



wff

YALE WOMEN FACULTY FORUM

Annual Report  
2013-2014

## EXECUTIVE SUMMARY

The Women Faculty Forum had another active year in 2013–2014. We continued with some of our ongoing programs and events and began several new initiatives. A brief synopsis is below with more detailed descriptions to follow.

### **Public Voices Thought Leaders Fellowship**

For the past three years the WFF has been coordinating a program with a group of journalists from the Op-Ed Project to train women and under-represented minority faculty to write op-eds and other forms of public thought leadership in order to add their voices to public discourse. Another 20 fellows participated this past year and have produced over 50 media successes to date.

### **Portrait Commission of Yale's First Women PhDs**

In order to increase representation of women on campus and highlight women's history at Yale, we are commissioning a portrait of the first seven women to earn PhDs at Yale. This year we opened a competition for the commission and received over 50 submissions from artists around the world. Four finalists were chosen to submit sketches and a final selection will be made this fall.

### **Expanding Childcare Availability**

The WFF has a long history of advocating for childcare on campus. WFF members have worked with the planning committee for the expansion of the Bodel Childcare Center at the Medical School, advocating for a change in the admission's policy such that faculty would be given priority for childcare slots. This change was accepted with support from the Dean's Office.

### **Oral Histories of Senior Women at the Medical School**

We conducted oral history interviews with faculty women who first came to Yale in the 1960s and 1970s. These pioneers were the first women to achieve tenure at the Medical School. This project is continuing.

### **Participation in Diversity Summit**

The WFF was proud to participate in a Diversity Summit, organized by the Office of the Provost, on Feb 11 and 12, 2014. We organized a meeting between faculty at the medical school and Julia Adams, Deputy Provost for Social Sciences, Faculty Development and Diversity, to formulate concerns and suggestions that Professor Adams conveyed to the diversity representatives. We met with members of the diversity panel during their two-day visit.

### **WISAY-WFF Mentoring Lunch**

In collaboration with Women in Science at Yale (WISAY), we hosted a lunch for graduate students and postdoctoral fellows in STEM to receive mentorship from STEM faculty. Over 100 attendees across two lunches discussed topics relevant to career advancement.

### **Walking Tour of Women's History**

In collaboration with the Working Women's Network, the WFF updated our walking tour of Women's History at Yale. In summer 2014 we led several guided tours for women working at Yale, which were extremely popular.

### **Sloan Foundation Grant Project**

The WFF partnered with the Gender Equality Project (GEP) to assess the effectiveness of policies that are pertinent for the progress for women and minority faculty. The results of the study are now available.

### **Traditional Events: Reception, Lectures, Workshops**

We had our opening fall reception at the Beinecke Rare Book and Manuscript Library and held a leadership training workshop in the spring. In June 2014 we organized a lecture and discussion event on negotiation for earnings. We continue to send a weekly newsletter announcing WFF events and other events relevant to our mission.



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Frances Rosenbluth, Deputy Provost for the Social Sciences and Faculty Development, at the 2013 Fall Opening Reception.





# wff

YALE WOMEN FACULTY FORUM

## INTRODUCTION

The Women Faculty Forum was established to highlight the importance of women faculty at the University and foster gender equity through policy initiatives, research, and innovative programs. Since its founding in 2001 during Yale's Tercentennial year, WFF has been a strong voice for women faculty on campus.

Every academic year, the WFF produces an annual report that provides an overview of its programs, research, initiatives, and advocacy. In the 2013-14 academic year, the Yale Women Faculty Forum has continued the legacy of activism around gender and institutional policy and practices. Under the leadership of the new Chair, Professor Paula Kavathas, WFF collaborated with groups across campus, including the Provost's Office, Women in Science at Yale (WISAY), the Yale alumnae group YaleWomen, and the newly formed Working Women's Network (WWN).



# Structure

The Yale Women Faculty Forum (WFF) is composed of faculty, staff, students and alumnae/i committed to gender equity at Yale. The WFF is directed by a Chairperson and the Steering Committee, with support from its Postgraduate or Postdoctoral Associate. In past years, the WFF has also supported a number of working groups, in order to bring together individuals with a particular interest or expertise in a topic, and to provide a way for interested parties to become engaged with the organization. Below is information about the current WFF Chair, Staff, and Steering Committee.

For a full list of members of the WFF Council and the WFF Council-at-Large, please visit our website at [wff.yale.edu/structure](http://wff.yale.edu/structure).

