

SUMMARY OF YALE UNIVERSITY AFFIRMATIVE ACTION PROGRAM

FOR THE EMPLOYMENT OF WOMEN AND MEMBERS OF RACIAL/ETHNIC MINORITY GROUPS

1984-85

Policy Statement

Yale University is committed to a policy of equal opportunity in all spheres of University life and recognizes its obligation, both as a leading national institution and as the largest employer in the New Haven area, to make a positive contribution to the national goal of achieving equality of opportunity. The University also recognizes that the continued high quality of the University depends on the recruitment of minority group members and women for positions where they have been inadequately represented in the past. The University's affirmative action plan is designed to establish procedures to achieve conditions of true equality of opportunity. The active cooperation of the Yale community is needed for the successful implementation of the plan.

Responsibility for Implementation

Overall responsibility for the success of Yale's equal opportunity policy rests with the President, A. Bartlett Giamatti. Responsibility for planning and policy has been delegated to the Provost, William C. Brainard. The Provost has assigned to the Director of Affirmative Action, Frances A. Holloway, responsibility for overall coordination of policies and procedures to ensure the implementation of the affirmative action policy. She acts as the channel for official communications with compliance agencies and also informs the President and the Provost, and the Yale community of developments in the area of equal employment opportunity.

Charles H. Long, Associate Provost of the University, has special responsibility in the Provost's Office for furthering the University's commitment to equal opportunity and affirmative action, particularly in the area of faculty employment.

Michael Finnerty, Vice President for Administration, is responsible for administering and supervising the policy for staff employees and for recommending changes in policy that affect the staff.

Monitoring

Procedures to monitor affirmative action efforts have been established and a variety of reports and analyses are prepared to ensure that recruitment, hiring, training, and promotion take place without regard to color, religion, sex or national origin, except where sex is a bona fide occupational qualification; that employment and promotion decisions are made so as to further the principle of equal employment opportunity; and that all personnel actions such as compensation, transfers, layoffs, return from layoffs, training, education, tuition assistance, benefits, and social and recreational programs are administered without regard to race, color, religion, sex or national origin.

The Director of the Affirmative Action Office monitors progress with respect to stated goals and objectives. She oversees the design and implementation of auditing and reporting systems. She works with all levels of management on an on-going basis to develop practices and procedures designed to further the University's affirmative action policies.

Staff

For purposes of analysis, Yale staff employees are divided into five major categories -- Managerial, Professional, Technical, Clerical, and Service and Maintenance. Each of these categories is then subdivided into three skill levels -- entry, middle and upper. In order to perform the analysis

required by the U. S. Department of Labor to assess the representation of women and members of racial or ethnic minority groups at each level within a job category, an estimate was made of the availability of women and minority group members of positions at that level. This estimate of availability was based on employment statistics for the local and regional areas, the internal workforce, unemployment statistics for the area, population statistics for the area and the University's own experience in recruiting women and members of minority groups.

Comparisons of availability data and actual representation of minority group members indicate that the University is doing well with respect to the employment of minority group members. For thirteen of fifteen job groups the representation of minority group members is equal to or greater than estimates of their availability for the particular job group. The two job groups where minority group members are underrepresented are entry level. Professional positions and upper level Managerial positions. This year, recruitment efforts to identify minority group members will focus on positions in these two areas. Annual goals to increase minority representation have been established for these two job groups.

Women, too, are well represented in most job groups. Comparisons of their availability with their actual representation at the University indicate that they are "underrepresented" as defined by the U.S. Department of Labor in only two areas -- skilled and semi-skilled positions in the Service and Maintenance job category. Annual goals for increasing the representation of women have been established for these two levels. Goals have been set in these two areas for a number of years now. Significant progress in increasing the representation of women has been made in the semi-skilled area. During the most recent five-year period the percentage of women in semi-skilled positions has increased from 10.8% to 19.2%. Our goal is 20.0% which we expect to reach

this year. Significant progress in increasing the representation of women in skilled positions has not occurred. The percentage of women in these positions has remained at approximately 4%. Our goal is 8% women in skilled positions. This year a Skilled Trades Training Program has started which we anticipate will enable women to learn trades skills in an on-the-job environment. Selection for the program is based on qualifications and seniority in Local 35 and is open to men as well as women. There will be approximately six to ten openings in the Program this year.

