons for departure of tenured women scholars from Yale indicate that salary is frequently an issue. In some cases the search for outside offers seems to have been catalyzed by a low salary, with Yale's counteroffer coming too late, and sometimes amounting to too little, to be persuasive. The competition for established women scholars is keen, and Yale must be prepared to meet that challenge.

\* \* \*

- (8) We recommend that the University make certain that the salary gender coefficients at tenured and non-tenured levels do not show a persistent bias in favor of men.
- (9) We recommend that the Provost and the department Chairmen pay particular attention to keeping the salaries of tenured women at levels fully competitive with those at other institutions, whether or not outside offers have been reported.

\* \* \*



TABLE IV.1

REAPPOINTMENTS AND "AOP" NON-TENURE PROMOTIONS, 1977-78 to 1983-84\*

Division	Reappointments: Number (X)		Promotions to Associate Professor: Number (X)		Women as % of Total Non-Tenured Faculty
	Women	Men	Women	Men	
1. FAS Total	✓ 81 (30X)**	190 (70X)	21 (15X)	121 (85X)	24.4X
2. Humanities	✓ 63 (36X)	114 (64X)	13 (25X)	40 (75X)	33.0X
3. Social Sciences	✓ 16 (29X)	39 (71X)	7 (19X)	29 (81X)	23.4X
4. Natural Sciences	2 (5X) ↑ slight prob	37 (95X)	1 (2X)	52 (98X)	8.8X

\*Appointments and departures effective at the beginning of each academic year.

\*\*Figures in parentheses represent percentages of total appointments or promotions within each division.

TABLE IV.2

DISTRIBUTION OF NON-TENURED WOMEN AND PERCENTAGES OF EXTERNAL AND INTERNAL APPOINTMENTS, BY DIVISION, (1977-78 TO 1983-84)\*

Division	Non-tenured Women in Division, % of Total	External Appointments % of Total	Internal Appointments % of Total
1. FAS Total	100X	45X	65X
2. Humanities	67X	48X	52X
3. Social Sciences	23X	67X	33X
4. Natural Sciences	10X	27X	73X

\*Appointments and departures effective at the beginning of each academic year.

TABLE IV.3

COMPARISONS OF INTERNAL AND EXTERNAL PROMOTIONS TO TENURE, 1977-78 to 1983-84\*

Division	External Appointments Number (X)		Internal Appointments Number (X)		Internal Appointments Promotion Rate**		Women as % of Total to Tenure	Women as % of Total Non-Tenured Faculty
	Women	Men	Women	Men	Women	Men		
1. FAS Total	2 (5X)	38 (95X)	10 (21X)	38 (79X)	11X	14X	14X	24.4X
2. Humanities	1 (6X)	15 (94X)	5 (28X)	13 (72X)	8X	11X	18X	33.0X
3. Social Sciences	1 (6X)	15 (94X)	3 (37X)	5 (63X)	14X	8X	17X	23.4X
4. Natural Sciences	0	8 (100X)	2 (9X)	20 (91X)	22X	18X	7X	8.8X

\*Appointments and departures effective at the beginning of each academic year.

\*\*Promotion rate = 100X X promotions / (departures + promotions)

Source: Affirmative Action Office

TABLE IV.4

LADDER FACULTY IN FAS  
Status of Appointments

	Total Employment		Departures At End of Previous Year		New Appointments		Promotions		Reappointments	
	Tenure	Term	Tenure	Term	Tenure	Term	to Tenure	to AOP	1 Year Only	More Than 1 Year
Women/Total										
1974-75	5/302	68/327								
1975-76	5/316	78/331	0/6	9/70	0/9	19/81	0/4	7/19	6/19	11/34
1976-77	6/323	83/336	1/14	11/52	2/9	17/70	0/9	1/16	5/16	10/38
1977-78	12/332	82/330	0/15	14/55	1/9	17/58	4/8	1/6	10/22	8/39
1978-79	14/317	73/313	0/22	19/70	0/3	13/51	2/3	5/16	1/2	3/13
1979-80	15/332	71/309	1/10	13/47	1/11	13/52	0/8	3/32	0/4	12/47
1980-81	16/322	65/290	0/11	13/40	0/3	9/40	1/5	1/17	9/25	11/30
1981-82	16/325	70/288	2/8	7/26	0/5	16/51	2/6	2/26	3/11	4/31
1982-83	17/335	71/280	0/5	9/44	0/4	12/43	1/8	5/25	6/16	4/11
1983-84	15/334	75/270	2/13	7/42	0/5	11/41	0/10	4/20	4/11	5/9
X Women of Total										
1974-75	1.7	20.8								
1975-76	1.6	23.6	0.0	12.9	0.0	23.5	0.0	36.8	31.6	32.4
1976-77	1.9	24.7	7.1	21.2	22.2	24.3	0.0	6.3	31.3	26.3
1977-78	3.6	24.8	0.0	25.5	11.1	29.3	50.0	16.7	45.5	20.5
1978-79	4.4	23.3	0.0	27.1	0.0	25.5	66.7	31.3	50.0	23.1
1979-80	4.5	23.0	10.0	27.7	9.1	25.0	0.0	9.4	0.0	25.5
1980-81	5.0	22.4	0.0	32.5	0.0	22.5	20.0	5.9	36.0	36.7
1981-82	4.9	24.3	25.0	26.9	0.0	31.4	33.3	7.7	27.3	12.9
1982-83	5.1	25.4	0.0	20.0	0.0	27.9	12.5	20.0	37.5	36.4
1983-84	4.5	27.8	15.4	16.7	0.0	26.8	0.0	20.0	36.4	55.6

Source: Affirmative Action Office

TABLE IV.5

EMPLOYMENT AND DEPARTURE FIGURES FOR THE FACULTY OF ARTS AND SCIENCES

TOTAL EMPLOYMENT						
Year	Tenure			Term		
	Total	Women	Men	Total	Women	Men
1974-75	302 48	5	297	327	68	259
1975-76	316 45%	5	311	331	78	253
1976-77	323 49%	6	317	336	83	253
1977-78	332 50	12	320	330	82	248
1978-79	217 50%	14	303	313	73	240
1979-80	332 52	15	317	309	71	238
1980-81	322 53%	16	306	290	65	225
1981-82	325 53%	16	309	288	70	218
1982-83	336 55% <sup>tot</sup>	18**	318	280	71	209
1983-84	334 328 55% <sup>tot</sup>	15 4.5%	313	270	75 27.8%	195
→ 1984-85	325	17 5.2%		287	80 27.9%	

DEPARTURES AT THE END OF PREVIOUS YEAR  
(INCLUDING DEATHS AND RETIREMENTS)

Year	Tenure: Number and (%)*			Term: Number and (%)		
	Total	Women	Men	Total	Women	Men
1974-75						
1975-76	6 (2.0%)	0	6 (2.0%)	70 (21.4%)	9 (13.2%)	61 (24.0%)
1976-77	14 (4.4%)	1 (20.0%)	13 (4.2%)	52 (15.7%)	11 (14.1%)	41 (16.7%)
1977-78	15 (4.6%)	0	15 (4.7%)	55 (16.4%)	14 (16.9%)	41 (16.2%)
1978-79	22 (6.6%)	0	22 (6.9%)	70 (21.1%)	19 (23.2%)	51 (20.6%)
1979-80	9 (2.8%)	0	9 (3.0%)	47 (15.0%)	13 (17.8%)	34 (11.3%)
1980-81	12 (3.6%)	1 (6.7%)	11 (3.5%)	40 (12.9%)	13 (18.3%)	27 (11.3%)
1981-82	7 (2.2%)	1 (6.2%)	6 (2.0%)	26 (9.0%)	7 (10.8%)	19 (8.4%)
1982-83	5 (1.5%)	0	5 (1.6%)	44 (15.3%)	9 (12.8%)	35 (16.0%)
1983-84	8 (2.4%)	3 (16.7%)	5 (1.6%)			
***AVERAGE:	(3.3%)	(5.5%)	(3.3%)			
		(7.8%)	(1.8%)			

\*Percent of total women/men with tenure/term status.

\*\*Includes a tenured promotion offered, but declined for departure to another university.

\*\*\*Average rates of departure for tenured faculty 1974-75 through 1982-83.

Source: Affirmative Action Office

TABLE IV.6

DEPARTURES\* OF TENURED PERSONS FROM THE FACULTY OF ARTS AND SCIENCES  
(Exclusive of Deaths and Retirements)

Year	Number of Persons with Tenure		Voluntary Departures, No. & (%)	
	Women	Men	Women	Men
1971-72	2		0	
1972-73	2		0	
1973-74	5		0	
1974-75	5		0	
1975-76	5		0	
1976-77	6		1 (20.0%)	
1977-78	12		0	
1978-79	14	303	0	4 (1.3%)
1979-80	15	317	0	6 (1.9%)
1980-81	16	306	0	1 (0.3%)
1981-82	16	309	1 (6.2%)	1 (0.3%)
1982-83	18**	318	0	5 (1.6%)
1983-84	15	313	3 (17.6%)	5 (1.6%)

Average percentage of voluntary departures:

Women (1971/72 - 83/84) = 3.4%

(4.8% for period 1978/79 - 83/84)  
( $\sigma$  = 7.7)

Men (1978/79 - 83/84) = 1.2%

(2.8 times as many women's voluntary departures as men's voluntary departures)

\*Departures at the end of previous year.

\*\*Includes a tenured promotion offered, but declined for departure to another university.

Source: Affirmative Action Office

Table IV.7

Coded List of Tenured Women Faculty  
Dates of Appointment to Tenure and Departure

<u>Individual</u>	<u>Year tenured</u>	<u>Year left</u>
A	1961	deceased 1970
B	1962	
C	1970	
D	1973	1976
E	1973	
F	1973	
G	1976	
H	1976	
I	1977	1981
J	1977	
K	1977	
L	1977	1983
M	1977	
N	1977	1983
O	1978	deceased 1980
P	1978	
Q	1979	
R	1980	
S	1981	
T	1981	
U	1982	
V*	1983	1983

Excludes Provost and Acting President Hanna Gray and Professor Sofia Simmonds, who is considered a member of the Medical School faculty.

\*Tenure promotion offered, but declined for departure to another university.

Source: Affirmative Action Office

V. Affirmative Action: A New Impetus

Introduction

The fraction of women in the Faculty of Arts and Sciences at Yale has shown virtually no significant increase since 1978, in contrast to the clear advances made in the six years before then. Clearly defined changes in strategy are needed to bring this stagnation to an end. Of particular urgency is an increase in the number of tenured women to alleviate the "critical mass" problem.

A. The Need for Leadership

If the institutional goal of increasing the number of women is to be achieved, the Corporation, the President, the Provost and the Deans must clearly articulate and continually support it. Because the Yale community is a constantly changing one, frequent repetition of the message is vital.

B. Setting the Goal

Yale must set an ambitious but realistic short-term goal for increasing the number of women on its faculty. The historical precedent set between 1973 and 1979, when 14 appointments of tenured women were made, shows what can be done when motivation and support are sufficient. Given the increase in the pool of distinguished women scholars which has occurred in the interim, we believe that the next six years offer an even greater opportunity.