## 2013-14 Yale Women Faculty Forum Chair

**Dr. Paula Kavathas** is Professor of Laboratory Medicine and of Immunobiology. She graduated with a B.A. in American Institutions from the University of Wisconsin. She stayed on to obtain her Ph.D. from the Department of Genetics and then spent six years as a postdoctoral fellow at Stanford University, working with Dr. Leonard Herzenberg and then with Dr. Paul Berg. During that time she developed a novel approach for cloning genes encoding proteins on the surface of cells. At Yale she has led a research laboratory working in the field of immunology since 1986 and is Associate Chair for Research in the Department of Laboratory Medicine. She teaches an undergraduate course on immunology and microorganisms and serves as Director of the Science Education Outreach Program, which she founded in 1995. Dr. Kavathas is a former Chair of the Committee on the Status of Women of the American Association of Immunologists.



## WFF Staff

The Women Faculty Forum staff for 2013-2014 was one full-time Gender Equity and Policy Associate. The Postgraduate Associate is responsible for overseeing and coordinating the programs and initiatives of the WFF. The Associate also provides logistical and research support for the ongoing activist efforts of the WFF. Yale's Shared Services staff, including Nancy Genga, Alexa Schlieker, and Deb Petroskey, provides additional business support for the organization.

## Gender Equity and Policy Postgraduate Associate

**Mira Vale** is a 2013 graduate of Yale College, where she majored in Anthropology and Women's, Gender, and Sexuality Studies. As an undergraduate Mira worked for the Yale University Chaplain's Office, volunteered with Walden Peer Counseling, and served as a Freshman Counselor in Pierson College. Mira's academic interests focus on feminist demography, environmental sustainability, and sexual violence theory.



## Yale Women Faculty Forum Steering Committee

LAURA WEXLER Professor of American Studies and Women's, Gender, and Sexuality Studies	JODY SINDELAR Professor of Economics and Public Health, School of Public Health	CONSTANCE E. BAGLEY Professor in the Practice of Law and Management, School of Management
VICTORIA BRESROLL Assistant Professor of Organizational Behavior, School of Management	SHIRLEY MCCARTHY Professor of Diagnostic Radiology and Obstetrics & Gynecology	JOAN A. STEITZ Sterling Professor of Molecular Biophysics and Biochemistry
JUDITH RESNIK Arthur Liman Professor of Law, School of Law	PRIYA NATARAJAN Professor of Astronomy and Physics	MEG URRY Israel Munson Professor of Physics and Astronomy
VALERIE HORSLEY Associate Professor of Molecular, Cellular, and Developmental Biology and Dermatology, School of Medicine	CATHERINE PANTER-BRICK Professor of Anthropology, Health, and Global Affairs	CAROLYN MAZURE Norma Weinberg Spungen & Joan Lebson Bildner Professor of Psychiatry & Psychology; Associate Dean Yale School of Medicine for Faculty Affairs; Director, Women's Health Research
INDERPAL GREWAL Professor and Chair, Women's, Gender, and Sexuality Studies	PAULA KAVATHAS Associate Chair of Academic Affairs, Department of Laboratory Medicine and Professor of Laboratory Medicine, Immunobiology and Genetics	



## WFF Membership

In addition to the faculty leadership and staff, the Yale Women Faculty Forum has nearly 2000 members comprising women faculty across all of Yale's professional schools and the Faculty of Arts and Sciences, as well as affiliates in the larger academic community, who subscribe to the weekly newsletter that highlights events and resources on gender equity and scholarship on women. The WFF membership comprises faculty, staff, students, and community members who care about gender equity and policy at the institutional level and have participated energetically in the initiatives of the WFF. New members can request to be added to the WFF membership list by emailing [wff@yale.edu](mailto:wff@yale.edu).



# Programs, Projects, & Advocacy

## Opening Reception 2013

The Yale Women Faculty Forum hosted its 13th annual Fall Opening Reception the evening of September 24, 2013, at Yale's Beinecke Rare Book and Manuscript Library.

The much-anticipated event was a big success. We welcomed over 100 guests and honored dozens of new women faculty members. The event featured remarks from WFF Chair Paula Kavathas, Deputy Provost for the Social Sciences & Faculty Development Frances Rosenbluth, and Professor of Sociology and in International and Area Studies Julia Adams, who stepped into Deputy Provost Rosenbluth's role in January 2014. The reception kicked off the year with energy and enthusiasm and set the stage for the 2013-14 academic year of WFF research, advocacy, and programs.

