

YALE UNIVERSITY  
NEW HAVEN CONNECTICUT

December 15, 1971

OFFICE OF THE PRESIDENT

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

Attached is the letter of report to me by the committee chaired by Professor Ellen Peters of the Law School and composed of Rhetaugh G. Dumas, Marjorie B. Garber, Karen D. Hunzicker, John Perry Miller, Edmund S. Morgan, Elga R. Wasserman, and Henry W. Broude (ex officio). As you know, in September I asked this group to recommend procedures to improve Yale's ability to identify and recruit qualified women for faculty and professional employment. I commend to you the specific recommendations of this report.

As the report makes clear, it is important first of all to restate firmly Yale's interest in appointing qualified women, and members of minority groups, as positions become open or available. It is also important to seek talented persons in places where we may not normally look, and the report mentions a number of specific possibilities.

Since qualified women or members of minority groups may be insufficiently known to schools and departments, the committee points out that invitations to participate in colloquia or as lecturers or visitors may often be helpful in making appropriate judgments. Where department budgets or lecture funds may not be adequate or available, application for honoraria or other special assistance may be made to the Office of the Provost in particular cases. I remind you also that potential appointments which meet University priorities larger than departmental needs alone because of their excellence, scope, or importance, including those of qualified women and minority persons, should be brought to the attention of Mr. Bockelman, Mr. Langdon, or myself.

Finally, if particular deans and chairmen believe that productive research to develop better information about potentially qualified candidates who are women or members of minority groups in their fields could be undertaken, application for assistance in carrying out the required study should also be made to the Office of the Provost.

I urge each of you to keep in mind in all employment decisions the University's need to increase the number of qualified women and members of minority groups in its professional and faculty positions.



YALE LAW SCHOOL  
NEW HAVEN, CONNECTICUT 06520

November 29, 1971

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

#### 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 reenforced 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  
Rhetaugh G. Dumas  
Marjorie B. Garber  
Karen D. Hunzicker  
John Perry Miller  
Edmund S. Morgan  
Ellen A. Peters, Chairman  
Elga R. Wasserman