\* \* \*

- (10) We recommend that Yale announce its determination to double the number of tenured women on the Faculty of Arts and Sciences from 15 (in mid 1983/84) to at least 30, by 1990.

\* \* \*

C. Achieving the Goal

To accomplish this, we propose a series of steps, the first of which must be the clarification and reaffirmation of existing policy.

i) Existing policy on budgetary flexibility. An important memorandum bearing on affirmative action at Yale was adopted by the Yale Corporation in 1972. The memorandum expressed recognition of "the need to add women to the faculty . . ." and proposed that positions for women and minorities be funded

in the short run by a combination of central administration and departmental resources - the former through an increment to the Provost's discretionary fund sufficient to implement this policy and the latter through anticipation of department retirements and through the conversion of junior positions sufficient to meet the department's contribution. It would be understood that when vacancies occur, appointments made through this route normally would be fully absorbed by the departments. . . . A decision would be made as to the allocation of positions among divisions so that a 'competition' for positions would be intra-divisional . . . .<sup>9</sup>

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The policy based on this memorandum was initially implemented with considerable success. In recent years, however, there has been increasing confusion as to its real nature, and mounting doubt as to its efficacy. Several Chairmen with whom we talked said they felt that an affirmative action appointment would shortly result in the loss of a regular departmental slot. Although the Committee is aware of the argument that spelling out all aspects of a process will give the

<sup>9</sup>Brewster, K. Memo to Yale Corporation 1972 p.6: Adopted June 11, 1972.

Provost less flexibility in making appointments, we believe that the University's budgetary policy on affirmative action needs to be more clearly articulated. Faculty members whom we interviewed had divergent and even contradictory understandings regarding both the University's policy and its commitment to this policy. This lack of clear understanding discourages departments that might otherwise seek to establish incremental affirmative action positions.

The term "incremental," because it has been used in the past in a variety of ways, is itself a source of confusion. We suggest below four different kinds of positions to which it might with some justification be applied.

a) Mortgaged positions. A new tenured position is made available to a department with the clear understanding that it will be recouped by a future retirement in the same department or by trading off non-tenured positions within the department. A position of this kind is "incremental" to the department only in the short term.

b) Reallocated positions within divisions. An additional position is made available to a department through the reallocation of divisional funds, possibly including funds anticipated as a result of impending retirements within that division.

c) Reallocated positions between divisions. An additional position is made available to a department by the reallocation of funds between divisions. In neither this nor the preceding case is the department expected subsequently to give up an existing tenured position in return.

Positions of types b) and c) are incremental to departments and to divisions respectively, but are not incremental to the faculty as a whole.

d) New positions. A position is made available to a



department through the raising of new funds outside the University or the transference of funds from other areas of the University's budget. These positions are incremental to the faculty as a whole and increase the total number of tenured faculty.

ii) New steps in the short term. We believe that it would be possible to double the current number of tenured women within the next six years even if there were to be no increase in the size of the faculty, though we hope that in fact a modest increase will be allowed. But it will take time and planning to bring additional women into the tenured ranks. The project must be initiated without delay.

Viewed from a certain perspective, the accomplishment of this goal is clearly feasible. If we take scheduled retirements, of which there are 52\* between 1984/85 and 1989/90, together with voluntary departure rates for the past decade to predict the future, we can conclude that at least 60 FAS tenure slots ought to become available during the next six years. Assuming that the pool of potential candidates consists entirely of non-tenured faculty, who are about 31% women nationally and about 28% women in the Yale Faculty of Arts and Sciences (1983/84), and assuming that men and women are promoted at approximately the same rate, we should expect a corresponding proportion, i.e. at least 16-18 of the replacement tenure appointments, to be women.

If all the above assumptions were correct, then our goal of adding at least 15 tenured women would be achieved automatically. However, the real pool of potential candidates for Yale professorships includes tenured faculty at other universities, and women are severely under-represented at the most senior levels of this group. The problem is compounded by the fact that, as was emphasized in Section IV, our external appointments equal or exceed internal promotions in precisely those divisions (Humanities and Social Sciences) in which non-tenured women are concentrated. Decisive action is needed to end the impasse.

\*This figure includes six faculty members presently on phased retirement.

\* \* \*

- (11) We recommend that the Provost's Office notify all departments that fifteen slots are available to provide for a doubling of the number of tenured women in the Faculty of Arts and Sciences. These slots, if not new (incremental, sense d), should be reallocated within the divisions (sense b), and they should be awarded on a competitive basis. If there is to be no increase in faculty size, the slots so used should be recovered by the Provost's Office from each divisional pool no later than the end of the six year period. We want to stress that any recovery of slots should be at the divisional level, not necessarily at the expense of departments that have taken positive action. Departments that do not avail themselves of this opportunity may risk losing a position.

- (12) We recommend that the Provost's Office immediately begin developing procedures and guidelines for implementing this plan.

\* \* \*

The carrying out of these recommendations calls for less reliance than in the past on eminence as proof of excellence in the making of tenured appointments, in the short term. Among women, it is the younger group that constitutes the dominant pool. Special departmental efforts will be required to identify the best candidates in this group. The provision of new and divisionally reallocated positions would motivate departments to initiate the search process, and would enable them to match the timing of their offers to the opportunities thus discovered.

It is not our intention that every woman proposed for tenure during the next six years should compete for one of these special slots. This would be not only an unnecessary but also a highly undesirable consequence of the adoption of our plan. Rather, we would hope that departments, in response to these new opportunities, would range

widely in their thinking, seeking out exceptional women scholars in a variety of subfields, with more tolerance of field overlap and less concern for the exact timing of retirements than in the past. Such action would supplement, rather than replace, the regular search processes, such as are initiated to replace departing faculty members in a set field. Additional women might well be brought into the tenured ranks through these processes both from outside Yale and from within.

Nor should implementation of these policies be allowed to result in relative disadvantage to Yale's non-tenured male faculty. Promotion rates within divisions are now essentially equal for men and women (Table IV.3) and we believe that they should remain so. Insofar as the policy results in less emphasis on eminence as proof of excellence, it will, in fact, work to the benefit of both male and female non-tenured faculty. In this sense, our recommendation is at one with the Tobin Committee's call for placing greater weight on scholarly promise in the making of tenure appointments.<sup>10</sup>

It might be argued that to enact the policies we recommend solely by reallocation would have the disadvantage of temporarily limiting the number of appointments of scholars of long-established reputation. We think this disadvantage is outweighed by the clear advantage of bringing to Yale scholars who will spend their most creative years here, and whose presence will enhance the diversity of the faculty.

Nor need this limitation be accepted. It would be overcome by the creation of new positions to enable departments to take advantage of exceptional opportunities for increasing faculty strength.

<sup>10</sup> Report of the Ad Hoc Committee on Faculty Appointments, 1981, p.10.

- \* \* \*
- (13) We recommend that Yale make every effort to find the resources to establish new positions to increase faculty diversity in the short term.

\* \* \*

D. Planning for the 1990's

The decade of the 1990's should be viewed as the period in which the number of tenured women faculty can be brought up to a level corresponding to the appropriate pool of candidates. Planning for additional slots to help make this possible should begin now. It is unlikely that all such positions can be new, nor need they be, since the number of scheduled retirements during that decade (129) corresponds to 39% of the current tenured faculty. However, we believe that the possibility of some departmental growth will continue to provide an important source of motivation in the search for qualified women scholars.

\* \* \*

- (14) We recommend that to help motivate the search for tenured women, Yale's fundraising efforts include a strong emphasis on endowment to support a 5% increase in the size of the tenured faculty during the 1990's.

\* \* \*

It goes without saying that in moving toward these goals, Yale can and should maintain its high standards for promotion and tenure across the board. We believe that if the abilities and achievements of women scholars, both younger and more established, are recognized without prejudice, the best women will naturally take their places in the Faculty of Arts and Sciences beside the best men.

**VI. Affirmative Action: Monitoring Procedures**

**Introduction**

Procedures for appointments in the Faculty of Arts and Sciences have recently been extensively reviewed by the Ad Hoc Committee on Faculty Appointments (the "Tobin Committee"); its report includes specific consideration of affirmative action monitoring. Official Yale policy, as set out in the Faculty Handbook, the Provost's memorandum on Procedures for Faculty Appointments, and a statement issued by the Yale Corporation on 7 February 1975, clearly prescribes wide-ranging search procedures for new faculty members, with emphasis on finding qualified women and minority candidates. Each departmental search must be approved for compliance by the Affirmative Action Office. Additional steps recommended by the Tobin Committee\* were (1) closer interaction between the affirmative action officer and the departmental search committees and (2) a more active role for the Affirmative Action Office in developing information likely to be helpful to departments. It was further recommended that a report on each search be forwarded to the appropriate Committee on Senior Appointments. In another recent development, the Provost has designated one of the Associate Provosts as the official having special responsibility for faculty affirmative action.

Of equal importance to affirmative action monitoring procedures is the perception of these procedures by the faculty, since it is they, through their search committees, who will be crucial in altering the gender balance of the Faculty of Arts and Sciences. In our interviews we explored these perceptions.

Perceptions of affirmative action monitoring procedures proved to be varied. Some non-tenured faculty, men and women alike, were unaware

\*Report of the Ad Hoc Committee on Faculty Appointments, 1981, Recommendations VII.1-3.

that such procedures existed. Many, indeed, were poorly informed about all aspects of the promotion process. Views differed as to the effectiveness of the University's commitment to affirmative action in influencing departmental hiring decisions. Some Chairmen suggested that affirmative action policy was less vigorously promulgated now than it had been several years ago. To a number of them, the monitoring process seemed to be a fairly mechanical, but necessary, prerequisite for getting a proposed appointment before the appropriate Committee on Senior Appointments. So far as the department Chairmen were concerned, the monitoring process generated no real sense of urgency about an ongoing issue.

A. Improvements in the Monitoring Procedures

For the most part, so far as individual decisions are concerned, the procedures for the monitoring of affirmative action performance seem simply to provide a check after the fact. In particular, we found little evidence that discussions bearing on affirmative action take place on a regular basis between department heads and the Associate Provosts to whom they report .

The designation of an Associate Provost as having special responsibility for furthering the University's commitment to equal opportunity and affirmative action is a positive step, which we endorse. We should like to see this assignment of responsibility continued and the responsibility itself more clearly defined.

\* \* \*

- (15) We recommend that one member of the group of Associate Provosts be given central responsibility for coordinating all activities of the Provost's Office bearing on affirmative action, including the processing of recommendations for appointments and the review of affirmative action reports from departments. This official should oversee the monitoring of faculty appointments and promotions by

the Affirmative Action Office, and should help Yale take the initiative in going beyond mere demonstration of compliance with government regulations. These new initiatives will undoubtedly require additional staff support.

- (16) We recommend that affirmative action performance automatically be placed on the agenda of the annual budgetary discussions between each department Chairman and the responsible Deputy or Associate Provost.

\* \* \*

The Committee heard reports that in some instances a field in which a search was instituted had been defined so narrowly as to favor a particular candidate, even to the point of excluding women who otherwise would have had to be considered.