A key factor in Yale's effort to maintain the high representation of women and minorities is the recruitment undertaken for staff positions, including a policy of posting openings weekly throughout the University so that all University employees will have the opportunity of seeking a promotion or transfer. In addition, announcements of position openings are routinely sent to agencies which provide employment services for minority groups and women, and advertisements are placed in local newspapers when appropriate.

When a department appears to be underutilizing women and/or minority group members, the need for a special affirmative search is documented for each underutilized position opening in that department until underutilization no longer exists. Under this procedure the Personnel Representatives review the job requisitions which are submitted by the department supervisors and indicate whether or not a special search is required. If one is required, an extra effort is made by the Personnel Representative to locate qualified women or minority group members for that position and refer them to the department. The Representative may delay any hiring action until affirmative action requirements have been met except in the case of life support positions in the School of Medicine.

The Training Section of the Personnel Department sponsors and conducts a variety of programs for staff employees to assist them in upgrading their skills or in acquiring new skills and expertise.

The Staff Affirmative Action Advisory Committee meets on a monthly basis during the academic year. Its role is to advise the Director of the Affirmative Action Office about ways to improve Yale's affirmative action program with respect to staff employment.. This year a major focus of the Committee is the recruitment of women and minority group members for job openings when they are underrepresented including the development of an internal pool of members of these targeted groups.

The Director of the Affirmative Action prepares and analyzes statistical information on new hires, applicants, promotions, and terminations. Concerns which are identified by the monitoring of these data are brought to the attention of appropriate supervisors in the Department of Human Resources.

The following areas will be a major focus of affirmative action efforts during the coming year.

1. There is underrepresentation of women in skilled and semi-skilled positions in the service and maintenance category. Special efforts will be made to identify qualified women when openings occur and women in lower level positions will be encouraged to bid for higher level positions in these job groups.

2. There is underrepresentation of minority group members in upper level managerial positions. All openings at this level will have a special search required even in cases when a department's overall representation of minority group members is satisfactory.

3. The underrepresentation of minority group members in entry level professional positions will be a major focus this year. All openings at this

level will have a special search required even in cases when a department's overall representation of minority group members is in line with availability estimates.

4. Members of minority groups continue to be underrepresented in staff positions in certain schools and departments. An affirmative action coordinator has been appointed in each of these areas by the head of the school or department. This individual will work closely with the Personnel Representative, the Affirmative Action Office and the hiring supervisor in the department to promote the recruitment and selection of minority candidates.

Faculty

In order to assess the representation of women and members of minority groups on the faculties and in other instructional positions, estimates of their availability were compared with their actual representation in ladder positions, research positions and other instructional positions. This comparison, which is required by the U. S. Department of Labor, was made for each of the professional schools and for each of the divisions of the Faculty of Arts and Sciences.

Availability estimates of the number of women and minority group members are based to a large extent on the percentages of women and minority group members earning MD's and PhD's during certain periods of time. For example, this year the availability estimates for junior rank positions in the faculty of Arts and Sciences are based on those degrees in each field earned during the period 1977-1983. Another factor that is considered for many of the availability estimates at the tenure ranks is the percentages of women and minority group members on faculties at other institutions. For example, these data are available with respect to ABA approved U.S. Law Schools and the Association of American Medical Colleges publishes these data with respect to U.S. Medical School Faculties at the department level. Goals have been established to address the underrepresentation described below.

These comparisons indicate that currently women are underrepresented in ladder faculty positions in the following areas: The Humanities departments in the tenured ranks, Social Sciences departments in the tenured and non-tenured ranks, Biological Sciences departments in the non-tenured ranks, Physical Sciences in the tenured and non-tenured ranks, the School of Medicine in tenured and non-tenured ranks, and the Law School in tenured ranks. The comparisons

indicate that women are underrepresented in the combined ladder ranks and adjunct ranks in the schools of Art and Music. Minority group members are underrepresented in ladder positions in the following areas: the Biological Sciences departments in the non-tenured ranks, in the Law School in tenured ranks, in tenured and non-tenured ranks in the School of Medicine, in the non-tenured ranks in the School of Nursing, and in non-tenured ranks in the School of Organization and Management.

