

**Recommendations from Past Reports  
on the Status of Women and Minority Faculty at Yale**

November 2002

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## **A List of Past Reports written on the Status of Women and Minority Faculty at Yale**

*May 1969* -Graduate Education for Women at Yale

*May 1971* - A Report to the President from the Committee on the Status of Professional Women at Yale

*Winter 1976* - Reports of the Faculty Study Groups on the Recruitment and Appointment of Women and Minority Group Faculty

*October 1979*- Women at Yale: A Statistical Profile 1969-1979

*April 1984* - Report of the Faculty of Arts and Sciences Advisory Committee on the Education of Women

*May 1989*- Recruitment and Retention of Minority Group Members on the Faculty at Yale

*Spring 1991*- First Report of the President's Committee to Monitor the Recruitment and Retention of Disabled, Minority, and Women Faculty

## **From the May 1971 Report to the President from the Committee on the Status of Professional Women at Yale**

1. We urge President Brewster to state publicly his commitment, and Yale's commitment, to the training, employment, and promotion of qualified professional women. We recommend that this statement explicitly affirm that Yale is eager to increase the participation of women at all levels and all ranks, and invest its energy and resources in an intensive, continuous search for women qualified to meet Yale's standards.
2. We recommend that the University create by September 1971 an Office of Opportunity for Women charged with the responsibility for implementing Yale's commitment to the increased participation of qualified women in the Yale community; that this office be headed by a full-time Associate Provost, preferably a woman, who would work with and report directly to the Provost. The Associate Provost's planning function should be supported by regular consultation with and reporting to the University community. For this purpose, the President should appoint a Standing University-wide faculty committee, including the Associate Provost as a member.

*Our recommendations pertaining to graduate study and placement are as follows:*

3. That a positive effort should be made to attract more women students to departments and schools where they are currently represented in relatively small numbers.
4. That qualified graduate applicants who are unable to devote full time to graduate or professional study because of family responsibilities be admitted to part-time study.
5. That the University seek funds for a postdoctoral fellowship program specifically designed to permit women who have interrupted academic careers to resume their scholarly work at Yale.
6. That Yale publicize its willingness to admit students who have interrupted their academic training.
7. That admissions committees be urged to be sympathetic in considering applications from involuntary itinerant scholars, who were forced to relocate after have begun degree study elsewhere.
8. That degree candidates who must relocate before finishing requirements at Yale, be permitted to complete the final phase of study for their Yale degree at another appropriate institution.
9. That chairmen and faculty members concerned with placement make a distinct and deliberate effort to place women graduates in the best possible professional positions, and

that they recommend women for professional positions without regard for marital status or presumed intentions.

*Our recommendations pertaining to hiring are as follows:*

10. That all proposals of candidates to a superior committee be required to contain a statement that candidates of both sexes have been canvassed.
11. That the Yale administration reaffirm publicly the university's intention to consider, without prejudice, women as well as men for all open positions, and that the university prepare a simple document stating that it is an equal opportunity employer, and that it seeks to increase the number of women on the faculty. This statement would be required for inclusion with all documents sent out in connection with faculty search procedures.
12. That the university temporarily set aside a number of tenure faculty positions for the specific purpose of recruiting senior women academicians, until such time as a more favorable balance of representation has been achieved.
13. That Yale recruit women even though they may appear "immovable" because their husbands are presumed to be unwilling to move.
14. That there be no stated or implied presumption against the employment of two members of the same family by the same academic department.
15. That potential candidates who are not residents of the immediate New Haven area should not be excluded from consideration. Even though one spouse may be tied to a position in New York or elsewhere in a nearby area, the couple might choose to live halfway between that community and New Haven.
16. That a candidate who is otherwise suited for a position at a given level, ought not be barred from consideration solely on grounds of age.
17. That the university try to increase its pool of potential candidates by considering women who currently hold positions as lecturers or research associates at Yale and elsewhere.
18. That if our own Ph.D.s are truly outstanding they should not be automatically barred from consideration, even though many departments do not normally hire their own Ph.D.s as faculty members.
19. That Yale secure funds to bring women to Yale as visiting faculty.