\* \* \*

- (17) We recommend that in authorizing searches, whether for tenured or for non-tenured positions, the Advisory Committee and the Executive Committee be vigilant to ensure that fields are not so defined as to be potentially exclusionary. In cases where, by agreement with the Provost and the Executive Committee, departments do not need specific authorization for individual searches, the monitoring process at every stage should include particularly careful scrutiny of the field definition and the construction of the comparison group.

\* \* \*

If women are to be added to the tenured faculty, it is of the utmost importance that every effort be made to include the names of qualified women among the possible candidates listed in "blind" letters requesting evaluations.

\* \* \*

(18) We recommend that it be stated in Yale's affirmative action policy that "blind" letters are expected to include the names of qualified women among possible candidates. If no such names are presented, a covering letter to the Associate Provost having responsibility for affirmative action should list the names of women considered for inclusion, and explain why they were omitted.

(19) We recommend that the Associate Provost responsible for affirmative action prepare an annual report, including information about the representation of women on the faculties of individual departments. This report should be widely distributed. It might, for example, be published in the Weekly Bulletin and Calendar, as are reports of some University committees that serve monitoring functions.

\* \* \*

B. Underrepresentation: Targeted Departments

By the nature of our appointments procedures, with their strong emphasis on departmental autonomy, only departments and their search committees can in the end improve the gender balance of our faculty. For various reasons, departments have differed considerably in the degree to which the proportion of women in their faculties has increased. Although the Committee recognizes that in some fields the small size of the availability pool is still a constraining factor, it believes that in some departments lack of commitment and diligence has contributed to a poor record. Such departments should be "targeted" and required to institute procedures designed to increase the likelihood of their appointing additional women.

\* \* \*

(20) We recommend that special attention be focused on departments whose level of staffing by women has, for at least three years,



been inadequate in relation to the "utilization" standards calculated by the Yale Affirmative Action Office. Departments with no women on their tenured faculty, regardless of whether they have met the above criteria, should be included in this targeted group.

- (21) We recommend that the Chairman of each targeted department be asked to appoint an Advocacy Committee charged with identifying women scholars who might be suitable additions to the department's tenured and non-tenured faculty, and with arguing the cases of women candidates for positions. The lists formulated by such Committees should be annually transmitted to the Associate Provost responsible for monitoring affirmative action, where they would remain available for future reference. The members of these Committees might also take the initiative in fostering the interest of such women in Yale.

\* \* \*

One of the main reasons for correcting the gender imbalance of our faculty is to provide students, both graduate and undergraduate, with a view of the professional opportunities now available to women. Active student interest could provide an additional incentive and help to departments in the process of hiring. We believe that this interest should be channeled. At the discretion of the department Chairman, students might be consulted or invited to meet with the Advocacy Committee.

The search procedures of targeted departments should be closely monitored.

\* \* \*

- (22) We recommend that when a search in a targeted department begins, the search committee, together with the department Chairman, meet with the Associate Provost responsible for affirmative action or with an official designated by the Associate Provost, to discuss strategies for identifying women candidates.

- (23) We recommend that the "blind letters" sent out by targeted departments be approved by an appropriate member of the Provost's Office before mailing to ensure that every effort has been made to include qualified women candidates.

\* \* \*

The procedures, if adopted, will become simply another set of bureaucratic hurdles unless the members of the community respond, as we urge them to, with renewed commitment, expressing in action their conviction that the present percentage of women faculty, especially at the tenured level, must be increased, not in the next few decades, but in the next few years.

C. Grievance Procedures and the Monitoring Process

Through interviews and privately communicated comments, the Committee heard a number of complaints about the constitution and effectiveness of University grievance procedures as they bear on the promotion and tenure of women faculty. Our investigation of this subject was limited, since the Tobin Committee had recently considered it in detail and made a number of recommendations for change.

The procedures to be followed by faculty members who believe they have been treated in a manner inconsistent with University policy on reappointment and promotion are described in Section III of the new Faculty Handbook, under the heading "I. Decisions Not to Reappoint or Promote and Their Review." The stages of review are similar to those which governed matters of this kind from 1977-82; they include informal consultation with a panel of tenured faculty designated by the Deans, followed, if the grievant so wishes, by a direct formal appeal to the Dean. All faculty have the right to seek formal redress from the Provost. If this step is taken, the case is heard by the Review Committee, which is a Provostial standing committee of the Faculty of Arts and Sciences. The Provost considers the Committee's

recommendations, but is not obliged to accept them in making a final decision. In cases where the complaint alleges involvement of the Provost, the final decision is made by the President.

The changes in this section of the Faculty Handbook resulting from the Tobin Committee report involve additional procedural protection for the faculty grievant, including the right to have an advisor at the hearing, to examine relevant non-confidential documents, and to receive a copy of the Committee's summary and conclusions. Time limits for each step of the process are specified.

We were informed by the General Counsel's Office that during the interval 1977-1982, six Review Committee cases involving promotion and tenure were heard university-wide, with three of these in FAS; five of the six grievants were women. Redress of grievances has been sought outside the University in two of the six cases heard by Review Committees, and in three other cases of female faculty who did not use the provostial review mechanism. Complaints were filed with the Federal Equal Employment Opportunity Commission, the State Commission on Human Rights and Opportunities, and in Federal District Court. To our knowledge, none of these actions has yet led to a judgment against Yale; one has been settled out of court. In view of the high proportion of females to males in the above cases, the adequacy of Yale's grievance procedures clearly has an important bearing on the situation of women at Yale, and should be periodically reassessed.

## VII. Family Support and Part-time Options

As was stated in the Introduction to this Report, fundamental social changes are not only producing more women in the academy, but also fostering single-parent and two-career families. Yale can, if it chooses, make the academic environment more welcoming to women and take a leadership role in addressing the evolving needs of the individual and the family by making more generous provisions for maternity and parenting leaves, providing fully supportive day care and after school facilities, and marshalling resources to help find employment for the spouses of those who join its faculty and staff. Such provisions would serve to improve the quality of life for everyone in the community, even as they improved Yale's ability to compete with other institutions in attracting and retaining both male and female scholars.

### A. Maternity and Parenting Leave

We have found that there is some dissatisfaction with the maternity leave policy currently available to the Faculty of Arts and Sciences, according to which pregnant faculty are entitled to one term's leave of absence without pay. During this time, TIAA/CREF benefits also cease; the University continues to pay its usual share of health insurance and group life insurance premiums. (The above statement of policy was verified for us by the Provost's Office; we recommend making the relevant language in the Faculty Handbook clearer and more explicit.) Pregnant faculty who have not taken a leave without pay are entitled to continuation of salary and benefits if they are "temporarily disabled as a result of pregnancy or childbearing"; procedures are the same as for faculty temporarily disabled because of illness or accident. But those eligible are often hesitant to take maternity disability leave because the teaching of their courses must be provided for in their absence, and they are reluctant to saddle their colleagues with this additional responsibility. Comments we received indicate that faculty women find it difficult to request substitute teaching from their departments. Enforced absences resulting from illness seem to arouse more sympathy than those resulting from pregnancy.

\* \* \*

(24) We recommend that provision of substitute teaching during pregnancy disability be regarded as a departmental responsibility, and that funds be made available in the Provost's Office to cover those circumstances where temporary appointments are necessary.

(25) We recommend that departments be responsive to requests for variation in teaching assignments during an academic year in which childbirth is anticipated. For example, an increase in teaching assignments in one term might be compensated for by a smaller teaching load in the term in which childbirth is expected. If such arrangements require a temporary increase in personnel, the Provost's Office should be prepared to pay for supplementary teaching help.

\* \* \*

The policy of the Yale Medical School, adopted in 1976, is more generous in its provisions, offering a minimum of six weeks of paid leave for pregnant faculty, and parenthood leaves for both men and women:

A pregnant faculty member is entitled to a minimum of 0-2 weeks maternity disability leave prior to the expected date of delivery and 4-6 weeks disability leave following delivery, with a total disability leave time not to exceed 6 weeks. With a physician's certification of disability, however, disability leave may begin before this time, and/or be extended beyond this time, as necessary. During disability leave time, the employee shall continue to receive her usual pay and fringe benefits.

A new parent, of either sex, shall also have the option of parenthood leave and, upon return, is entitled to reinstatement in the position held prior to going on leave, or to one substantially similar thereto, with no loss of seniority benefits or other privileges of

employment. Departments are also urged to consider making part-time working arrangements for new parents.

Parenthood leave shall take the form of a leave of absence, without pay, for a period of time not to exceed six months. Longer leaves may be granted only with the approval of the Provost. <sup>11</sup>

The Yale Medical School policy, unlike that of the Faculty of Arts and Sciences, addresses itself to a major shift in contemporary attitudes: the increasing importance attached to the role of the male in parenting. We believe that a more thoroughgoing response to this shift is needed on Yale's part.

\* \* \*

- (26) We recommend that the maternity leave and parenthood leave policy of the Yale Medical School be adopted for the Faculty of Arts and Sciences, except that parenthood leaves should be for one academic term. Such leaves should not be counted as time on the ladder.

\* \* \*

The implementation of this policy would, we know, require additional funds. But the resultant gains would be great. It would demonstrate to all that the Yale community is supportive of its women faculty, and it would make Yale more attractive to those families, ever increasing in number, in which both spouses are actively pursuing careers.

<sup>11</sup> "Maternity Leave and Parenthood Leave for Faculty." Yale University School of Medicine, adopted 1976.

Finally, since an academic leave of absence allows greater freedom in planning one's time, there would be considerable advantage to both faculty and their departments if a soon-to-be available leave could be taken to coincide with childbirth.

\* \* \*

(27) We recommend that there be flexibility in the scheduling of leaves of absence with pay for both female and male faculty to enable such leaves to coincide with pregnancy and childbirth.

\* \* \*

B. Day Care and After-School Programs

Yale currently supports four different day care facilities, either through funding or provision of space. Yale also provides a list of area day care centers for interested parents.

Among ten institutions of higher education that responded to a 1982 Dartmouth College survey (see FASACEW File in SSS 103), Yale's day care provisions are more extensive than those of Dartmouth and Princeton and less extensive than those of Harvard and Stanford.<sup>12</sup> At Harvard, according to the Office of the Child Care Advisor,

There are seven independently incorporated and tuition funded day care centers in Harvard-Radcliffe properties. Space, utilities, and landlord services for the centers are provided at no cost to the users by the various schools and departments within the University. The centers are fully licensed and have high quality professional staffs.<sup>13</sup>

<sup>12</sup>Survey of Child Care at Selected Institutions of Higher Education, Dartmouth College, New Hampshire, 1982.

<sup>13</sup> Office of the Child Care Advisor, Harvard University, MA. 1981.

Stanford also supports seven child care centers and has an office established in 1977 called "The Childcare Resource and Referral Center." Both Harvard and Stanford provide an after-school program, which Yale does not. In its response to the Dartmouth survey, Yale indicated that it felt no necessity to expand services at this time, whereas Harvard and Stanford both stated that they were currently expanding their programs. Cornell and M.I.T. were the only respondents who said they offered day care as an employee benefit.

The Committee received some criticism of Yale's day care services, especially concerning the lack of sufficient on-site facilities, and the need to match the hours during which facilities are open with faculty schedules, which often include seminars or committee meetings running until 6 p.m. In addition, it was felt by some that faculty with college-age children were disproportionately favored by the college tuition benefit over those with younger children, whose care is not subsidized by the University.