Women are underrepresented in other instructional positions in the School of Organization and Management. Minority group members are underrepresented in these positions in the Schools of Law, Medicine and Nursing. Minority group members are underrepresented in the Division of Social Sciences in academic research positions.

The following areas will be a major focus of continuing affirmative action efforts in the coming year:

1. Increasing the number of minority group faculty members throughout the University, especially in those areas where they are underutilized;
2. Increasing the number of women with tenure appointments;
3. Increasing the number of women faculty at all ranks in areas where they are underutilized;
4. Attempting to hire women and members of minority groups in the departments and schools that currently have no women or minority group members on the faculty.

It should be noted that these efforts will be made in those areas of the University where openings actually exist. The University continues to operate under financial constraints and expects to make few tenure level appointments during the coming year.

It is University policy to fill each faculty position with the best qualified person available, regardless of that person's race, sex or ethnic

background. In order to ensure that a good faith effort has been made to search for available candidates (including women and members of minority groups), recruitment procedures for every ladder position are monitored by the Associate Provosts, the Deputy Provosts, and the Director of Affirmative Action. In addition, a person has been designated as Affirmative Action Deputy in each of the professional schools. This individual has responsibility for monitoring faculty search procedures in that school. Departments are required to announce a position in a way that will be likely to reach candidates in the pool; and, when general announcements are unlikely to produce candidates, departments are required to undertake aggressive recruiting efforts that reflect the special characteristics of the relevant employment market. When the final candidate has been selected, but before an offer has been made, the department submits to the Affirmative Action Deputy in the school, to the Director of Affirmative Action and to the appropriate Associate Provost or Deputy Provost, written documentation of the entire search process. These persons review the documentation and determine whether or not the search has been adequate and conducted in a non-discriminatory manner with respect to the race and sex of applicants.

In order to permit a department to make the appointment of women or minority group members when its budget may not wholly cover such an appointment, the Office of the Provost is prepared, in appropriate circumstances, to supplement the department's resources.

Table 1
(page 1 of 2)

Yale University

WOMEN IN STAFF POSITIONS

	<u>Fall 1980</u>	<u>Fall 1981</u>	<u>Fall 1982</u>	<u>Fall 1983*</u>	<u>Fall 1984*</u>
<u>Managerial</u>	<u>41.3%</u>	<u>41.6%</u>	<u>44.0%</u>	<u>44.4%</u>	<u>46.7%</u>
Upper	20.2%	19.0%	19.1%	21.3%	23.1%
Middle	30.5%	31.3%	33.6%	32.4%	34.2%
Entry	63.9%	63.5%	67.4%	67.5%	68.3%
<u>Professional</u>	<u>61.3%</u>	<u>61.0%</u>	<u>62.2%</u>	<u>61.9%</u>	<u>63.0%</u>
Upper	26.7%	30.5%	25.8%	29.1%	31.6%
Middle	60.2%	59.5%	59.7%	60.4%	62.3%
Entry	67.7%	67.1%	70.2%	68.8%	70.0%
<u>Technical</u>	<u>65.0%</u>	<u>67.8%</u>	<u>65.4%</u>	<u>64.6%</u>	<u>65.2%</u>
Upper	62.6%	66.5%	65.0%	64.2%	64.4%
Middle	63.3%	59.0%	53.9%	50.5%	53.7%
Entry	91.2%	91.9%	88.2%	89.2%	91.2%
<u>Clerical</u>	<u>91.5%</u>	<u>91.4%</u>	<u>91.2%</u>	<u>90.7%</u>	<u>90.6%</u>
Upper	93.2%	93.7%	94.4%	93.4%	94.5%
Middle	92.2%	91.6%	90.7%	89.0%	87.5%
Entry	78.7%	76.4%	72.3%	75.6%	76.3%
<u>Service and Maintenance</u>	<u>31.4%</u>	<u>32.3%</u>	<u>33.0%</u>	<u>33.7%</u>	<u>32.5%</u>
Upper	3.7%	3.9%	4.2%	3.8%	3.1%
Middle	10.8%	12.0%	11.5%	18.5%	19.2%
Entry	53.9%	54.5%	55.9%	55.1%	51.6%