Our recommendations pertaining to conditions of employment of professional women are as follows:

20. That faculty members who have family commitments requiring them to reduce the amount of time devoted to university responsibilities be permitted to request the reduction in appointments to not less than half-time status.
21. That women be eligible for six months maternity leave, with retention of benefits and seniority.
22. That faculty members who hold, or have held, part-time faculty appointments at Yale, or who have taken maternity leave, be allowed to request an extension of their existing term in rank. The extension granted should not normally exceed two years.
23. That the Provost's Office assume the responsibility for reviewing at regular intervals the salaries and rates of promotion of faculty women and of women in administrative posts, to ensure that men and women of similar training and achievement are equally rewarded.
24. That the responsibilities and privileges of lecturers and senior lecturers be clearly and fully stated in the Faculty Handbook, in order to reduce the ignorance and confusion regarding positions in the lecturer category.
25. That the Provost's Office make a periodic review of men and women holding the appointment of lecturer and research associate, to ensure that their rank and salary are in each case commensurate with their responsibilities and achievements.
26. That the university provide, as far as feasible, technical advice, space, and institutional support to groups working to establish day care and other supporting services for the home.

**From the April 1984 Report of the Faculty of Arts and Sciences Advisory Committee on the Education of Women**

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.
2. We recommend that funds be sought to continue and expand the Women's Studies Program in the long term.
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 on 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.
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.
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.
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.
11. We recommend that the Provost's Office notify all departments that the 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.
13. We recommend that Yale make every effort to find the resources to establish new positions to increase faculty diversity in the short term.
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.
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 for 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.
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.
17. We recommend that in authorizing searches, whether for tenured or 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 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.

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 would 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.

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.

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.

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.

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.

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.

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.

28. We recommend that Yale survey the faculty to obtain full information about current day care and after-school childcare needs. If such needs are identified, Yale should provide more opportunities for on-campus day care and after-school childcare programs. Childcare 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 childcare and educational opportunities on and off campus.

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.

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 the part-time ladder positions.

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.

## **From the May 1989 Report of the Recruitment and Retention of Minority Group Members on the Faculty at Yale**

1. We recommend that successive ten-year targets be established, based on demographic and institutional trends in the preceding decade. We believe a feasible goal for the next ten years is that Yale increase its tenured minority group faculty from 5.7 percent to at least 8 percent, or from 40 to 56 tenured professors, and its non-tenured faculty from 8.7 percent to at least 14 percent, or from 66 to 106 minority group faculty members.
2. We recommend the development of a formal set of procedures by which department chairs, at least annually, initiate conversations with their departments about minority faculty recruitment. Chairs, in turn, will be asked annually to present the department's affirmative action plans for the coming year. These requirements will lead to more frequent and regularized discussions within departments, and between the administration and the department chairs, about the specifics of each department's recruitment and retention strategies vis-à-vis minority group members.
3. In their recruitment efforts, departments must recognize that the availability pool is not the same as the applicant pool. The former refers to all those minority individuals who are qualified for a particular position and who might be available if the position were offered to them. The applicant pool refers only to those who have applied for the position. Aggressive, systematic outreach to enlarge the applicant pool is essential.
4. The University must improve its methods of providing creative, prompt responses to competitive offers from other institutions.
5. Yale needs to develop a system for greater dispersion of committee assignments and a more centralized clearinghouse for demands on faculty time.
6. We recommend the development of a more explicit mentoring system for junior faculty. Department chairs sometimes play this role, but the committee found this to be sufficiently sporadic and haphazard so that we recommend the development of a more explicit system.  
  