A full slideshow of the beautiful photos of this event is available on our Facebook page at [facebook.com/YaleWFF](https://www.facebook.com/YaleWFF).



New women faculty meet each other and network.



World Fellows Director Michael Cappello, Deputy Provost Julia Adams (Spring '14), Deputy Provost Frances Rosenbluth (Fall '13), and School of Medicine Ombudsperson Merle Waxman.

# Public Voices Thought Leadership Fellows Program

The Public Voices Thought Leadership Fellowship at Yale is an opportunity for twenty women and underrepresented minority scholars of all genders to work intensively with journalists from the Op-Ed Project to increase their influence and contribution in public debate. The program consists of four full-day, interactive seminars that are designed to expand thinking, amplify the reach of faculty expertise, and generate concrete results in terms of publication. Fellows are assigned individual mentors and are given access to a national network of editors, mentors, and media experts to help their scholarship and expertise contribute to the public sphere.

The 2013-14 WFF Public Voices Thought Leadership Fellows Program was facilitated by The Op-Ed Project's Zeba Khan and Mary Curtis. Financial

support for the Public Voices Thought Leadership Fellowship Program was generously provided by the Medical School, the School of Forestry and Environmental Studies, the MacMillan Center, the Divinity School, the Department of Physics, and the Women Faculty Forum.

The program will continue in 2014-15, with the support of the WFF, the School of Medicine, the MacMillan Center, the School of Nursing, the School of Forestry and Environmental Studies, and the Center for Emotional Intelligence.

Below is a list of this past year's Public Voices Fellows. A list of their op-eds, interviews, and other media successes can be found in Appendix A.

## 2013-2014 Public Voices Thought Leadership Fellows

Rene Almeling, Sociology  
Emily Coates, Theater Studies  
Cindy Crusto, Psychiatry  
Cheryl Doss, Economics  
Alejandra Dubcovsky, History  
Bonnie Fleming, Physics  
Beatrice Gruendler, Near Eastern Languages & Civilizations  
Jhumka Gupta, Epidemiology  
Paula Kavathas, Laboratory Medicine and Immunobiology  
Barbara Kazmierczak, Infectious Diseases and Microbial Pathogenesis

Jennifer Klein, History  
Becca Levy, Epidemiology and Psychology  
Reina Maruyama, Physics  
Robin Masheb, Psychiatry and Divinity  
Sherry McKee, Psychiatry  
Maya Prabhu, Psychiatry  
Linn Tonstad, Systematic Theology  
Nadine Unger, Atmospheric Chemistry  
Emily Wang, Medicine  
Elisabeth Wood, Political Science and International & Area Studies



Public Voices Fellows Emily Coates and Maya Prabhu try a debating exercise.



Public Voices alumnae Meg Urry and Sarah Demers discuss their experience.



## Portrait Commission of Yale's First Women PhDs

The WFF is commissioning a portrait of the first seven women to earn PhDs at Yale, all of whom graduated in 1894. The portrait will be hung in the newly renovated nave of the Sterling Memorial Library. Building on research conducted by former WFF Associates Ruth Vaughan and Liena Vayzman in 2010-11, WFF continued this year bringing to light the history and images of Yale's first women PhDs.

This year we initiated a formal call for artists, soliciting proposals for the portrait. We received over 50 fantastic submissions from artists around the country and around the world. After careful deliberation among our selection committee, we selected a small group of finalists. During the summer of 2014, the finalists will produce a mock-up of their idea for the final portrait. The selection committee will meet to review submissions at the beginning of the 2014-2015 academic year. We expect the final portrait will be unveiled in the spring of 2015.

Also in the next academic year, WFF will be raising the additional money needed to produce the final portrait, starting from seed funding graciously donated by the Yale College Dean's Office under the leadership of Jon Butler.

## Advocacy for Childcare at Yale

WFF Chair Paula Kavathas served on the Dean's Committee advising the expansion of the Phyllis Bodel Childcare Center at the former campus of the School of Nursing on Church Street. The expansion will open this fall. The WFF advocated for a change in the admissions policy to give priority to faculty in obtaining childcare slots. This change was accepted with support from the Dean's Office. The document prepared by the Chair with input from WFF members providing the rationale for this change can be found in Appendix B.