*Does not include Agency Accounts

Table 1
(page 2 of 2)

Yale University

MEMBERS OF RACIAL OR ETHNIC MINORITY GROUPS IN STAFF POSITIONS

	<u>Fall 1980</u>	<u>Fall 1981</u>	<u>Fall 1982</u>	<u>Fall 1983*</u>	<u>Fall 1984*</u>
<u>Managerial</u>	<u>7.9%</u>	<u>7.8%</u>	<u>8.1%</u>	<u>7.6%</u>	<u>7.2%</u>
Upper	4.1%	3.6%	4.3%	3.6%	2.4%
Middle	7.7%	5.7%	5.6%	5.2%	5.8%
Entry	10.5%	11.9%	12.4%	11.8%	11.4%
<u>Professional</u>	<u>8.6%</u>	<u>8.4%</u>	<u>7.7%</u>	<u>8.2%</u>	<u>7.5%</u>
Upper	6.7%	6.8%	6.5%	6.6%	6.3%
Middle	10.2%	7.4%	10.8%	10.5%	11.2%
Entry	7.6%	7.8%	5.5%	6.6%	5.8%
<u>Technical</u>	<u>16.6%</u>	<u>17.0%</u>	<u>17.5%</u>	<u>17.0%</u>	<u>18.2%</u>
Upper	10.0%	10.8%	11.5%	10.9%	12.0%
Middle	29.2%	27.6%	26.1%	25.8%	27.4%
Entry	55.9%	54.1%	57.4%	56.9%	61.4%
<u>Clerical</u>	<u>12.8%</u>	<u>13.1%</u>	<u>14.6%</u>	<u>14.9%</u>	<u>14.6%</u>
Upper	9.1%	9.0%	9.9%	9.9%	10.0%
Middle	13.6%	14.5%	17.6%	19.2%	19.5%
Entry	25.4%	27.0%	26.9%	32.1%	26.3%
<u>Service and Maintenance</u>	<u>42.6%</u>	<u>43.0%</u>	<u>43.3%</u>	<u>44.3%</u>	<u>44.8%</u>
Upper	17.7%	19.0%	20.5%	20.1%	20.6%
Middle	32.9%	34.6%	35.7%	38.8%	36.6%
Entry	59.2%	58.3%	57.7%	59.0%	59.8%

*Does not include Agency Accounts

YALE UNIVERSITY
WOMEN LADDER FACULTY BY SCHOOL*

		Number of Women					Women as percent of Total				
		80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85
TOTAL UNIV. ALL SCHOOLS	Total	223	227	231	225	234	16.4	16.7	17.2	17.1	17.1
	Tenure	31	31	32	30	36	5.0	4.9	5.0	4.7	5.5
	Term	192	196	199	195	198	26.1	27.0	28.4	29.1	27.5
TOTAL UNIV. W/O NURSING	Total	174	176	186	182	195	13.3	13.5	14.4	14.3	14.7
	Tenure	31	31	32	29	32	5.0	4.9	5.0	4.5	5.0
	Term	143	145	154	153	163	20.9	21.5	23.6	24.4	23.8
FACULTY OF ARTS & SCNS.	Total	81	86	88	90	97	13.2	14.0	14.3	14.9	15.9
	Tenure	16	16	17	15	17	5.0	4.9	5.1	4.5	5.2
	Term	65	70	71	75	80	22.4	24.3	25.5	27.8	27.9
MEDICINE	Total	82	77	84	77	87	15.0	14.2	15.7	14.9	15.3
	Tenure	13	13	12	10	12	6.4	6.1	5.6	4.8	5.4
	Term	69	64	72	67	75	20.1	19.5	22.4	21.7	21.6
ARCHITECTURE	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
ART	Total	2	3	2	2	1	20.0	25.0	15.4	14.3	7.1
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	2	3	2	2	1	100.0	75.0	50.0	50.0	25.0
DIVINITY	Total	4	4	4	4	4	12.5	12.9	12.9	13.3	13.3
	Tenure	1	1	1	1	1	5.0	5.6	5.6	5.9	6.3
	Term	3	3	3	3	3	25.0	23.1	23.1	23.1	21.4
FOR. & ENV. STUDIES	Total	0	1	1	1	1	0.0	7.1	6.7	6.7	6.3
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	1	1	1	1	0.0	25.0	20.0	20.0	16.7
LAW	Total	2	2	3	4	2	5.3	4.9	7.7	10.0	5.6
	Tenure	1	1	2	2	1	3.1	2.9	6.5	6.5	3.3
	Term	1	1	1	2	1	16.7	14.3	14.3	22.2	16.7
MUSIC	Total	1	1	1	1	0	5.6	5.9	6.7	9.1	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	1	1	1	1	0	11.1	11.1	16.7	50.0	0.0
NURSING	Total	49	51	45	43	39	94.2	96.2	95.7	97.7	97.5
	Tenure	0	0	0	1	4	0.0	0.0	0.0	100.0	100.0
	Term	49	51	45	42	35	94.2	96.2	95.7	97.7	97.2
ORGANIZATION & MANAGEMENT	Total	2	2	3	3	3	7.1	6.9	11.5	9.4	8.6
	Tenure	0	0	0	1	1	0.0	0.0	0.0	5.6	5.6
	Term	2	2	3	2	2	12.5	10.5	20.0	14.3	11.8