\* \* \*

- (28) We recommend that Yale survey the faculty to obtain full information about current day care and after-school child care needs. If such needs are identified, Yale should provide more opportunities for on-campus day care and after-school child care programs. Child care expenses should be included (as previously planned) as part of the University's flexible benefits program when that program is reinstated. Yale should designate a member of the administrative staff to provide information and consult with parents about child care and educational opportunities on and off campus.

\* \* \*



C. Spouse Placement

There was general agreement that more assistance is needed in enabling the spouses of potential or new faculty members to find appropriate positions in the area or to pursue desired educational goals. This issue is sensitive when both members of the couple are academics, and especially when they are equally qualified. We recognize that departments may be reluctant to reorganize their field priorities to accommodate the needs of other departments. We urge, however, that in such cases the potential benefit of the double hire in increasing faculty diversity be carefully considered, both by departments and by the administration.

The University also has difficulty in locating appropriate job opportunities for spouses whose occupations are non-academic. But if Yale is to be able to attract and retain the high quality faculty it seeks, it must signal its concern about the issue and provide a maximum of information and practical assistance. All areas of the University must be encouraged to cooperate in providing access to academic and other employment opportunities for spouses of potential, new, and current faculty. The University is fortunate in having in its community large numbers of people who are well informed, or who know people who are well informed, about job markets in New Haven or within commuting distance. A structure for taking advantage of these resources is needed.

\* \* \*

- (29) We recommend that Yale designate an individual in the administration, preferably in the Office of the Secretary of the University rather than in the Personnel Office, to help the spouses of newly hired or current faculty to locate suitable employment or educational opportunities.

\* \* \*

\* \* \*

D. Part-time Ladder Faculty Positions

An option at Yale of potential benefit to faculty of both sexes exists in the form of part-time ladder positions, with appropriate extension of the time allowed at successive rank levels. To determine the extent to which advantage is being taken of this option, the Committee requested data on part-time ladder faculty; the information was not readily available for the years prior to 1982/83. However, even this limited body of data presents a pattern. Few ladder faculty in the Faculty of Arts and Sciences hold part-time positions. (There were six in 1982/83, and seven in 1983/84.) The numbers of part-time male and female faculty are about equal. However, the proportion of women (3%) is considerably higher than the proportion of men (.5% to .7%). As regards status, the majority of the women are non-tenured, while the majority of the men are tenured.

We believe that the part-time ladder option should continue to be available. Though, for various reasons, it is desirable that those holding academic positions should devote full time to them, we recognize that personal or professional circumstances may temporarily dictate otherwise. In such cases, the possibility of promotion and tenure ought not to be ruled out.

\* \* \*

- (30) We recommend that accessible records of part-time ladder faculty be maintained.
- (31) We recommend that department Chairmen inform prospective and new members of their faculties of the possibility of part-time ladder positions.

\* \* \*

The part-time ladder option may take another form, namely, an appointment shared by two faculty members. So far as we know, no such arrangements are currently in force at Yale, but under certain circumstances we believe that they might be advantageous to both the individuals and the departments concerned.

\* \* \*

(32) We recommend that the Provost's Office affirm that the shared ladder appointment is an available option, and that department Chairmen inform prospective and new members of their faculties of its existence.

\* \* \*

### VIII. Looking Toward the Future

Politics is the art of the possible. Varying the theme, one might say that committee reports are the art of the politic, and that their recommendations, however great the urgency dictating them, must remain within the limits not only of possibility but of practicality. Throughout our report, we have borne these limits in mind. To put most, though not all, of our recommendations into effect, little more is needed than consent and continuing good will.

But the limits of possibility are not fixed: they change as the changing times cause us to reimagine them. In this last section of our report, we wish to turn from our critique of the present situation to our hopes for a possible future.

Yale's Faculty of Arts and Sciences well deserves its eminence as a community of scholars, which is linked within itself and to its undergraduate and graduate students by the smaller communities of the Colleges and the Graduate School. Twenty-five years ago, through the making of two appointments, the process of bringing women scholars into that community had its beginnings. In more recent years, women have been added to the Faculty in numbers increasingly — though as yet by no means fully — proportionate to their numbers in the academy at large. They have increasingly earned respect for their achievements, and they have been increasingly imbued by that respect with the deeply rooted self-confidence from which all achievement in the arts and sciences must spring. What has happened here has happened throughout the world of higher education. It is a drama that is bound to run its course, and in which Yale will inevitably play a part. But in what spirit will that part be played? We believe that Yale should do more than acquiesce in the ongoing assimilation of women into its faculty. It should take and hold the initiative.

An essential step toward gaining that initiative would be Yale's active commitment to the doubling of the number of tenured women in the

Faculty of Arts and Sciences by 1990. We have shown that this can be accomplished within the limitations of present resources. We recognize, however, that the carrying out of other recommendations that we have made would require the assignment either of reallocated or incremental funds.

We therefore end our report by unanimously requesting that a substantial fundraising drive be undertaken, both to help implement promptly and fully the recommendations we have made, and to enlarge the programs, facilities, and administrative operations of the Faculty of Arts and Sciences in ways reflecting not only the letter of our recommendations, but also their spirit. We do this in the shared conviction that such implementation and enlargement would be of benefit not to Yale's women alone, but to the Yale community as a whole, and we wish to emphasize that none of the specific proposals listed below would, if adopted, rule out male scholars.

The funds resulting from such a fund drive could be used for a number of the following purposes:

1. To increase the size of the tenured Faculty by 5% in the 1990's. (See p.49)
2. To establish a named Professorship for a distinguished scholar with an interest in the history and achievements of women, or the representation of women in the arts, or some other aspect of the scholarship on women, to play an active role in the administration and development of the Women's Studies Program. (See p.25)
3. To establish an annual Visiting Professorship for a distinguished scholar representing the achievements of women, or specializing in the scholarship on women, to teach in the College or the Graduate School, this Professorship to be awarded to departments on a competitive basis. (See p.24 )

4. To fund a top-grade lecture or series of lectures to be given by a distinguished scholar representing the achievements of women, or specializing in the scholarship on women, to be awarded to departments on a competitive basis. (See p.24)
5. To establish a program of fellowships for one-term academic leaves for non-tenured faculty whose committee, administrative, or advisory responsibilities have been especially heavy. (See p.85; a Memorandum describing a similar program at the University of Wisconsin-Madison appears as Appendix C.)
6. To establish, with headquarters at Yale, a Regional Advisory Agency for Educational and Job Opportunities, to pool information supplied by other educational institutions and by business organizations, for the purpose of helping spouses of either sex, when the other spouse has been hired, to obtain appropriate job placement or to further desired educational goals. (See p.62)
7. To finance a more comprehensive policy of maternity and parenting leaves. (See p.57)
8. To upgrade day care facilities and to provide after school programs for children. (See p.60)
9. To provide additional support to the staffs of the Provost's and Affirmative Action Offices in the monitoring of promotion and tenure decisions, and to the Dean of the Graduate School to support the recruiting of women graduate students in fields in which women are underrepresented nationally. (See pp.26, 33, 51, 53)

The demands on Yale's resources are constant and powerful, and there are many worthy causes to the furtherance of which additional funds, if raised, might well be devoted. Why, then, should our claims, as a Committee of the Faculty of Arts and Sciences, have priority? We answer that the Faculty of Arts and Sciences is at the heart of the University's tradition of liberal education. To be a member of that Faculty is to belong to a body of citizens, diverse in enterprise and outlook, yet bound together in an ongoing process of mutual civility. In the end, it is our sense of this pervasive civility, and its fostering effect on the intellectual life, that ties us most strongly to Yale. Women have earned the right to participate more fully in that life: in so doing, they will add to its diversity and enhance its quality. To reach out to them with a splendidly magnanimous gesture such as we have envisioned would make Yale visible on the academic scene far and wide, and in the best possible light. And the moment is propitious: given the spirit of the times, such a gesture would surely strike a responsive chord in those interested in the quality of higher education for both women and men. The women and men of this Committee are united in the belief that there could be no more appropriate way to bring Yale to the beginning of a new century.

IX List of Recommendations

- (1) We recommend that distinguished women be sought out, and invited to visit the University, both as teachers at undergraduate and graduate levels and as holders of our prestigious lectureships. (p.24)
- (2) We recommend that funds be sought to continue and expand the Women's Studies Program in the long term. (p.25)
- (3) We recommend that the Chairman of each department consult, early in the academic year, with an Associate Provost about the status and prospects of each non-tenured woman in that department, drawing attention to the names of those showing exceptional promise. In such cases, Chairmen should not assume that promotion to tenure is out of the question just because an appropriate slot will not be available when appointment on term cannot be further prolonged. (p.33)
- (4) We recommend that these consultations be followed up by conversations between Chairmen and the non-tenured women in question. Chairmen should give each woman candidate advice as to departmental evaluations and tenure prospects, and, when appropriate, encouragement and instructions as to how to proceed in furthering her case. Clearly, all non-tenured women cannot be given equal cause for optimism, but concern can and should be shown to all. Every effort should be made to eliminate needless confusion, as well as to dispel needless pessimism. (p.33)
- (5) We recommend that at the end of each academic year the Associate Provost responsible for affirmative action conduct a full review of all departures of non-tenured



faculty in each department. To this end, department Chairmen should supply to the Associate Provost a record of the last departmental action in each case, and each person leaving Yale should be invited to submit a confidential statement explaining the reason for his or her departure. The resulting anonymous information would enable the Affirmative Action Office more easily to discern patterns of departure and see how they correlate with patterns of promotion over a period of time. (p.33)

- (6) We recommend that when the interest of another institution in a tenured woman is brought to the attention of a department Chairman, the Chairman respond both positively and promptly, consulting the Provost's Office without delay to ask that sufficient resources to make appropriate countermeasures be made available. (p.36)
- (7) We recommend that the Provost's Office share the responsibility with the department Chairman of responding positively when outside offers are made to tenured women. (p.36)
- (8) We recommend that the University make certain that the salary gender coefficients at tenured and non-tenured levels do not show a persistent bias in favor of men. (p.37)
- (9) We recommend that the Provost and the department Chairmen pay particular attention to keeping the salaries of tenured women at levels fully competitive with those at other institutions, whether or not outside offers have been reported. (p.37)
- (10) We recommend that Yale announce its determination to double the number of tenured women on the Faculty of Arts and Sciences from 15 (in mid 1983/84) to at least 30, by 1990. (p.43)

- (11) We recommend that the Provost's Office notify all departments that fifteen slots are available to provide for a doubling of the number of tenured women in the Faculty of Arts and Sciences. These slots, if not new (incremental, sense d), should be reallocated within the divisions (sense b), and they should be awarded on a competitive basis. If there is to be no increase in faculty size, the slots so used should be recovered by the Provost's Office from each divisional pool no later than the end of the six year period. We want to stress that any recovery of slots should be at the divisional level, not necessarily at the expense of departments that have taken positive action. Departments that do not avail themselves of this opportunity may risk losing a position. (p.47)
- (12) We recommend that the Provost's Office immediately begin developing procedures and guidelines for implementing this plan. (p.47)
- (13) We recommend that Yale make every effort to find the resources to establish new positions to increase faculty diversity in the short term. (p.49)
- (14) We recommend that to help motivate the search for tenured women, Yale's fundraising efforts include a strong emphasis on endowment to support a 5% increase in the size of the tenured faculty during the 1990's. (p.49)
- (15) We recommend that one member of the group of Associate Provosts be given central responsibility for coordinating all activities of the Provost's Office bearing on affirmative action, including the processing of recommendations for appointments and the review of affirmative action reports from departments. This official should oversee the monitoring of faculty appointments and promotions by