## Sloan Foundation Grant Project "Diagnosing Pressure Points Along the Academic Pipeline for Women: First Application of a New Tool"

In June 2012, WFF Chair Priya Natarajan was awarded a grant from the Alfred P. Sloan Foundation for a pilot study centered on gender parity at Yale. Natarajan's work on this project is in partnership with the Gender Equality Project (GEP), a non-profit based in Switzerland working with corporations around the world to "close the gender gap." Along with former WFF Postdoctoral Associate Allison Tait, Natarajan adapted and tailored the GEP's tool for Yale's faculty, in order to assess the effectiveness of policies that are particularly pertinent for the progress of women and minority faculty.

The assessment closely examined issues of climate, communication, promotion, and job satisfaction. With support from the Yale Provost's Office, the anonymous survey was sent to all FAS Yale faculty members in May 2013. The survey specifically focused on mapping the congruence between policies, faculty perception of them, and their translation into practice.

This internal study will provide important guidance for Yale as the university moves forward to address issues of gender parity and maintain its commitment to equal opportunity and world-class excellence in academia. A summary of findings may be found in Appendix C.

# Oral Histories with Senior Women at the Medical School

Over the course of the 2013-2014 academic year, Postgraduate Associate Mira Vale and WFF Chair Paula Kavathas began conducting oral history interviews with some of the first women to earn tenure at the Yale School of Medicine. These fascinating stories of women's progress at Yale will be donated to the Yale Medical Historical Library and published in edited story form through various campus and alumni publications. We are also in the process of producing a short video with selections of all the interviews together, to be hosted on our website and elsewhere.



## Office Archive and Improvements

In 2014, we began the process of donating the WFF office archives to Manuscripts and Archives at Sterling Memorial Library. Our collection of meeting notes, media coverage, and organizational history tells a fascinating story of WFF's initiatives and the fight for gender equity since Yale's tercentennial year. We look forward to making this important part of Yale history more accessible and adding these voices to our collective understanding of gender concerns at Yale.

We also undertook several important computer upgrades to ensure our digital archive, which covers WFF's history from 2009 onward, remains intact and accessible for years to come. With the assistance of our IT specialist Rob Rocke, we streamlined filesharing by eliminating out-of-date computers and migrating the WFF digital archive to Yale Box, a cloud-based file sharing and storage website.



# Leadership Training Workshops with Shana Ross

## “Preparing for Life’s Pivotal Moments”

On March 28, 2014, WFF hosted two leadership training workshops, one for faculty and one for MD/PhD students, with facilitator Shana Ross.

These workshops, designed especially for the two audiences, afforded participants the chance to experiment through a series of improvisational exercises to see how changes in their physical and vocal habits affect the way they are seen by others. Exercises and feedback allowed participants to gain insight into interpersonal dynamics and take control of the image they project professionally.

**Shana Ross** is the founder/principal of Vili and Ve Solutions, Inc., a consulting and coaching practice. Trained as an actor and playwright at Yale College, she earned her MBA from the Yale School of Management after several years working in the nonprofit sector. Her leadership workshops use techniques and theories from the worlds of theater and business to offer fresh perspectives to professionals.



Shana Ross coaches participants in her leadership training workshop.

# Talk with Kathleen McGinn

## “Negotiation: Closing the Gender Gap on Earnings”

On June 11, 2014, WFF hosted Dr. Kathleen McGinn, Cahners-Rabb Professor of Business Administration at the Harvard Business School, who discussed the gender gap in negotiation success, as well as strategies for eliminating it. It was a terrific event and attracted over 80 attendees.

You can watch Dr. McGinn’s presentation and download slides on our website at [wff.yale.edu/resources/negotiation-talk](http://wff.yale.edu/resources/negotiation-talk).

**Kathleen L. McGinn** is the Cahners-Rabb Professor of Business Administration at Harvard Business School and Chair of Harvard Business School’s Doctoral Programs, having previously served as Director of Research and Senior Associate Dean for Faculty Development. Professor McGinn studies the role of gender in negotiations.



Kathleen McGinn explains recent research on gender differences in negotiation strategy.



## WFF Newsletter and Website

The WFF sends a weekly newsletter to our membership, which comprises nearly 2000 Yale faculty, staff, students, and community members who are interested in gender equity and policy initiatives at the university level. The newsletter highlights events, programs, lectures, and research that pertain to gender equity at Yale and in the wider academic community.