*Ladder ranks include: Professors, Associate Professors, Instructors, and persons with Convertible Appointments. Administrators with ladder rank positions are not included. Figures for the School of Drama are not indicated because tenure appointments are not normally made in the School. Currently there are no "ladder" faculty in the School.

YALE UNIVERSITY

BLACK LADDER FACULTY BY SCHOOL

		Number of Blacks					Blacks as Percent of Total				
		80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85
TOTAL UNIV. ALL SCHOOLS	Total	32	33	36	36	39	2.4	2.4	2.7	2.7	2.9
	Tenure	8	8	10	10	12	1.3	1.3	1.6	1.6	1.9
	Term	24	25	26	26	27	3.3	3.4	3.7	3.9	3.8
FACULTY OF ARTS & SCNS.	Total	15	16	15	16	16	2.5	2.6	2.4	2.7	2.6
	Tenure	5	4	5	6	7	1.6	1.2	1.5	1.8	2.2
	Term	10	12	10	10	9	3.4	4.2	3.6	3.7	3.1
MEDICINE	Total	13	12	13	13	15	2.4	2.2	2.4	2.5	2.6
	Tenure	2	3	3	3	3	1.0	1.4	1.4	1.4	1.4
	Term	11	9	10	10	12	3.2	2.7	3.1	3.2	3.5
ARCHITECTURE	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
ART	Total	0	0	1	1	1	0.0	0.0	7.7	7.1	7.1
	Tenure	0	0	1	1	1	0.0	0.0	11.1	10.0	10.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
DIVINITY	Total	2	2	3	2	3	6.3	6.5	9.7	6.7	10.0
	Tenure	1	1	1	0	1	5.0	5.6	5.6	0.0	6.3
	Term	1	1	2	2	2	8.3	7.7	15.4	15.4	14.3
FOR. & ENV. STUDIES	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
LAW	Total	1	2	3	3	3	2.6	4.9	7.7	7.5	8.3
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	1	2	3	3	3	16.7	28.6	42.9	33.3	50.0
MUSIC	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
NURSING	Total	1	1	1	1	1	1.9	1.9	2.1	2.3	2.5
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	1	1	1	1	1	1.9	1.9	2.1	2.3	2.8
ORGANIZATION & MANAGEMENT	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0

*Ladder ranks include: Professors, Associate Professors, Instructors, and persons with Convertible Appointments. Administrators with ladder rank positions are not included. Figures for the School of Drama are not indicated because tenure appointments are not normally made in the School. Currently there are no "ladder" faculty in the School.

