Forum on Building a Diverse Faculty: Recruitment, Tenure & Retention
January 26, 2016, 6:00 p.m.
Luce Hall

Faculty of Arts and Sciences (FAS) Handouts:

1. Appointments, Reviews, and Promotions in the Faculty of Arts and Sciences (2 sides)
2. Faculty Headcount Summary by Race/Gender (2 sides)
3. FAS Demographic Graphs (4 sides)
   - FAS Ladder Faculty by Tenured and Term (grey)
   - FAS Minority Faculty as a % of Total Ladder Faculty (orange)
   - FAS Ladder Faculty by Race/Ethnicity Group and Citizenship (green)
   - FAS Ladder Faculty by Gender (blue)
4. FAS Ladder Faculty Promotions by Tenure & Appointments Committees 2010-2015 (1 side)
5. Please Help Us Welcome Our New FAS Ladder Faculty 2015-16 (poster)
Appointments, Reviews, and Promotions in the Faculty of Arts and Sciences

For New Faculty Orientation 2015 and TACs 2015-16

Standard Timeline

<table>
<thead>
<tr>
<th>Appointment Type</th>
<th>Initial Appointment as Assistant Professor</th>
<th>Second Appointment as Assistant Professor</th>
<th>Associate Professor on Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review</td>
<td>Initial Appointment</td>
<td>Internal Review</td>
<td>Review for Promotion to Associate Professor on Term</td>
</tr>
<tr>
<td>Year</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Leave</td>
<td>Eligible for one-year Junior Faculty Leave</td>
<td>Eligible for one-year Leave if Associate Professor on Term</td>
<td></td>
</tr>
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</table>

Additional details about the Tenure and Appointments system adopted by Yale in 2007 can be found in “The Report of the Faculty of Arts and Sciences Tenure and Appointments Policy Committee” (often referred to as “FASTAP”), which is available at [http://www.yale.edu/gateway/fas_tenure_report.pdf](http://www.yale.edu/gateway/fas_tenure_report.pdf) and in the Yale Faculty Handbook, which is available online at [http://provox.yale.edu/faculty-handbook](http://provox.yale.edu/faculty-handbook).

Italicized passages in the text below are taken from these documents.

Processes for Appointments, Reviews and Promotions

(1) Initial appointment as assistant professor (AP1)

- **Timing:** The initial appointment as assistant professor is made for four years, with a term beginning July 1 or (in some cases) January 1.
- **Process:** Departments and appointing programs engage in a rigorous international search “with the objective of appointing the finest and most promising faculty.”
- **Criteria:** Candidates for assistant professorships at Yale should “exhibit potential for significant research and scholarly publication, and demonstrate excellent prospects for creative teaching and effective student mentoring.”

(2) Review for reappointment as assistant professor (AP2)

- **Timing:** This review is conducted in the penultimate year of the initial appointment — that is: in year three of the initial appointment as Assistant Professor.
- **Process:** The appointing department(s) “assess[es] the progress of the faculty member’s research/scholarship, teaching, and service to the University and profession in an internal review.” The review process is conducted with the aim of providing feedback and mentoring.
- **Criteria:** This reappointment is usually granted unless “evident and substantial problems warrant terminating the appointment in the fourth year.” Poor teaching can be one such problem.
(3) Review for promotion to associate professor on term (non-tenured associate) (AOPN)

- **Timing:** This review must be conducted no later than, and preferably before, the penultimate year of the second assistant professor appointment (year 6).

- **Process:**
  - The candidate submits a portfolio of materials for review.
  - The FAS dean and chair of the area committee work with the chair(s) of the appointing department(s) and departmental review committee(s) to choose experts in the candidate’s field to serve as external reviewers. Referees “will be asked to comment on the quality and impact of the candidate’s accomplishments to date and the prospects of future accomplishment.” A minimum of six letters is required.
  - The department faculty review the file (including written work by the candidate and outside letters) and vote on the promotion.
  - If the departmental vote is positive, the chair presents the case to the relevant Tenure and Appointments Committee (TAC), consisting of the dean of the FAS, the chair of the relevant area committee, several faculty members from the candidate’s area (Humanities; Social Sciences; Biological Sciences; or Physical Sciences and Engineering), and a faculty member from another area. In Engineering cases, the dean of SEAS also sits on the committee; in Biological Sciences cases, the dean of the School of Medicine also sits on the committee.
  - If the TAC approves the case, the promotion moves on to votes of the Joint Board of Permanent Officers of the FAS (all FAS full professors) and the Fellows of the Yale Corporation.

- **Criteria:** The criteria for promotion are “significant published research and scholarship representing early demonstrations of disciplinary or interdisciplinary leadership; excellent teaching and mentoring of students; and engaged university citizenship.”

(4) Review for promotion to associate professor without term (tenured) or full professor (AOPT or PROF)

- **Timing:** This review must be conducted no later than the penultimate year of the candidate’s appointment to the non-tenured ranks, that is, no later than year 8.

- **Process:**
  - The candidate submits a portfolio of materials for review.
  - The department determines whether the review will be for the rank of associate professor without term (tenured associate) or full professor. “Criteria for promotion to associate professor with tenure or promotion to full professor differ in degree, rather than in kind. Tenured associate professors are expected to have shown evidence of exceptional accomplishments and future promise that makes the sponsoring department confident that within five years they will merit promotion at Yale to the rank of full professor.”
  - As above, the FAS dean and chair of the area committee work with the chair(s) of the appointing department(s) and departmental review committee(s) to choose experts in the candidate’s field to serve as external reviewers. Referees will be asked to assess whether the candidate “stands in competition with the foremost leaders in their fields in the world,” and will also be asked to make explicit comparisons between the candidate and a list of three or more leading tenured faculty in their discipline. A minimum of seven letters is required. (Tenured associate professors are reviewed for promotion to full professor in a similar fashion but without comparison candidates.)
  - As above, the department faculty review the file (including written work by the candidate and outside letters) and vote on the promotion.
  - As above, if the departmental vote is positive, the chair presents the case to the relevant Tenure and Appointments Committee (TAC), with membership as above (section (3)).
  - As above, if the TAC approves the case, the promotion moves on to votes of the Joint Board of Permanent Officers of the FAS (all FAS full professors) and the Fellows of the Yale Corporation.