The Yale Women Faculty Forum website ([wff.yale.edu](http://wff.yale.edu)) provides a wealth of information and resources about gender equity initiatives at Yale and peer institutions over the past ten years, including all publicly-available reports by WFF and a bibliography of research on gender equity in higher education. WFF strove to publicize the availability of these resources this year by highlighting them in the newsletter, in addition to updating the website with documentation of events and programs. In 2013-14, the WFF website served as an up-to-date resource documenting and publicizing gender equity and scholarship initiatives on campus as well as for researchers internationally.



Public Voices instructor Mary Curtis introduces an exercise about how to convey expertise.



# Co-Sponsorships

## WISAY-WFF Mentoring Lunches

On March 21, 2014, the Women Faculty Forum and Women in Science at Yale (WISAY) co-hosted two mentoring luncheons for over 130 women faculty, graduate students, and post-docs in STEM fields. The two luncheons occurred simultaneously: One on the Main Campus and one at the Medical School. Topics discussed included overcoming bias, time management, creating and leading a supportive team, negotiation, and work-family balance.

Feedback from students, post-docs and faculty alike was overwhelmingly positive, and we look forward to hosting similar events in the future.



Participants at the WFF-WISAY Mentoring Lunch share a laugh.



WWN Affiliate Pamela Cox shares the history of women at the Law School.

## Walking Tour of Women's History with the Working Women's Network

On June 24, 2014, WFF led an inaugural Walking Tour of Women at Yale, co-sponsored by the Working Women's Network (WWN), a new affinity group launched this academic year. Postgraduate Associate Mira Vale and WWN affiliate Pamela Cox adapted the Women Faculty Forum's Women at Yale Tour to highlight the history of Yale's female staff and other workers. A second tour on July 17 followed the same route.

The event was a big success: Available spots filled up within 10 minutes of the initial email advertising the tour. The 100-person waiting list and rave reviews from participants suggest this will be a popular event to repeat in the future. An additional excitement of preparing this tour was the beginning of a collaboration with the WWN, which we look forward to continuing and strengthening.

The tour was based on the original Women at Yale tour developed by Alice Moore, under the direction of Professor Laura Wexler and with the assistance of former WFF Associates Arun Storrs and Jessica Svendsen. The full Women at Yale tour is available online at [yale.edu/womenatyale](http://yale.edu/womenatyale).

# Looking Ahead: 2014–15

The Women Faculty Forum will continue to identify and address specific issues of concern to female faculty; research and publish data addressing the status of women at Yale University; and collaborate with schools, departments, and other organizations across the University to develop programming and further promote gender equity within the institution. We look forward to the continuation of many of our programs, including lectures, discussions, our Portrait Commission, and the Public Voices Thought Leadership Fellowship Program, in 2014-15. The Yale Women Faculty Forum 14<sup>th</sup> Annual Opening Reception will take place on September 23, 2014 at the Beinecke Rare Book and Manuscript Library. We look forward to facilitating a sense of community and promoting networking among female faculty at the beginning of the next academic year.

## “Gender Rules” Conference with YaleWomen: November 1, 2014

In collaboration with the YaleWomen alumnae group, WFF will sponsor a conference on November 1, 2014, entitled “Gender Rules: Conversations About Access, Outcome, and Equality.” This day-long symposium will have five thought-provoking sessions and will be attended by Yale administrators, alumni, faculty, and students. The event will showcase a series of conversations among women in academia and practitioners in a variety of fields about gender diversity, focusing on where we are and why, and how we can create meaningful change.



# APPENDIX A

## Public Voices Thought Leadership Fellows Program Successes

From September 2013 to July 2014, WFF Public Voices Thought Leadership Program Fellows have contributed over 50 op-eds and other citations in national media outlets. The fellowship will continue until August 2014, and an updated list of publications can be found on the WFF website at [wff.yale.edu/programs-events/public-voices-fellowship/2013-2014-media-successes](http://wff.yale.edu/programs-events/public-voices-fellowship/2013-2014-media-successes).