YALE UNIVERSITY

ASIAN LADDER FACULTY BY SCHOOL*

		Number of Asians					Asians as Percent of Total				
		80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85
TOTAL UNIV. ALL SCHOOLS	Total	45	46	43	50	52	3.3	3.4	3.2	3.8	3.8
	Tenure	12	14	16	17	17	1.9	2.2	2.5	2.6	2.6
	Term	33	32	27	33	35	4.5	4.4	3.9	4.9	4.9
FACULTY OF ARTS & SCNS.	Total	23	23	22	27	28	3.8	3.8	3.1	4.5	4.6
	Tenure	10	11	10	10	10	3.1	3.4	3.0	3.0	3.1
	Term	13	12	12	17	18	4.5	4.2	4.3	6.3	6.3
MEDICINE	Total	20	22	19	21	23	3.7	4.1	3.6	4.1	4.0
	Tenure	2	3	6	6	6	1.0	1.4	2.8	2.9	2.7
	Term	18	19	13	15	17	5.2	5.8	4.0	4.9	4.9
ARCHITECTURE	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
ART	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
DIVINITY	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
FOR. & ENV. STUDIES	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
LAW	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
Music	Total	1	0	1	0	0	5.6	0.0	6.7	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	1	0	1	0	0	11.1	0.0	16.7	0.0	0.0
NURSING	Total	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
ORGANIZATION & MANAGEMENT	Total	1	1	1	2	1	3.6	3.5	3.8	6.3	2.9
	Tenure	0	0	0	1	1	0.0	0.0	0.0	5.6	5.6
	Term	1	1	1	1	0	6.3	5.3	6.7	7.1	0.0

*Ladder ranks include: Professors, Associate Professors, Instructors, and persons with Convertible Appointments. Administrators with ladder rank positions are not included. Figures for the School of Drama are not indicated because tenure appointments are not normally made in the School. Currently there are no "ladder" faculty in the School.

YALE UNIVERSITY

HISPANIC LADDER FACULTY BY SCHOOL*

		Number of Hispanics					Hispanics as Percent of Total				
		80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85
TOTAL UNIV. ALL SCHOOLS	Total	$\frac{19}{7}$	$\frac{19}{7}$	$\frac{17}{6}$	$\frac{17}{5}$	$\frac{18}{5}$	$\frac{1.4}{1.1}$	$\frac{1.4}{1.1}$	$\frac{1.3}{0.9}$	$\frac{1.3}{0.8}$	$\frac{1.3}{0.8}$
	Tenure	7	7	6	5	5	1.1	1.1	0.9	0.8	0.8
	Term	12	12	11	12	13	1.6	1.7	1.6	1.8	1.8
FACULTY OF ARTS & SCNS.	Total	$\frac{9}{5}$	$\frac{10}{5}$	$\frac{9}{4}$	$\frac{9}{4}$	$\frac{10}{4}$	$\frac{1.5}{1.6}$	$\frac{1.6}{1.5}$	$\frac{1.5}{1.2}$	$\frac{1.5}{1.2}$	$\frac{1.6}{1.2}$
	Tenure	5	5	4	4	4	1.6	1.5	1.2	1.2	1.2
	Term	4	5	5	5	6	1.4	1.7	1.8	1.9	2.1
MEDICINE	Total	$\frac{9}{2}$	$\frac{8}{2}$	$\frac{8}{2}$	$\frac{8}{1}$	$\frac{8}{1}$	$\frac{1.6}{1.0}$	$\frac{1.5}{0.9}$	$\frac{1.5}{0.9}$	$\frac{1.5}{0.5}$	$\frac{1.4}{0.5}$
	Tenure	2	2	2	1	1	1.0	0.9	0.9	0.5	0.5
	Term	7	6	6	7	7	2.0	1.8	1.9	2.3	2.1
ARCHITECTURE	Total	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
ART	Total	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
DIVINITY	Total	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
FOR. & ENV. STUDIES	Total	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
LAW	Total	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
MUSIC	Total	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
NURSING	Total	$\frac{1}{0}$	$\frac{1}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{1.9}{0.0}$	$\frac{1.9}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	1	1	0	0	0	1.9	1.9	0.0	0.0	0.0
ORGANIZATION & MANAGEMENT	Total	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0}{0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$	$\frac{0.0}{0.0}$
	Tenure	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
	Term	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0

*Ladder ranks include: Professors, Associate Professors, Instructors, and persons with Convertible Appointments. Administrators with ladder rank positions are not included. Figures for the School of Drama are not indicated because tenure appointments are not normally made in the School. Currently there are no "ladder" faculty in the School.