- the Affirmative Action Office, and should help Yale take the initiative in going beyond mere demonstration of compliance to government regulations. These new initiatives will undoubtedly require additional staff support. (p.51)
- (16) We recommend that affirmative action performance automatically be placed on the agenda of the annual budgetary discussions between each department Chairman and the responsible Deputy or Associate Provost. (p.52)
- (17) We recommend that in authorizing searches, whether for tenured or for non-tenured positions, the Advisory Committee and the Executive Committee be vigilant to ensure that fields are not so defined as to be potentially exclusionary. In cases where, by agreement with the Provost and the Executive Committee, departments do not need specific authorization for individual searches, the monitoring process at every stage should include particularly careful scrutiny of the field definition and the construction of the comparison group. (p.52)
- (18) We recommend that it be stated in Yale's affirmative action policy that "blind" letters are expected to include the names of qualified women among possible candidates. If no such names are presented a covering letter to the Associate Provost having responsibility for affirmative action should list the names of women considered for inclusion, and explain why they were omitted. (p.53)
- (19) We recommend that the Associate Provost responsible for affirmative action prepare an annual report, including information about the representation of women on the faculties of individual departments. This report should be widely distributed. It might, for example, be published in the Weekly Bulletin and Calendar, as are reports of some University committees that serve moni-

toring functions. (p.53)

- (20) We recommend that special attention be focused on departments whose level of staffing by women has, for at least three years, been inadequate in relation to the "utilization" standards calculated by the Yale Affirmative Action Office. Departments with no women on their tenured faculty, regardless of whether they have met the above criteria, should be included in this targeted group. (p.53)
- (21) We recommend that the Chairman of each targeted department be asked to appoint an Advocacy Committee charged with identifying women scholars who might be suitable additions to the department's tenured and non-tenured faculty, and with arguing the cases of women candidates for positions. The lists formulated by such Committees should be annually transmitted to the Associate Provost responsible for monitoring affirmative action, where they would remain available for future reference. The members of these Committees might also take the initiative in fostering the interest of such women in Yale. (p.54)
- (22) We recommend that when a search in a targeted department begins, the search committee, together with the department Chairman, meet with the Associate Provost responsible for affirmative action or an official designated by the Associate Provost, to discuss strategies for identifying women candidates. (p.54)
- (23) We recommend that the "blind letters" sent out by targeted departments should be approved by an appropriate member of the Provost's Office before mailing to ensure that every effort has been made to include qualified women candidates. (p.55)
- (24) We recommend that provision of substitute teaching during pregnancy disability be regarded as a departmental respon-

sibility, and that funds be made available in the Provost's Office to cover those circumstances where temporary appointments are necessary. (p.58)

- (25) We recommend that departments be responsive to requests for variation in teaching assignments during an academic year in which childbirth is anticipated. For example, an increase in teaching assignments in one term might be compensated for by a smaller teaching load in the term in which childbirth is expected. If such arrangements require a temporary increase in personnel, the Provost's Office should be prepared to pay for supplementary teaching help. (p.58)
- (26) We recommend that the maternity leave and parenthood leave policy of the Yale Medical School be adopted for the Faculty of Arts and Sciences, except that parenthood leaves should be for one academic term. Such leaves should not be counted as time on the ladder. (p.59)
- (27) We recommend that there be flexibility in the scheduling of leaves of absence with pay for both female and male faculty to enable such leaves to coincide with pregnancy and childbirth. (p.60)
- (28) We recommend that Yale survey the faculty to obtain full information about current day care and after-school child care needs. If such needs are identified, Yale should provide more opportunities for on-campus day care and after-school child care programs. Child care expenses should be included (as previously planned) as part of the University's flexible benefits program when that program is reinstated. Yale should designate a member of the administrative staff to provide information and consult with parents about child care and educational opportunities on and off campus. (p.61)

- (29) We recommend that Yale designate an individual in the administration, preferably in the Office of the Secretary of the University rather than in the Personnel Office, to help the spouses of newly hired or current faculty to locate suitable employment or educational opportunities. (p.62)
- (30) We recommend that accessible records of part-time ladder faculty be maintained. (p.63)
- (31) We recommend that department Chairmen inform prospective and new members of their faculties of the possibility of the part-time ladder positions. (p.63)
- (32) We recommend that the Provost's Office affirm that the shared ladder appointment is an available option, and that department Chairmen inform prospective and new members of their faculties of its existence. (p.64)

X Appendices

For reports of other committees and groups reviewing the situation of women on the faculty at Yale, and other materials related to this report, see FASACEW File, available in SSS 103.

APPENDIX A:

WOMEN IN THE FACULTY OF ARTS AND SCIENCES DEPARTMENTS AND PROGRAMS AT YALE  
1982-83

Number and Percent  
of

Ladder Faculty, Graduate Students, and Undergraduate Majors  
[Comparison to National Availability Pool for Faculty]

DIVISION/ Department	Total Number	Number of Women	Women as % of Total	Women as % of National Availability Pool
<b>HUMANITIES:</b>				
<b>American Studies</b>				
Tenured Faculty	3	1	33.3%	22.1%
Term Ladder Faculty	6	3	50.0%	28.1%
Graduate Students	63	34	54.0%	
Undergraduate Majors	124	63	50.8%	
<b>Classics</b>				
Tenured Faculty	8	0	0%	21.3%
Term Ladder Faculty	5	2	40.0%	35.2%
Graduate Students	26	11	42.3%	
Undergraduate Majors	19	7	36.8%	
<b>Comparative Literature</b>				
Tenured Faculty	2	0	0%	43.1%
Term Ladder Faculty	3	1	33.3%	52.1%
Graduate Students	32	15	46.9%	
Undergraduate Majors	28	20	71.4%	
<b>East Asian L &amp; L</b>				
Tenured Faculty	4	0	0%	17.3%
Term Ladder Faculty	2	1	50.0%	32.6%
Graduate Students	27	10	37.0%	
Undergraduate Majors	30	14	46.7%	
<b>English</b>				
Tenured Faculty	24	4	16.7%	26.3%
Term Ladder Faculty	36	13	36.1%	43.2%
Graduate Students	74	37	50.0%	
Undergraduate Majors	261	155	59.4%	
<b>French</b>				
Tenured Faculty	8	1	12.5%	48.3%
Term Ladder Faculty	8	4	50.0%	64.4%
Graduate Students	55	34	61.8%	
Undergraduate Majors	13	8	61.5%	
<b>Germanic Languages</b>				
Tenured Faculty	4	1	25.0%	32.8%
Term Ladder Faculty	8	4	50.0%	48.7%
Graduate Students	15	8	53.3%	
Undergraduate Majors	5	3	60.0%	

1. Faculty 1982 (Affirmative Action Office)
2. Graduate Students 1982-83 (Graduate School Registrar's Office)
3. Undergraduate Majors Class of 1982-83 (Yale College Registrar's Office)
4. National Availability Pool Tenured: % of Women PhDs 1950-75  
(Affirmative Action Office) Term: % of Women PhDs 1973-80

DIVISION/ Department	Total Number	Number of Women	Women as % of Total	Women as % of National Availability Pool
<b>History</b>				
Tenured Faculty	25	1 <sup>plus 1</sup>	4.0%	13.1%
Term Ladder Faculty	14	3	21.4%	21.3%
Graduate Students	132	69	52.3%	
Undergraduate Majors	413	155	37.5%	
<b>History of Art</b>				
Tenured Faculty	10	2	20.0%	35.0%
Term Ladder Faculty	10	7	70.0%	56.0%
Graduate Students	73	51	69.9%	
Undergraduate Majors	50	37	74.0%	
<b>Italian</b>				
Tenured Faculty	1	0	0%	35.9%
Term Ladder Faculty	1	1	100.0%	41.5%
Graduate Students	19	13	68.4%	
Undergraduate Majors	2	2	100.0%	
<b>Linguistics</b>				
Tenured Faculty	5	0	0%	21.3%
Term Ladder Faculty	4	1	25.0%	40.3%
Graduate Students	22	10	45.5%	
Undergraduate Majors	15	4	26.7%	
<b>Music</b>				
Tenured Faculty	5	0	0%	14.1%
Term Ladder Faculty	9	3	33.3%	24.6%
Graduate Students	49	22	44.9%	
Undergraduate Majors	75	22	29.3%	
<b>Near Eastern L &amp; L</b>				
Tenured Faculty	3	0	0%	14.6%
Term Ladder Faculty	4	0	0%	32.6%
Graduate Students	27	10	37.0%	
Undergraduate Majors	8	3	37.5%	
<b>Philosophy</b>				
Tenured Faculty	9	1	11.1%	15.8%
Term Ladder Faculty	11	3	27.3%	17.6%
Graduate Students	43	12	27.9%	
Undergraduate Majors	74	26	35.1%	
<b>Religious Studies</b>				
Tenured Faculty	7	0	0%	6.4%
Term Ladder Faculty	3	0	0%	12.4%
Graduate Students	73	18	24.7%	
Undergraduate Majors	24	12	50.0%	

As is standard University practice, faculty holding joint appointments have been listed in the above Table only once.