*Until the number of minority group faculty members at Yale increases permanently, we propose a variety of strategies to enlarge minority presence on campus in the short run.*
7. We recommend the development of a large-scale, University-wide program of visiting minority group professors from other institutions who would spend a year (or more if possible) at Yale. Visiting professorships expand collegial networks across institutions, which might be of special importance in the development of future minority scholars for Yale.

8. We recommend that visiting or part-time minority group faculty be recruited from beyond the traditional walls of the academy as well, to include for example, professionals from both the public and private sectors as well as writers, artists, and musicians.
9. The committee urges recognition that changes in minority faculty recruitment and retention cannot be ultimately successful without explicit efforts to develop a fuller minority presence all along the pipeline.
10. We recommend the creation of a substantial minority group postdoctoral fellowship program at Yale. Such a program would provide traditional two-year and longer term (up to five-year) postdoctoral positions with the length depending on the trainee's discipline and the availability of a clearly designated mentor.
11. We recommend the immediate appointment of a committee at each School to examine the report and develop a set of strategies and agendas relevant to that School's particular mission and constraints. It is recommended that the President ask each Dean to report too him about his or her committee's deliberations, including clear implications for immediate and long-range budgetary and academic planning, no later than the end of the 1989-90 academic year.
12. We recommend the appointment of a standing University-wide committee to review, on an annual basis, progress toward the general University goals that are elaborated in this report and the specific implementation plans of each School.

## **From the Spring 1991 First Report of the President's Committee to Monitor the Recruitment and Retention of Disabled, Minority, and Women Faculty**

*Upon initial recruitment, insufficient attention is given to identifying minority and women candidates, or to meeting special concerns that women and minority professors might have.*

1. A number of schools (e.g., Wisconsin and Harvard) have recently tried to address the small numbers of minority faculty members by creating at one time a substantial number of incremental slots for faculty in teaching fields of ethnic studies currently underrepresented in the curriculum, e.g. Asian-American and Latino/Latina Studies. Not only would such a strategy signal prospective faculty members and students that Yale is serious about solving its small numbers problems, it would also give them assurance that there will be the critical mass necessary to develop meaningful scholarly interchange and programs one they arrive at Yale. For reasons similar to those, we endorse the recommendation of the Crother's Committee that joint tenured positions in Women's Studies be created.
2. The University's policy to create incremental tenured positions for departments identifying qualified minority candidates but having no position vacant in the relevant candidate's field needs greater clarification.
3. It is particularly important that departments be fully apprised of what kinds of assurances they have that the granting of an incremental slot will not constitute a "hidden mortgage" on their future appointments.
4. We recommend that a formal statement on the policy of incremental positions be generated, describing the creation, award, and resource consequences of such an appointment.
5. It should be made explicit to departments and schools that having a position vacant in one field does not automatically preclude the addition of an incremental position if a qualified minority candidate is available in another field.
6. Departments and schools should annually devote at least one meeting to an examination of their current progress and their plans for recruitment of minorities and women.
7. Departments and Schools should each appoint an ongoing Committee responsible for developing recruitment strategies and new methods of identifying talented women and minority graduate students and faculty members who might be potential candidates for faculty appointments at Yale.

8. At a minimum, each department should annually assemble list of talented minority and women graduate students and faculty at other schools. These lists should be surveyed during any normal hiring procedure and they should be used as important aids to the Committee referred to in (ii) above.

9. Department Chairs and Deans should submit, as an attachment to their annual report to the President on Department (School) activities, a report on their affirmative action activities during the year covered by the report and their plans for the following year.

10. The Committee recommends that talented faculty candidates might be attracted to Yale, as Notre Dame has done, either by attractive use of post-doctoral fellowships, or by awards of assistant professorships with reduced teaching loads.