YALE UNIVERSITY
 NUMBER AND PERCENTAGES OF NEW LADDER FACULTY WOMEN AND MEMBERS OF MINORITY GROUPS
 1980-81 through 1984-85
 Table 3
 Page 2 of 4

	Blacks / Total**														
	Promotions & New Appts. To Tenure						New Term Appts.								
	80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85
Total University	1/21	1/28	1/27	1/33	2/34	4/167	9/120	4/109	3/98	3/137	4.8	3.6	3.7	3.0	5.9
Faculty of Arts & Sciences	0/8	0/11	0/12	1/15	1/10	1/39	5/51	0/43	1/41	0/49	0.0	0.0	0.0	6.7	10.0
Humanities	0/4	0/6	0/4	1/5	0/4	0/15	3/28	0/19	0/16	0/21	0.0	0.0	0.0	20.0	0.0
Soc. Sci.	0/2	0/3	0/4	0/4	1/1	0/9	2/10	0/12	1/12	0/10	0.0	0.0	0.0	0.0	100.0
Bio. Sci.	0/1	-	0/1	0/1	0/2	0/3	-	-	0/1	0/2	0.0	-	0.0	0.0	0.0
Phys. Sci.	0/1	0/2	0/3	0/5	0/3	1/12	0/13	0/12	0/12	0/16	0.0	0.0	0.0	0.0	0.0
Medical	1/13	1/17	0/10	0/8	0/18	2/55	2/52	2/58	2/47	3/79	7.7	5.9	0.0	0.0	0.0
Architecture	-	-	-	0/1	-	-	-	-	-	-	-	-	-	0.0	-
Art	-	-	1/1	-	-	-	0/2	0/2	-	0/1	-	-	100.0	-	-
Divinity	-	-	-	-	1/1	-	0/3	1/1	0/1	0/1	-	-	-	-	100.0
Forestry	-	-	-	-	-	-	0/1	0/1	-	0/1	-	-	-	-	-
Law	-	0/1	0/3	0/1	0/2	1/3	1/1	1/1	0/2	-	-	0.0	0.0	0.0	0.0
Music	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nursing	-	-	-	0/1	0/3	0/8	1/8	0/2	0/3	0/2	-	-	0.0	0.0	0.0
Ch. Of Organiz. & Management	-	-	0/1	0/7	-	0/2	0/2	0/1	0/4	0/4	-	-	0.0	0.0	0.0

*Figures for the School of Drama are not indicated because tenure appointments are not normally made in the school.
 **A "dash" = 0/0

YALE UNIVERSITY
NUMBER AND PERCENTAGES OF NEW LADDER FACULTY WOMEN AND MEMBERS OF MINORITY GROUPS*
 1980-81 through 1984-85
Table 3
 Page 3 of 4

	Asians / Total**														
	Promotions & New Appts. To Tenure				New Term Appts.				Asians as Percent of Total						
	80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85
Total University	0/21	2/28	3/27	1/33	0/34	2/107	4/120	3/109	10/98	6/137	0.0	7.1	11.1	3.0	0.0
Faculty of Arts & Sciences	0/8	1/11	0/12	0/15	0/10	0/39	1/51	1/43	6/41	2/49	0.0	9.1	0.0	0.0	0.0
Humanities	0/4	0/6	0/4	0/5	0/4	0/15	0/28	1/19	1/16	0/21	0.0	0.0	0.0	0.0	0.0
Soc. Sci.	0/2	0/3	0/4	0/4	0/1	0/9	1/10	0/12	4/12	1/10	0.0	0.0	0.0	0.0	0.0
Bio. Sci.	0/1	-	0/1	0/1	0/2	0/3	-	-	0/1	0/2	0.0	-	0.0	0.0	0.0
Phys. Sci.	0/1	1/2	0/3	0/5	0/3	0/12	0/13	0/12	1/12	1/16	0.0	50.0	0.0	0.0	0.0
Medical	0/13	1/17	3/10	0/8	0/18	2/55	3/52	2/58	4/47	4/79	0.0	5.9	30.0	0.0	0.0
Architecture	-	-	-	0/1	-	-	-	-	-	-	-	-	-	0.0	-
Art	-	-	0/1	-	-	-	0/2	0/2	-	0/1	-	-	0.0	-	0.0
Divinity	-	-	-	-	0/1	-	0/3	0/1	0/1	0/1	-	-	-	0.0	0.0
Forestry	-	-	-	-	-	-	0/1	0/1	-	0/1	-	-	-	-	-
Law	-	0/1	0/3	0/1	0/2	0/3	0/1	0/1	0/2	-	-	0.0	0.0	0.0	0.0
Music	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nursing	-	-	-	0/1	0/3	0/8	0/8	0/2	0/3	0/2	-	-	-	0.0	0.0
Tech. Of Organs. & Management	-	-	0/1	-	-	0/2	0/2	0/1	0/4	0/4	-	-	0.0	14.3	0.0