DIVISION/ Department	Total Number	Number of Women	Women as % of Total	Women as % of National Availability Pool
<b>Slavic L &amp; L</b>				
Tenured Faculty	5	0	0%	32.2%
Term Ladder Faculty	4	2	50.0%	47.4%
Graduate Students	24	16	66.7%	
Undergraduate Majors	0	0	0%	
<b>Spanish and Portuguese</b>				
Tenured Faculty	4	0	0%	35.3%
Term Ladder Faculty	7	3	42.9%	46.9%
Graduate Students	29	19	65.5%	
Undergraduate Majors	7	4	57.1%	

**BIOLOGICAL AND PHYSICAL SCIENCES:**

<b>Astronomy</b>				
Tenured Faculty	4	0	0%	7.9%
Term Ladder Faculty	4	1	25.0%	6.7%
Graduate Students	10	1	10.0%	
Undergraduate Majors	0	0	0%	
<b>Biology</b>				
Tenured Faculty	20	1	5.0% <i>plus two</i>	15.9%
Term Ladder Faculty	14	3	21.4%	26.0%
Graduate Students	104	44	42.3%	
Undergraduate Majors	166	72	43.4%	
<b>Chemistry</b>				
Tenured Faculty	17	0	0%	6.8%
Term Ladder Faculty	7	0	0%	12.9%
Graduate Students	131	34	26.0%	
Undergraduate Majors	25	8	32.0%	
<b>Computer Science</b>				
Tenured Faculty	5	0	0%	5.0%
Term Ladder Faculty	10	1	10.0%	29.6%
Graduate Students	56	6	10.7%	
Undergraduate Majors	49	8	16.3%	
<b>Engineering &amp; Applied Sciences</b>				
Tenured Faculty	27	0	0%	.8%
Term Ladder Faculty	13	0	0%	2.6%
Graduate Students	107	14	13.1%	
Undergraduate Majors	45	15	33.3%	
<b>Geology and Geophysics</b>				
Tenured Faculty	13	0	0%	2.5%
Term Ladder Faculty	6	0	0%	7.9%
Graduate Students	47	10	21.3%	
Undergraduate Majors	37	13	35.1%	
<b>Mathematics</b>				
Tenured Faculty	16	0	0%	6.9%
Term Ladder Faculty	9	1	11.1%	13.3%
Graduate Students	43	7	16.3%	
Undergraduate Majors	35	12	34.3%	

DIVISION/ Department	Total Number	Number of Women	Women as % of Total	Women as % of National Availability Pool
<b>Molecular Biophysics and Biochemistry</b>				
Tenured Faculty	10	1	10.0%	15.6%
Term Ladder Faculty	1	0	0%	22.4%
Graduate Students	72	26	36.1%	
Undergraduate Majors	123	14	11.4%	
<b>Physics</b>				
Tenured Faculty	16	0	0%	2.4%
Term Ladder Faculty	18	2	11.1%	4.7%
Graduate Students	110	9	8.2%	
Undergraduate Majors	27	8	29.6%	
<b>SOCIAL SCIENCES:</b>				
<b>Anthropology</b>				
Tenured Faculty	11	1	9.1%	26.1%
Term Ladder Faculty	7	2	28.6%	38.3%
Graduate Students	64	25	39.1%	
Undergraduate Majors	17	11	64.7%	
<b>Economics</b>				
Tenured Faculty	24	0	0%	5.5%
Term Ladder Faculty	20	2	10.0%	10.7%
Graduate Students	169	30	17.8%	
Undergraduate Majors	199	64	32.2%	
<b>Political Science</b>				
Tenured Faculty	13	0	0%	9.9%
Term Ladder Faculty	14	2	14.3%	16.8%
Graduate Students	156	48	30.8%	
Undergraduate Majors	143	45	31.5%	
<b>Psychology</b>				
Tenured Faculty	18	2	11.1%	22.1%
Term Ladder Faculty	12	4	33.3%	37.0%
Graduate Students	92	49	53.3%	
Undergraduate Majors	96	64	66.7%	
<b>Sociology</b>				
Tenured Faculty	8	1	12.5%	20.2%
Term Ladder Faculty	8	2	25.0%	33.4%
Graduate Students	51	24	47.1%	
Undergraduate Majors	29	16	55.2%	
<b>Statistics</b>				
Tenured Faculty	3	0	0%	6.4%
Term Ladder Faculty	2	0	0%	14.5%
Graduate Students	18	4	22.2%	
Undergraduate Students	0	0	0%	

TOTALS: (Exclusive of Architecture and Art)

DIVISION/ Department	Total Number	Number of Women	Women as % of Total	Women as % of National Availability Pool
<b>HUMANITIES:</b>				
Tenured Faculty	127	11	8.7%	
Term Ladder Faculty	135	51	37.8%	
Graduate Students	783	389	49.7%	
Undergraduate Majors	1148	535	46.6%	
<b>BIOLOGICAL AND PHYSICAL SCIENCES:</b>				
Tenured Faculty	128	2	1.6%	
Term Ladder Faculty	82	8	9.8%	
Graduate Students	680	151	22.2%	
Undergraduate Majors	507	150	29.6%	
<b>SOCIAL SCIENCES:</b>				
Tenured Faculty	77	4	5.2%	
Term Ladder Faculty	63	12	19.0%	
Graduate Students	550	180	32.7%	
Undergraduate Majors	484	200	41.3%	
<b>ALL DEPARTMENTS AND PROGRAMS (FAS):</b>				
Tenured Faculty	332	17	5.1%	
Term Ladder Faculty	280	71	25.4%	
Graduate Students	2013	720	35.8%	
Undergraduate Majors	2139*	885*	41.4%	

\*Includes 70 undergraduates majors (24, or 34.3% women) in Architecture and 51 majors (30, or 58.8% women) in Art.

## Appendix B. Survey of the Situation of Faculty Women at Other Universities

On behalf of the Committee, Professor Marie Borroff sent out a letter to 33 women faculty at other Universities. A copy of the letter is attached. The Committee received 21 replies, of which 19 came from tenured and two from non-tenured women. For clarity, the questions asked in the letter are repeated here, followed by summaries of the replies.

1. Are there departments (at your institution) that are perceived as merely paying lip service to the procedures of Affirmative Action, rather than making a real effort to seek out and hire qualified women?

The answers to this question — overwhelmingly in the affirmative — indicate that "affirmative action burnout" is a nationwide phenomenon. Some responses made distinctions among departments; several singled out the sciences as especially disinclined to seek out and hire women.

2. Do you know of any specific steps your institution is taking to increase the number of women on its faculty? If so, describe briefly.

The answers to this question, in contrast to those we received for Questions 1, painted a positive picture, indicating that a number of institutions are trying to devise new ways of counteracting gender imbalance and ensuring more equitable treatment for their women faculty. The following "specific steps" were among those listed: appointment or designation of an administrative official, faculty committee, or the like (e.g. campus Equal Opportunity Officer, Affirmative Action Committee, Associate Vice Chancellor) with special responsibility for matters of concern to women; recruitment programs; commissioning of reports on the status of women; chairing of important search committees by women; additional tenure slots, competed for by departments, for the purpose of increasing faculty diversity.

3. Are men in positions of authority in the faculty and administration perceived as treating women in a patronizing manner?

The answers to this question were mixed, indicating that a change for the better has begun and is continuing. Inevitably, we heard some reports of offensive remarks or attitudes — e.g. "Why do you want to become an engineer when you can marry one?" or an expression of fear that if a maternity leave were granted to the respondent, every woman on the faculty would start having babies in order to go on leave. We trust that these are holdovers from a less enlightened era; fully supportive and sympathetic attitudes toward women are certainly felt to be more prevalent at present among male faculty and administrators than they have been in the past.

4. Does it seem to you that substandard (i.e. non-ladder, less-well-paid) positions are held mainly by women?

Most of the respondents said they thought this was true, some emphatically. A few offered explanations: women, especially student and faculty spouses, are more likely than men to settle for substandard jobs; women who speak foreign languages may be bound to a particular locality, and will accept substandard jobs in language departments for lack of a better alternative; women's job expectations, though rising, are still comparatively low. As regards salary, one woman, "a passive beneficiary of class action" against her institution by a group of other women, was shocked by the "sudden adjustment" in her salary that resulted.

5. Does the administration seem interested in innovative arrangements as regards: maternity leaves; parenting leaves; part-time appointments that slow down, but do not prejudice, the ascent up the rank-ladder; cooperation in finding appropriate positions nearby for spouses of those hired?

Only two respondents knew of parenting leaves at their institutions. Maternity leave policy, with two exceptions, was mentioned, if at all, as a source of dissatisfaction. At one institution, maternity leave was said to be classified as a form of "disability leave"; at another, a woman who left a tenure-track position for family reasons was not allowed to return to faculty status when she again wished to do so. We heard little or no evidence of the existence of part-time ladder positions or institutionally sponsored aid to spouses in finding positions. In all these respects, Yale has the opportunity to take the lead in responding to the social changes which are presently calling for innovative changes of policy in the academy.

**Yale University** *New Haven, Connecticut 06520*

DEPARTMENT OF ENGLISH

*Linsly-Chittenden Hall*

*Box 3545*

*(203) 432-4454*

Dear Colleague:

I am writing to you on behalf of a Committee at Yale of which I am a member. This Committee was appointed in the Fall Term of 1982. Its charge was, and is, to examine the general situation of women on the Faculty of Arts and Sciences here, and to consider how best to recruit, hire, and retain women on the faculty.

I dislike questionnaires. There is no questionnaire attached to this letter, but if you will give the letter your attention for a few moments, you will be of help to us as we plan our report and recommendations.

Would you please respond briefly, using the left-hand margin, to each question below as it applies to your university? A simple Yes, No, Don't know, or similar phrase will suffice, though we should be happy to have any comments or suggestions you may wish to add. We are seeking, as we have also sought in interviews with faculty women here, your "perception" of conditions, rather than statistics, documentation, or case histories. You need not sign your name. If you do identify yourself, your replies will remain confidential.

1. Are there departments that are perceived as merely paying lip service to the procedures of Affirmative Action, rather than making a real effort to seek out and hire qualified women?

2. Do you know of any specific steps your institution is taking to increase the number of women on its faculty? If so, describe briefly.

3. Are men in positions of authority in the faculty and administration perceived as treating women in a patronizing manner?

4. Does it seem to you that substandard (i.e. non-ladder, less-well-paid) positions are held mainly by women?

5. Does the administration seem interested in innovative arrangements as regards: maternity leaves; parenting leaves; part-time appointments that slow down, but do not prejudice, the ascent up the rank-ladder; cooperation in finding appropriate positions nearby for spouses of those hired?

6. Are you a (tenured) (non-tenured) member of the faculty of your institution?

Please attach additional pages if you wish. If you prefer telephoning to writing, you are welcome to call either me (home: [203] 562-4048; office: 432-4454) or Professor Margaret Ferguson (home: [203] 776-3126; office: 432-4372). If you will leave a message, either of us will gladly return your call.

With thanks and good wishes,

Marie Borroff  
(William Lampson Professor of English)

Appendix C Description of Research-Service Grant Program at the University of Wisconsin-Madison

UNIVERSITY OF WISCONSIN-MADISON



CHANCELLOR  
Bascom Hall • 500 Lincoln Drive  
Madison, Wisconsin 53706  
608-262-9946

September 21, 1983

MEMORANDUM

TO: Deans, Directors, Department Chairpersons, Untenured Faculty  
FROM: Irving Shain, Chancellor JS  
RE: Research-Service Grant Program

I have been gratified with the results of the "Research-Service Grant" program to supplement the research opportunities available to assistant professors or instructors who have given significant time and effort to University service beyond their department or academic discipline. Four untenured faculty received such grants for the summer 1983, and it appears that the program gave them a valuable chance to advance their research. I am glad to report that we will be able to continue the program for the summer of 1984.

The impetus for this program was a recognition that many untenured faculty members, especially women and members of minority groups, are asked to devote unusual amounts of time to University service. Such service promotes the University's interest in having a broad range of perspectives represented on important committees. It also helps increase the involvement of nontenured faculty in university governance. The consequence for the faculty members involved, however, is that they have less time than their colleagues to satisfy the individual research requirements for promotion to tenure. This is unfair to them and clearly contrary to the University's best interests. Though this problem has surfaced during discussions relating to minority and women faculty, it is not limited to them. Other untenured faculty also may be asked to accept especially time-consuming committee assignments beyond the department level, and their research progress also may suffer as a consequence.