1. November 22, 2013, Time (Expert Quote)  
Rene Almeling, "Delivery Man: 9 Sperm-Donation Questions you're too embarrassed to ask"
2. November 29, 2013, PBS NewHour Blog  
Rene Almeling, "Sex Cells: The gender divided market for eggs and sperm"
3. December 1, 2013, New York Times  
Rene Almeling, "The Unregulated Sperm Industry"
4. December 3, 2013, RedEye Chicago (Expert Quote)  
Rene Almeling, "Sperm Donation gains visibility through pop culture"
5. December 3, 2013, Slate (work citation)  
Rene Almeling, "Hooray for this new study that says women should be the only ones responsible for making healthy babies"
6. December 10, 2013, New Hampshire Public Radio  
Rene Almeling, "The Hazards of an Unregulated Sperm Industry"
7. December 11, 2013, CNN  
Barbara Kazmierczak, "What's in your holiday poultry?"
8. December 17, 2013, The Root  
Cindy Crusto, "Watching 12 Years a Save Could Save Your Life"
9. January 4, 2014, Scientific American (Citation)  
Emily Coates & Sarah Demers, "Physics Week in Review"
10. January 10, 2014, Feminism and Religion  
Linn Tonstad, "Remember the Sabbath: The Cost of Difference"
11. January 11, 2014, CNN (Expert Quote)  
Sherry McKee, "We know it can kill you: Why people still smoke"
12. January 11, 2014, Religion Dispatches  
Linn Tonstad, "Gambling with God: Ryan Bell's Atheist Bet"
13. January 13, 2014, American Psychological Association Podcast Sherry McKee, "Speaking of Psychology: Women and Smoking"
14. January 16, 2014, Men's Health (Expert Quote) Sherry McKee, "Is Tobacco Addiction All in Your Head?"
15. January 20, 2014, Letter to the President of Yale Emily Wang, "Ban the Box at Yale"
16. January 22, 2014, The American Prospect  
Jennifer Klein, "Are Home Healthcare workers about to get screwed by the Supreme Court"
17. January 24, 2014, Dissent Podcast Jennifer Klein, "Caring for America"
18. January 28, 2014, Huffington Post  
Emily Coates, "Spectral Ballerina: On a Pedestal, Written Out of History"
19. January 31, 2014, For Harriett (Expert Quote) Cindy Crusto, "12 Years a Slave and Its Legacy"
20. February 3, 2014, Huffington Post  
Paula Kavathas, "A Female Scientist is entitled to her Title"

21. February 11, 2014, Huffington Post Jhumka Gupta, "The Private Wars of Women"
22. February 13, 2014, NPR  
Jennifer Klein, "War on Poverty is Far from Won"
23. February 20, 2014, Huffington Post  
Alejandra Dubcovsky, "The Winter Olympics, History and Should We Care?"
24. February 21, 2014, Al Jazeera English Elisabeth Wood, "Is Rape Inevitable in War?"
25. February 24, 2014, Chronicle of Higher Education Alejandra Dubcovsky, "To Understand Science, Study History"
26. February 26, 2014, The Real News  
Jennifer Klein, "SCOTUS Hears case with Potentially Huge Consequences for Public Sector Unions"
27. February 27, 2014, NHK Online (Japanese Radio) Rene Almeling
28. March 7, 2014, Al Jazeera English  
Alejandra Dubcovsky, "On Data Disclosure Rules"
29. March 21, 2014, Oxfam Blog  
Cheryl Doss, "What Do We Really Know About Women and Land?"
30. March 27, 2014, OMG Center for Collaborative Learning  
Cindy Crusto, "In My Academic Journey, I Prefer Not to Walk Alone"
31. March 28, 2014, Washington Post  
Jennifer Klein, "Women's fight for better pay is about more than just money"
32. March 28, 2014, Academy of Women's Health (Interview) Sherry McKee, "Smoking Cessation"
33. March 29, 2014, TEDxYale  
Emily Coates and Sarah Demers, "Potential Poetics"
34. April 1, 2014, Al Jazeera America  
Robin Masheb, "General Mills uses School Box Top Program to Build Next-Gen Loyalty"
35. April 1, 2014, Choreography – The Soldier's Tale Emily Coates
36. April 7, 2014, Pacific Standard Emily Wang, "Ban the Box"
37. April 7, 2014, Classicalite (Review) Emily Coates, "Soldier's Tale"
38. April 7, 2014, New York Classical Review (Review) Emily Coates, "Soldier's Tale"
39. April 8, 2014, New York Times (Review) Emily Coates, "Soldier's Tale"
40. April 9, 2014, Yale University  
Emily Coates, "Soldier's Tale Rehearsal Performance"
41. April 11, 2014, Yale News (Expert Quote)  
Emily Coates, "Small in Size but Large in Scope: Dance Studies at Yale"
42. April 11, 2014, Yale News (Review)  
Emily Coates, "On Living Museum Exhibit, Directed by Coates, on Trisha Brown dances"
43. April 16, 2014, Yale News (Expert Quote)  
Emily Coates, "Smoking's toll on mentally ill is analyzed"
44. April 18, 2014, Washington Post  
Alejandra Dubcovsky, "The Real Meaning of Diversity (Beyond the Benetton Ads)"
45. April 23, 2014, OZY  
Rene Almeling, "The Trouble with Sperm Banks"
46. April 26, 2014, Washington Post (Review)  
Emily Coates, "Drowning out the noise to appreciate the beauty in 'Assisted Living: Good Sports 2'"
47. May 2, 2014, New York Times (Citation)  
Emily Coates, "New York City Ballet features festival of choreographers"
48. June 4, 2014, *Huffington Post*  
Cheryl Doss, "One Thing Every Couple Should Discuss, But Doesn't"
49. June 7, 2014, *Huffington Post*  
Emily Coates, "Engagement Feminin: Women, Education, and Contemporary Dance in West Africa."
50. June 9, 2014, *Washington Post*  
Elisabeth Wood, "Is rape inevitable in war?"
51. June 10, 2014, *Women's E-News*  
Sherry McKee, "Time's Never Right to Quit, so How About Right Now?"
52. July 2, 2014, *The Nation*, Jennifer Klein, "After 'Harris v. Quinn': The State of Our Unions"
53. July 3, 2014, Al Jazeera, Jennifer Klein, "A shameful setback for home care worker rights"

