To: Deans, Directors, Department Chairmen; Members of the Faculty for Information

From: Charles H. Taylor, Jr.

Concerning: Report of the Committee to Recommend Procedures Concerning the Recruitment of Qualified Women

December 15, 1971

Dear Deans, Directors, Department Chairmen, and Members of the Faculty,

I am enclosing the report of the Committee to Recommend Procedures Concerning the Recruitment of Qualified Women. The committee, chaired by Professor Ellen Peters of the Law School and composed of Rhetaugh G. Dunsmuir, Marjorie B. Garber, Karen D. Huntzicker, John Perry Miller, Edmund S. Morgan, Elga R. Waizner, and Foncy W. Bioude (ex officio), has been working to improve Yale's ability to identify and recruit qualified women for faculty and professional employment.

As you know, I have asked this group of distinguished professors to recommend procedures to improve our ability to attract qualified women to Yale. I hereby commend the specific recommendations of this report.

I commend the Committee's work in identifying and emphasizing the need for qualified women in Yale's faculty and professional employment. In my view it is important for Yale, as a leader in higher education, to set an example for other institutions. Let us keep in mind that the recruitment of qualified women is also an important part of our overall goal of improving the quality of our faculty and staff.

Yale has made significant progress in recent years in recruiting qualified women, and I am confident that the recommendations of this report will further enhance our efforts.

Attached are the report of the committee and its recommendations. I urge you to read this report carefully and consider the specific recommendations made. I am confident that these recommendations will contribute to the continued improvement of our faculty and staff.

Sincerely,

Charles H. Taylor, Jr.

Office of the President

Yale University

New Haven, Connecticut
Mr. Charles H. Taylor, Jr.,
Woodbridge Hall

Dear Mr. Taylor:

On September 9, 1971, you constituted the undersigned as a committee "to recommend procedures which would assist in the recruitment of qualified women in the various schools and disciplines of study." Mindful of your request for "concrete suggestions for improvements before the fall is over and the employment cycle begins," we have sat regularly to consider a variety of proposals.

In formulating its recommendations, the committee of necessity considered its relationship to those who actually hire faculty in this University: the chairmen of departments and the deans of schools, and their various appointees. Clearly, the basic responsibility for recruiting women as well as men, minority women as well as white women, rests with the chairmen and the deans. You yourself have repeatedly recognized and underscored this responsibility, most recently in the letter setting up this committee.

Where individual departments and schools are successfully pursuing their own expanded searches for qualified women candidates, and where such departmental processes are resulting in the appointment of women, the recommendations of the committee are likely to contribute little. Our proposals are directed primarily to those departments and schools which encounter recurrent difficulties in finding women qualified for their consideration. We have sought to describe procedures and techniques which will support and assist those departments' and schools' special efforts to discover women who are leaders in their fields.

In organizing our proposals, we have found it convenient to divide our report into three parts: procedures for identification of qualified women; procedures assisting in the selection of qualified women; and proposals for implementation.
A. PROCEDURES FOR IDENTIFICATION

1. An effective search for women may well depend upon a department's or school's energetic creation of an expanded search network which makes explicit the department's eagerness to locate qualified women.

(a) A search network for women should include regular consultations with leading women professionals in the field. If these women are now at Yale, they should be encouraged to take an active role in the process of recruitment and appointment, at all levels. Leading professional women not at Yale should also be asked, regularly, to suggest the names of promising women candidates.

(b) Departmental inquiries at other colleges and universities should state clearly the department's serious interest in the candidacy of qualified women whom others might have been reluctant, despite outstanding academic credentials, to recommend to Yale in the past. Outsiders cannot be expected to know about Yale's changing nepotism rules, nor about a department's response to the proposals of last year's Greene Committee on the Status of Women concerning job opportunities or conditions of employment for women at Yale. Departmental search letters should, as far as possible, dispel imagined barriers to the consideration of women arising out of a particular woman's age or residence or marital status.

2. While a systematic search for women through existing channels is one likely source of women candidates, qualified women are also to be found in places which Yale search committees have sometimes overlooked. Search committees might find it helpful to inquire, in their field, about:

(a) women teaching at women's colleges;

(b) women professionally engaged in non-academic positions, such as industry, government, law firms or hospitals;
(c) professional women working at independent research institutions and libraries, such as the Brookings Institution, the Huntington Library, the National Bureau of Economic Research, the Newberry Library, the Rand Corporation or one of the Institutes for Advanced Study;

(d) professional women who have received significant grants such as those awarded by the American Council of Learned Societies, the National Endowment for the Humanities, the National Institutes of Health, the National Science Foundation or the Social Science Research Council;

(e) professional women at Yale, and at other universities, working in research or in other capacities not on the academic ladder;

(f) women Ph.D. recipients, whether they received their degrees from Yale or elsewhere, not presently fully utilizing their professional training;

(g) women candidates for the Ph.D., whether they will receive their degree from Yale or elsewhere, who show promise of outstanding achievement;

(h) women listed in relevant professional files or registries or data banks.

B. SELECTION OF CANDIDATES

1. The process of selection among promising candidates must remain the province of the departments and schools of the university, and cannot be substantially affected by ad hoc committees. The committee recognizes the difficulty of evaluating a woman's professional credentials when her career pattern may have varied substantially from that of her male counterpart. However, the committee would encourage department chairmen and deans to consider that diversity in career experiences may in fact strengthen its faculty.
2. To assist departmental evaluative processes, the committee suggests that opportunities be created, at Yale, for departments to meet and to hear women in whom they may be interested. Women could be invited to the Yale campus

(a) to appear as lecturers or to participate in colloquia;

(b) to offer short lecture series;

(c) to serve as visiting faculty for a term or a year.

Similarly, women at Yale as graduate, post-doctoral or research fellows should be offered further opportunities to participate in research seminars or colloquia in order to make their present work and their future potential more visible.

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

C. PROPOSALS FOR IMPLEMENTATION

1. President Brewster has announced his commitment to the principle that "we must do everything we can to bring qualified women trustees, administrators and especially faculty to Yale." We welcome your initiative in asking department chairmen and deans to document their efforts to recruit women and minority group members to the faculty. We are encouraged by the current review of other proposals of the Greene Committee on the Status of Women as they relate to the employment of women.
We urge speedy completion of that review by the faculties of the various departments and schools, and prompt implementation of accepted proposals. We firmly believe that departmental responsibility must be regularly supported and reinforced by the President, the Provost, and the Deans, if Yale's commitment to the expanded recruitment of women is to be meaningful.

2. Expanded search procedures require staffing, and staffing requires funds. While some schools and departments might be in a position to identify qualified women and minority candidates without substantial difficulties, others are unlikely to be able to explore new sources of faculty talent without financial support. Such support might involve the assembling of information about Yale or other schools' Ph.D.'s or professional degree recipients or candidates. It might consist of tracking down the current occupational status and achievements of women whose names have been suggested but whose current visibility is low. It might take the form of cooperative efforts between departments, or between universities, to develop more comprehensive and more useful data banks. In many cases, it seems altogether likely that the most efficient support of search procedures would be the hiring of special personnel charged with assisting search committees in their recruitment efforts. We make no specific recommendations, however, on the form or location of support services, except to emphasize our conviction that financial support of some type is essential to the effective expansion of recruitment processes.

Respectfully submitted,

Henry W. Broude, ex officio
Bhutaugh G. Dumas
Marjorie B. Garber
Karen D. Hunzicker
John Perry Miller
Edmund S. Morgan
Ellen A. Peters, Chairman
Eliza R. Wasserman