To take account of these consequences of substantial commitments to University service, the University created the Research-Service Grant Program. Under this program, assistant professors and instructors who are in the first five years of tenure-track service at UW-Madison are eligible for summer salary support only (2/9ths of the academic year salary or equivalent) to pursue worthy research projects. (Emphasis is placed on providing released time, because university service is a competitor for the untenured faculty member's scarcest resources. In special situations, however, the committee will consider requests for alternative kinds of support that will advance the applicant's research program.) It is expected that up to 15 untenured faculty members will receive grants for the 1984 summer session.



Research-Service Grant Program  
September 21, 1983  
Page 2

Applications for the 1984 summer period are due NOVEMBER 4, 1983, and seven copies of the materials should be submitted to: Research-Service Grant Committee, 166 Bascom Hall. A faculty committee appointed by the Chancellor will evaluate the applications and select the grantees. Evaluation will be based on (a) the nature of the applicant's University service and degree of burden placed on other academic responsibilities, including research, and (b) the quality of the research proposal. Since the program is intended generally to help those who have made unusually large commitments to University service outside their own departments, the evaluation will consider the amount of effort over and above that expected of all faculty and will place its emphasis on service outside the department in addition to normal departmental responsibilities. Although we expect these cases to be rare, the committee will be willing to review documentation of extraordinary departmental service. The research evaluation will include consideration of the likelihood that the proposed research will lead to publication and to advancement of the applicant's scientific or scholarly career.

Individual untenured faculty members may initiate their own applications, or department chairpersons may nominate them. In either case, the application materials should include:

- (a) the nominee's detailed research proposal with a specific explanation of how it fits into the nominee's overall research program and how completion of the proposed project will help advance the nominee toward tenure;
- (b) the nominee's curriculum vita, including a specific description of service activities at the departmental, college, and University levels with an indication of the approximate amount of time expended on each; and
- (c) at least one letter of support from the department chairperson or a tenured member of the department faculty.

If you have questions, please phone MaryAnn Yodelis Smith (263-6561).

xc: Vice Chancellor Kearn  
Dean Bock  
Associate Vice Chancellor Yodelis Smith

0599a

Appendix D. Excerpt from Statement of Yale Corporation Policy, 1972 (as Provided by the Provost's Office)

Included among other recommendations relevant to women was the following statement of policy on non-tenured appointments:

'In deciding among promising candidates, department chairmen and deans generally balance a particular candidate's special qualifications against a department's or school's most urgent needs. In this balancing process, some weight should be given to Yale's commitment to increasing the number of women on the faculty. Thus serious consideration should be given to the appointment of qualified women candidates regardless of their particular subspecialties.'

The situation will arise where women or members of minority groups can be identified who are obviously of superior quality -- individuals whom it is reasonable to expect in a relatively short period of time will be considered for tenure at Yale but whose special field is not a pressing need of the respective departments. In such cases, where the evidence of high quality is as clear as it can possibly be, the University has a great stake in not failing to appoint such individuals to its junior ranks just because special fields within disciplines do not happen to conform to the specific needs at a particular moment in time. In such cases and with the provisos mentioned above, it is recommended here that funds from the central administration be appropriated to allow departments to make such appointments.

AS IN ECON

This policy as it bears on the appointment of tenured women is discussed on p.44 of this report.

Report of the  
Faculty of Arts and Sciences Advisory Committee  
on the Education of Women

April, 1984

Marie Borroff, Wordsmith  
Judith Berman Brandenburg, Archivist  
Donald Crothers, Chairman  
Margaret Ferguson  
Ingeborg Glier  
Alvin Klevorick  
Etta Onat  
Peter Parker  
Alison Richard

Marie Borroff  
Judith Berman Brandenburg  
Donald M. Crothers  
Margaret W. Ferguson  
Ingeborg Glier  
Alvin Klevorick  
Etta Onat  
Peter Parker  
Alison Richard

Shoshana Felman and Alan Trachtenberg were members of the  
Committee earlier in its deliberations.

## What's Past Is Prologue

We address this report to our colleagues and to the University community as a whole in the hope that 1984 may be as propitious a year for women at Yale as 1969, when the College embarked on coeducation. We cannot, it is true, be unreservedly optimistic. Our charge -- "to examine the general situation of women on the Faculty of Arts and Sciences," and, in this connection, to consider "efforts to recruit, hire and retain women on the faculty" -- is nothing new. As Table I.1 (pp.9-13) amply shows, earlier Committees have been given similar instructions, made similar observations, and recommended similar measures. If, as we hope, our report is to mark the beginning of some long-awaited changes, it must convey a sense of present urgency and it must be bold yet realistic in making its recommendations.

Between 1968, when the Planning Committee that ushered in coeducation at Yale was appointed, and 1978, tenured women on the Faculty of Arts and Sciences increased in number from two to fourteen, a striking gain proportionately, though still a small absolute total. During the past six years the number of tenured women has increased by one, though the tenured faculty as a whole has increased by seventeen. At the same time, the number of non-tenured women on the Faculty has increased by two, from 73 to 75; here the proportionate gain is larger, since the number of non-tenured faculty as a whole has declined. (See Table IV.4, p.39.) As of the current academic year, Yale ranks well below the national average in the proportions to total faculty of women in both groups; it ranks seventh in a list of ten Ivy League and other universities. (Figs.II.1 & II.2, pp.16-17.)

In considering this situation and drawing up our recommendations concerning it, we have at times been tempted to go beyond our mandate. The problems and pressures of an academic environment such as Yale's are not limited to the women members of its Faculty of Arts and Sciences; they are shared by women faculty in the professional schools, and by Yale's women administrators, as well. The underrepresentation of women on the Faculty of Arts and Sciences, the causes that have

tended to perpetuate it, and its consequences for the experience of being a woman student or faculty member at Yale -- all these have parallels in the situation of members of minority groups. And the dissatisfaction expressed by non-tenured faculty women proved to be shared in large measure by their male counterparts, though such problems as a sense of isolation naturally tend to be more acute for women because of their smaller numbers. Though we could not, given our charge, address ourselves directly to the situation of these other groups, we wish to express here our sense that they too deserve consideration. In particular, we are concerned over the possibility of disaffection among the non-tenured faculty of both sexes. We urge that this body be given attention in the near future.

The discouraging loss of momentum since 1978 in increasing the number of women on the faculty coincides with a period of readjustment in financial planning that affected all branches of the University, even before the Corporation decided in 1977 to bring Yale's budget into balance over a three-year period. The measures adopted in order to move toward this goal included restraints on the filling of vacated tenure slots in the Faculty of Arts and Sciences and mandated stage-by-stage reductions in the size of the faculties of the departments, especially at the non-tenured level. But the conditions that called forth these stringent measures have eased, and we believe that it is time for Yale to take another long forward stride and bring the impasse of the early 1980s to an end.

"New styles of architecture, a change of heart:" Auden's vision of a better future perhaps implies that inner changes come late. If at Yale -- if in the academy generally -- there were universal enthusiasm for improving the situation of women, committees like ours would have little to report. Given the actual state of affairs, we, like our predecessors, have resorted to words of exhortation with which few would disagree: we have urged that more intense efforts be made, that hiring and promotion procedures be more attentively monitored, that women in the Yale Faculty of Arts and Sciences be treated by their colleagues in such a way as to make them feel more welcome. We have

also given careful consideration to the "styles of architecture," the administrative procedures designed to ensure equitable treatment for women, and have made a number of recommendations concerning these.

But changes of attitude cannot be brought about by recommendation, and procedural changes alone cannot turn things around. More and more, as we have looked closely at the past and the present, we have become convinced that, if the situation of women at Yale is to improve significantly, additional resources must be brought to bear. The need for such resources is implicit on page after page of this report. If Yale wishes to compete successfully with other institutions in hiring brilliant women scholars at the beginning of their careers, if it wishes to keep its tenured women and its promising non-tenured women when other institutions bid for them, if it wishes to make women scholars more visible by bringing distinguished visitors here from elsewhere in this country and from abroad, it must be prepared to meet the costs.

Beyond such clearly necessary measures, we see the need for a cluster of related innovations, all having to do with a fundamental social change which is already taking place and which will become more visible by the end of the century: the shift to the two-career family. More and more, young men and women who have earned the doctorate are entering the job market at the same time, as husband and wife. These couples wish to bear and raise children while advancing in their careers, and they will seek out academic environments that permit them to do so. Yale must do more than recognize and acquiesce in this change; it must take the lead in responding to it. This means making generous provisions for maternity leaves and for parenting leaves available to either spouse, providing fully adequate day care facilities, and marshalling regional resources, when one spouse is hired, to find employment for the other. Needless to say, these measures are costly. And even remedial measures that seem, on the face of it, merely procedural, are likely in fact to be substantive in this sense. If the situation of women is to be attended to and watched over more systematically, more time must be spent by more people in doing so. Time and attention, too, cost money.

We begin our report, therefore, by expressing our unanimously held conviction that significant changes in the number and "general situation" of women at Yale depend on the bringing to bear of additional resources, whether through the reapportionment of existing funds or through the raising of new funds for this purpose.

Such a step would be seen, both within and outside the University, as a splendid gesture. But it would be far more than that. It would have lasting consequences, both for Yale itself, as a community where scholarly inquiry is carried on without prejudice, and for Yale's place as a leader in higher education.

IX List of Recommendations

- (1) We recommend that distinguished women be sought out, and invited to visit the University, both as teachers at undergraduate and graduate levels and as holders of our prestigious lectureships. (p.24)
- (2) We recommend that funds be sought to continue and expand the Women's Studies Program in the long term. (p.25)
- (3) We recommend that the Chairman of each department consult, early in the academic year, with an Associate Provost about the status and prospects of each non-tenured woman in that department, drawing attention to the names of those showing exceptional promise. In such cases, Chairmen should not assume that promotion to tenure is out of the question just because an appropriate slot will not be available when appointment on term cannot be further prolonged. (p.33)
- (4) We recommend that these consultations be followed up by conversations between Chairmen and the non-tenured women in question. Chairmen should give each woman candidate advice as to departmental evaluations and tenure prospects, and, when appropriate, encouragement and instructions as to how to proceed in furthering her case. Clearly, all non-tenured women cannot be given equal cause for optimism, but concern can and should be shown to all. Every effort should be made to eliminate needless confusion, as well as to dispel needless pessimism. (p.33)
- (5) We recommend that at the end of each academic year the Associate Provost responsible for affirmative action conduct a full review of all departures of non-tenured



faculty in each department. To this end, department Chairmen should supply to the Associate Provost a record of the last departmental action in each case, and each person leaving Yale should be invited to submit a confidential statement explaining the reason for his or her departure. The resulting anonymous information would enable the Affirmative Action Office more easily to discern patterns of departure and see how they correlate with patterns of promotion over a period of time. (p.33)

- (6) We recommend that when the interest of another institution in a tenured woman is brought to the attention of a department Chairman, the Chairman respond both positively and promptly, consulting the Provost's Office without delay to ask that sufficient resources to make appropriate countermoves be made available. (p.36)
- (7) We recommend that the Provost's Office share the responsibility with the department Chairman of responding positively when outside offers are made to tenured women. (p.36)
- (8) We recommend that the University make certain that the salary gender coefficients at tenured and non-tenured levels do not show a persistent bias in favor of men. (p.37)
- (9) We recommend that the Provost and the department Chairmen pay particular attention to keeping the salaries of tenured women at levels fully competitive with those at other institutions, whether or not outside offers have been reported. (p.37)
- (10) We recommend that Yale announce its determination to double the number of tenured women on the Faculty of Arts and Sciences from 15 (in mid 1983/84) to at least 30, by 1990. (p.43)