* Figures for the School of Drama are not indicated because tenura appointments are not normally made in the school.
 ** A "dash" = 0/0

YALE UNIVERSITY
NUMBER AND PERCENTAGES OF NEW LADDER FACULTY WOMEN AND MEMBERS OF MINORITY GROUPS*
 1980-81 through 1984-85
 Table 3
 Page 4 of 4

	Hispanics / Total**												Hispanics as Percent of Total											
	Promotions & New Appts. To Tenure						New Term Appts.						Promotions & New Appts. To Tenure						New Term Appts.					
	80-81	81-82	82-83	83-84	84-85		80-81	81-82	82-83	83-84	84-85		80-81	81-82	82-83	83-84	84-85		80-81	81-82	82-83	83-84	84-85	
Total University	0/21	0/28	0/27	0/33	1/34	3/107	3/107	3/120	0/109	4/98	3/137	84-85	0.0	0.0	0.0	0.0	2.9	2.8	2.8	2.5	0.0	0.0	4.1	2.2
Faculty of Arts & Sciences	0/8	0/11	0/12	0/15	1/10	0/39	2/51	0/43	1/41	2/49			0.0	0.0	0.0	0.0	10.0	0.0	0.0	3.9	0.0	0.0	2.4	4.1
Humanities	0/4	0/6	0/4	0/5	0/4	0/15	1/28	0/19	1/16	2/21			0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.6	0.0	0.0	6.3	9.5
Soc. Sci.	0/2	0/3	0/4	0/4	0/1	0/9	0/10	0/12	0/12	0/10			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bio. Sci.	0/1	-	0/1	0/1	0/2	0/3	-	-	0/1	0/2			0.0	-	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0	0.0	0.0
Phys. Sci.	0/1	0/2	0/3	0/5	1/3	0/12	0/13	0/12	0/12	0/16			0.0	0.0	0.0	0.0	33.3	5.5	7.7	0.0	0.0	0.0	0.0	0.0
Medical	0/13	0/17	0/10	0/8	0/18	3/55	1/52	0/58	3/47	1/79			0.0	5.9	0.0	0.0	0.0	5.5	1.9	0.0	0.0	6.4	1.3	
Architecture	-	-	-	0/1	-	-	-	-	-	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-	-
Art	-	-	0/1	-	-	-	0/2	0/2	-	0/1			-	-	0.0	-	-	-	0.0	0.0	0.0	-	-	0.0
Divinity	-	-	-	-	0/1	-	0/3	0/1	0/1	0/1			-	-	-	-	0.0	-	-	0.0	0.0	0.0	0.0	0.0
Forestry	-	-	-	-	-	-	0/1	0/1	-	0/1			-	-	-	-	-	-	-	0.0	0.0	-	-	0.0
Law	-	0/1	0/3	0/1	0/2	0/3	0/1	0/1	0/2	-			-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Music	-	-	-	-	-	-	-	-	-	-			-	-	-	-	-	-	-	-	-	-	-	-
Nursing	-	-	-	0/1	0/3	0/8	0/8	0/8	0/2	0/3	0/2		-	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sch. Of Organz. & Management	-	-	0/1	0/7	-	0/2	0/2	0/1	0/4	0/4			-	-	0.0	0.0	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0

* Figures for the School of Drama are not indicated because tenure appointments are not normally made in the school.
 **A "dash" = 0/0