## APPENDIX B

### Statement about Policy for Allocating Slots at the Bodel Center to Faculty

The number of women on the faculty has been steadily increasing since 1978, when the Bodel Center first opened and the slot allocation policy was established. At that time about 6% of the tenured faculty were women, as compared with about 22% today. In 1978, many of the male faculty had wives at home taking care of children. As women steadily increase in numbers on the faculty, the need for daycare among the faculty will increase. Today most of the male faculty have working wives, so these families also have childcare needs.

In addition to the growing number of faculty with childcare needs, there are other reasons why faculty should have some priority for daycare slots. The faculty generally have less flexibility in their schedule than trainees. They have enormous pressures on their time with commitments both to their research or clinical work and service to the institution. Grant writing to support their research initiatives is generally done “after bed-time”.

Faculty recruitment is time- and money- intensive. The institution invests in the faculty, hoping they will succeed and remain at the institution for the long-term. Faculty members who do not succeed, or who leave because they feel that they will not succeed due to work/life challenges, are a lost investment. In order to address the Dean’s desire to create a more diverse faculty that includes more women and under-represented minorities, and to secure their continued success, *faculty members who do not have a spouse at Yale should have equal priority as a faculty member with a partner working at Yale.*

It is difficult to make changes as there will always be people who oppose change. However, if we are going to create a more diverse faculty that includes more women and underrepresented minorities, childcare is a critical component for making this happen.

Prepared by Dr. Paula Kavathas Feb 2014

## APPENDIX C

### Summary of Findings: Sloan Foundation Grant Project

The results of the study demonstrate that Yale has articulated policies with regard to promotion and retention. Nonetheless, there are material gaps in the implementation and perception of these policies that is aligned along the gender axis. Key findings include:

- There is a consistent and statistically significant gap in the perception of male and female faculty vis-à-vis policies for promotion and tenure.
- Male and female faculty members perceive a difference in the equality of opportunity for leadership and promotion.
- Women faculty members perceive Yale as a place that is advantageous to men in terms of career, leadership and promotion.
- Women faculty members want increased transparency more than the male faculty do.
- Men are by and large happy and satisfied with the status quo.

The data also suggest that:

- Men and women are just as likely to be hired at the Assistant Professor level and just as likely to be promoted to the Associate without tenure stage.
- Women are less likely to make the transition to Associate with tenure, but once they do they are more likely to be promoted to Full Professor.
- However, the trend reverses when we look at how frequently women move from Full Professor to named Chairs.
- At all tenured levels more women appear to be hired from outside than promoted from within, and women who reach the top leave in higher proportions than men.

Study investigators and final report authors:

**Priyamvada Natarajan**, Professor,  
Astronomy and Physics, former WFF Chair

**Aniela Unguresan**, Co-Founder,  
EDGE Certified

**Allison Tait**, Associate-in-Law,  
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