11. In conjunction with this, particularly promising candidates who have other commitments could be appointed and given immediate leaves of absence to complete research, as has been done at a number of other schools

12. We take special cognizance of the fact that we have failed to recruit or retain a number of highly talented female and minority faculty members because of two-career family problems. We urge the Provost to instruct the departments that they should not exercise a presumption against considering the appointment of qualified spouses. The Provost's Office should take an active role in providing resources and assistance in the relocation efforts of two-career families so that appointments are not lost just because of problems associated with the relocation of a spouse.

*While Untenured, Women and Minority Faculty tend to have fewer mentors and many perceive the academic climate at Yale as inhospitable and insufficiently diverse.*

13. That all minority and female faculty on term appointments be regularly interviewed by their department's Committee (see 2 ii.) with regard to their views of the hospitality of the university climate. This information should be included in the chair's annual report to the President on Affirmative Action activities.

14. Departments must rationalize and articulate in writing their procedures for review and promotion, so that junior faculty can know the stages and mechanisms that will pertain to them. As far as possible, and in a more informal way, chairs should also articulate standards for promotion.

*Upon consideration for promotion, current University procedures do not adequately monitor departmental processes to eliminate any doubt that subtle race or gender biases will not adversely influence departmental decisions regarding promotions to tenure or to associate professor on term.*

15. The President's Committee to Monitor the Recruitment and Retention of Disabled, Minority and Women Faculty be assigned an additional function: that of working with the University's Affirmative Action Office in its routine review of the procedures applied in all cases in which a department or school decided against promoting a minority or woman faculty members to tenure or to associate professor on term. Such review would be conducted in strictest confidence and would be limited to examining the departmental procedures applied in each case to confirm that they were applied in a regular and equitable manner according to University rules.

16. Committee reviews would be conducted as follows: Once an initial decision against promotion of a minority or woman faculty member is made, the Department Chair or School Dean would be obliged to notify the Provost in writing of that decision. That document would include a description of how the candidate had been found lacking by comparison to other faculty members recently promoted by the same department or school. The Provost would then forward the Department Chair's letter for review, along with copies of the candidate's promotion file, to the Chair of the President's Committee to Monitor the Recruitment and Retention of Disabled, Minority, and Women Faculty and the Director of the Affirmative Action Office.

17. Should the Committee Chair lodge no objection with the Provost within 30 days of the date that the Department Chair's letter was received by the Provost, the Departmental decision would become final. But should the Committee Chair choose, he or she could notify the Provost within that time period, convene the Committee, conduct an inquiry into the procedural fairness of the departmental decision, and if necessary, recommend to the Provost that the departmental decision be reconsidered under better procedures. The candidate would have no right to communicate with the Committee while the inquiry was ongoing, but the Committee could, if it deemed appropriate, interview both the Department Chair and the candidate for such information as might be necessary to its inquiry. Except in extraordinary circumstances, the Committee would either send its recommendation to the Provost or conclude its inquiry without such recommendation within one month of the date that the Committee Chair informed the Provost of his or her intent to conduct a Committee inquiry.

*Upon receipt of a competing offer, the Provost's Office frequently responds too slowly (and indeed may not even be informed by the relevant department) when a minority or woman faculty member receives a competing offer from another school.*

18. The Provost should recognize that in many cases the market for highly talented minority and women faculty members is in fact a submarket, and that a quick and substantial response early may fend off a competing offer to a highly recruitable professor.

19. The Provost should consider matching offers made to faculty members who are part of that select “submarket,” even if it means jumping the faculty member beyond his or her immediate age cohort in the department or school.
20. The Provost should be notified as a matter of course of any competing offer made to a minority or woman faculty member.
21. The Provost and Department Chair should discuss in each case, as soon as possible after an offer is made orally or in writing, whether and in what manner to respond.
22. The Provost should consider alternative measures to meet the terms of the competing offer, including joint appointments, creation of new university programs, etc.
23. The President should participate, where appropriate, in these discussions to indicate the University’s commitment to retaining outstanding minority and women faculty.