- (11) We recommend that the Provost's Office notify all departments that fifteen slots are available to provide for a doubling of the number of tenured women in the Faculty of Arts and Sciences. These slots, if not new (incremental, sense d), should be reallocated within the divisions (sense b), and they should be awarded on a competitive basis. If there is to be no increase in faculty size, the slots so used should be recovered by the Provost's Office from each divisional pool no later than the end of the six year period. We want to stress that any recovery of slots should be at the divisional level, not necessarily at the expense of departments that have taken positive action. Departments that do not avail themselves of this opportunity may risk losing a position. (p.47)
- (12) We recommend that the Provost's Office immediately begin developing procedures and guidelines for implementing this plan. (p.47)
- (13) We recommend that Yale make every effort to find the resources to establish new positions to increase faculty diversity in the short term. (p.49)
- (14) We recommend that to help motivate the search for tenured women, Yale's fundraising efforts include a strong emphasis on endowment to support a 5% increase in the size of the tenured faculty during the 1990's. (p.49)
- (15) We recommend that one member of the group of Associate Provosts be given central responsibility for coordinating all activities of the Provost's Office bearing on affirmative action, including the processing of recommendations for appointments and the review of affirmative action reports from departments. This official should oversee the monitoring of faculty appointments and promotions by

the Affirmative Action Office, and should help Yale take the initiative in going beyond mere demonstration of compliance to government regulations. These new initiatives will undoubtedly require additional staff support. (p.51)

- (16) We recommend that affirmative action performance automatically be placed on the agenda of the annual budgetary discussions between each department Chairman and the responsible Deputy or Associate Provost. (p.52)
- (17) We recommend that in authorizing searches, whether for tenured or for non-tenured positions, the Advisory Committee and the Executive Committee be vigilant to ensure that fields are not so defined as to be potentially exclusionary. In cases where, by agreement with the Provost and the Executive Committee, departments do not need specific authorization for individual searches, the monitoring process at every stage should include particularly careful scrutiny of the field definition and the construction of the comparison group. (p.52)
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- (19) We recommend that the Associate Provost responsible for affirmative action prepare an annual report, including information about the representation of women on the faculties of individual departments. This report should be widely distributed. It might, for example, be published in the Weekly Bulletin and Calendar, as are reports of some University committees that serve moni-

- toring functions. (p.53)
- (20) We recommend that special attention be focused on departments whose level of staffing by women has, for at least three years, been inadequate in relation to the "utilization" standards calculated by the Yale Affirmative Action Office. Departments with no women on their tenured faculty, regardless of whether they have met the above criteria, should be included in this targeted group. (p.53)
- (21) We recommend that the Chairman of each targeted department be asked to appoint an Advocacy Committee charged with identifying women scholars who might be suitable additions to the department's tenured and non-tenured faculty, and with arguing the cases of women candidates for positions. The lists formulated by such Committees should be annually transmitted to the Associate Provost responsible for monitoring affirmative action, where they would remain available for future reference. The members of these Committees might also take the initiative in fostering the interest of such women in Yale. (p.54)
- (22) We recommend that when a search in a targeted department begins, the search committee, together with the department Chairman, meet with the Associate Provost responsible for affirmative action or an official designated by the Associate Provost, to discuss strategies for identifying women candidates. (p.54)
- (23) We recommend that the "blind letters" sent out by targeted departments should be approved by an appropriate member of the Provost's Office before mailing to ensure that every effort has been made to include qualified women candidates. (p.55)
- (24) We recommend that provision of substitute teaching during pregnancy disability be regarded as a departmental respon-

sibility, and that funds be made available in the Provost's Office to cover those circumstances where temporary appointments are necessary. (p.58)

- (25) We recommend that departments be responsive to requests for variation in teaching assignments during an academic year in which childbirth is anticipated. For example, an increase in teaching assignments in one term might be compensated for by a smaller teaching load in the term in which childbirth is expected. If such arrangements require a temporary increase in personnel, the Provost's Office should be prepared to pay for supplementary teaching help. (p.58)
- (26) We recommend that the maternity leave and parenthood leave policy of the Yale Medical School be adopted for the Faculty of Arts and Sciences, except that parenthood leaves should be for one academic term. Such leaves should not be counted as time on the ladder. (p.59)
- (27) We recommend that there be flexibility in the scheduling of leaves of absence with pay for both female and male faculty to enable such leaves to coincide with pregnancy and childbirth. (p.60)
- (28) We recommend that Yale survey the faculty to obtain full information about current day care and after-school child care needs. If such needs are identified, Yale should provide more opportunities for on-campus day care and after-school child care programs. Child care expenses should be included (as previously planned) as part of the University's flexible benefits program when that program is reinstated. Yale should designate a member of the administrative staff to provide information and consult with parents about child care and educational opportunities on and off campus. (p.61)

- (29) We recommend that Yale designate an individual in the administration, preferably in the Office of the Secretary of the University rather than in the Personnel Office, to help the spouses of newly hired or current faculty to locate suitable employment or educational opportunities. (p.62)
- (30) We recommend that accessible records of part-time ladder faculty be maintained. (p.63)
- (31) We recommend that department Chairmen inform prospective and new members of their faculties of the possibility of the part-time ladder positions. (p.63)
- (32) We recommend that the Provost's Office affirm that the shared ladder appointment is an available option, and that department Chairmen inform prospective and new members of their faculties of its existence. (p.64)

X Appendices

For reports of other committees and groups reviewing the situation of women on the faculty at Yale, and other materials related to this report, see FASACEW File, available in SSS 103.

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- (21) We recommend that the Chairman of each targeted department be asked to appoint an Advocacy Committee charged with identifying women scholars who might be suitable additions to the department's tenured and non-tenured faculty, and with arguing the cases of women candidates for positions. The lists formulated by such Committees should be annually transmitted to the Associate Provost responsible for monitoring affirmative action, where they would remain available for future reference. The members of these Committees might also take the initiative in fostering the interest of such women in Yale. (p.54)

- (22) We recommend that when a search in a targeted department begins, the search committee, together with the department Chairman, meet with the Associate Provost responsible for affirmative action or an official designated by the Associate Provost, to discuss strategies for identifying women candidates. (p.54)

- (23) We recommend that the "blind letters" sent out by targeted departments should be approved by an appropriate member of the Provost's Office before mailing to ensure that every effort has been made to include qualified women candidates. (p.55)

- (24) We recommend that provision of substitute teaching during pregnancy disability be regarded as a departmental respon-

sibility, and that funds be made available in the Provost's Office to cover those circumstances where temporary appointments are necessary. (p.58)

- (25) We recommend that departments be responsive to requests for variation in teaching assignments during an academic year in which childbirth is anticipated. For example, an increase in teaching assignments in one term might be compensated for by a smaller teaching load in the term in which childbirth is expected. If such arrangements require a temporary increase in personnel, the Provost's Office should be prepared to pay for supplementary teaching help. (p.58)
- (26) We recommend that the maternity leave and parenthood leave policy of the Yale Medical School be adopted for the Faculty of Arts and Sciences, except that parenthood leaves should be for one academic term. Such leaves should not be counted as time on the ladder. (p.59)
- (27) We recommend that there be flexibility in the scheduling of leaves of absence with pay for both female and male faculty to enable such leaves to coincide with pregnancy and childbirth. (p.60)
- (28) We recommend that Yale survey the faculty to obtain full information about current day care and after-school child care needs. If such needs are identified, Yale should provide more opportunities for on-campus day care and after-school child care programs. Child care expenses should be included (as previously planned) as part of the University's flexible benefits program when that program is reinstated. Yale should designate a member of the administrative staff to provide information and consult with parents about child care and educational opportunities on and off campus. (p.61)

- (29) We recommend that Yale designate an individual in the administration, preferably in the Office of the Secretary of the University rather than in the Personnel Office, to help the spouses of newly hired or current faculty to locate suitable employment or educational opportunities. (p.62)
- (30) We recommend that accessible records of part-time ladder faculty be maintained. (p.63)
- (31) We recommend that department Chairmen inform prospective and new members of their faculties of the possibility of the part-time ladder positions. (p.63)
- (32) We recommend that the Provost's Office affirm that the shared ladder appointment is an available option, and that department Chairmen inform prospective and new members of their faculties of its existence. (p.64)

X Appendices

For reports of other committees and groups reviewing the situation of women on the faculty at Yale, and other materials related to this report, see FASACEW File, available in SSS 103.

APPENDIX A:

WOMEN IN THE FACULTY OF ARTS AND SCIENCES DEPARTMENTS AND PROGRAMS AT YALE  
1982-83

Number and Percent  
of

Ladder Faculty, Graduate Students, and Undergraduate Majors  
[Comparison to National Availability Pool for Faculty]

DIVISION/ Department	Total Number	Number of Women	Women as % of Total	Women as % of National Availability Pool
<b>HUMANITIES:</b>				
<b>American Studies</b>				
Tenured Faculty	3	1	33.3%	22.1%
Term Ladder Faculty	6	3	50.0%	28.1%
Graduate Students	63	34	54.0%	
Undergraduate Majors	124	63	50.8%	
<b>Classics</b>				
Tenured Faculty	8	0	0%	21.3%
Term Ladder Faculty	5	2	40.0%	35.2%
Graduate Students	26	11	42.3%	
Undergraduate Majors	19	7	36.8%	
<b>Comparative Literature</b>				
Tenured Faculty	2	0	0%	43.1%
Term Ladder Faculty	3	1	33.3%	52.1%
Graduate Students	32	15	46.9%	
Undergraduate Majors	28	20	71.4%	
<b>East Asian L &amp; L</b>				
Tenured Faculty	4	0	0%	17.3%
Term Ladder Faculty	2	1	50.0%	32.6%
Graduate Students	27	10	37.0%	
Undergraduate Majors	30	14	46.7%	
<b>English</b>				
Tenured Faculty	24	4	16.7%	26.3%
Term Ladder Faculty	36	13	36.1%	43.2%
Graduate Students	74	37	50.0%	
Undergraduate Majors	261	155	59.4%	
<b>French</b>				
Tenured Faculty	8	1	12.5%	48.3%
Term Ladder Faculty	8	4	50.0%	64.4%
Graduate Students	55	34	61.8%	
Undergraduate Majors	13	8	61.5%	
<b>Germanic Languages</b>				
Tenured Faculty	4	1	25.0%	32.8%
Term Ladder Faculty	8	4	50.0%	48.7%
Graduate Students	15	8	53.3%	
Undergraduate Majors	5	3	60.0%	

1. Faculty 1982 (Affirmative Action Office)
2. Graduate Students 1982-83 (Graduate School Registrar's Office)
3. Undergraduate Majors Class of 1982-83 (Yale College Registrar's Office)
4. National Availability Pool Tenured: % of Women PhDs 1950-75  
(Affirmative Action Office) Term: % of Women PhDs 1973-80