- **Criteria:** “A candidate for appointment or promotion to a tenure position, whether at the rank of professor or associate professor, must have attained scholarly or creative distinction of high quality as demonstrated by both research and teaching. Consideration for tenure emphasizes the impact and continuing promise, at the very highest level, of the candidate’s research and scholarship, as well as excellent teaching and engaged University citizenship within and beyond a department or program... Tenured faculty at Yale are expected to stand among the foremost leaders in their fields in the world.”
### Yale University
Faculty Headcount Summary by Race/Gender

#### FAS LADDER

<table>
<thead>
<tr>
<th>Year</th>
<th>Asian Male</th>
<th>Native Hawaiian or Pacific Islander Male</th>
<th>White Male</th>
<th>Not Available Male</th>
<th>Total Male</th>
<th>% Male</th>
<th>% Minority</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004/2005</td>
<td>13 2</td>
<td>16</td>
<td>124</td>
<td>450</td>
<td>621</td>
<td>12.4%</td>
<td>13.8%</td>
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<tr>
<td>2005/2006</td>
<td>15</td>
<td>16</td>
<td>159</td>
<td>417</td>
<td>576</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2006/2007</td>
<td>20</td>
<td>20</td>
<td>167</td>
<td>410</td>
<td>577</td>
<td>12.4%</td>
<td>13.8%</td>
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<tr>
<td>2007/2008</td>
<td>25</td>
<td>25</td>
<td>182</td>
<td>412</td>
<td>596</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2008/2009</td>
<td>30</td>
<td>30</td>
<td>198</td>
<td>417</td>
<td>615</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2009/2010</td>
<td>35</td>
<td>35</td>
<td>212</td>
<td>427</td>
<td>639</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2010/2011</td>
<td>40</td>
<td>40</td>
<td>227</td>
<td>443</td>
<td>670</td>
<td>12.4%</td>
<td>13.8%</td>
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</table>

#### FAS NON-LADDER AND RESEARCH

<table>
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<tr>
<th>Year</th>
<th>Asian Male</th>
<th>Native Hawaiian or Pacific Islander Male</th>
<th>White Male</th>
<th>Not Available Male</th>
<th>Total Male</th>
<th>% Male</th>
<th>% Minority</th>
</tr>
</thead>
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<tr>
<td>2004/2005</td>
<td>4</td>
<td>4</td>
<td>10</td>
<td>175</td>
<td>199</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2005/2006</td>
<td>4</td>
<td>4</td>
<td>13</td>
<td>177</td>
<td>190</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2006/2007</td>
<td>4</td>
<td>4</td>
<td>17</td>
<td>190</td>
<td>207</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2007/2008</td>
<td>4</td>
<td>4</td>
<td>21</td>
<td>203</td>
<td>227</td>
<td>12.4%</td>
<td>13.8%</td>
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<tr>
<td>2008/2009</td>
<td>5</td>
<td>5</td>
<td>24</td>
<td>207</td>
<td>231</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2009/2010</td>
<td>6</td>
<td>6</td>
<td>27</td>
<td>214</td>
<td>241</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2010/2011</td>
<td>7</td>
<td>7</td>
<td>30</td>
<td>221</td>
<td>251</td>
<td>12.4%</td>
<td>13.8%</td>
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</table>

#### TOTAL FAS*

<table>
<thead>
<tr>
<th>Year</th>
<th>Asian Male</th>
<th>Native Hawaiian or Pacific Islander Male</th>
<th>White Male</th>
<th>Not Available Male</th>
<th>Total Male</th>
<th>% Male</th>
<th>% Minority</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004/2005</td>
<td>19</td>
<td>20</td>
<td>23</td>
<td>595</td>
<td>643</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2005/2006</td>
<td>24</td>
<td>25</td>
<td>25</td>
<td>596</td>
<td>651</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2006/2007</td>
<td>28</td>
<td>29</td>
<td>26</td>
<td>609</td>
<td>674</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2007/2008</td>
<td>33</td>
<td>34</td>
<td>26</td>
<td>614</td>
<td>679</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2008/2009</td>
<td>38</td>
<td>39</td>
<td>29</td>
<td>628</td>
<td>707</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2009/2010</td>
<td>45</td>
<td>46</td>
<td>32</td>
<td>643</td>
<td>808</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2010/2011</td>
<td>51</td>
<td>52</td>
<td>37</td>
<td>666</td>
<td>903</td>
<td>12.4%</td>
<td>13.8%</td>
</tr>
</tbody>
</table>

*NOTE: MB&B is a department in both Medicine and FAS. All MB&B faculty, including Howard Hughes faculty, are included with FAS in this table. MB&B faculty are not included in the totals for Medicine.

Materials for the "Forum on Building a Diverse Faculty: Recruitment, Tenure & Retention", January 2015
Distributed by the FAS Dean's Office, http://fas.yale.edu/
Data from Office of Institutional Research, January 26, 2016
Yale University
Faculty Headcount Summary by Race/Gender

Note:
Faculty with administrative appointments, such as president, provosts, deans and directors of museums are not included in this table. Residential college masters are included. Also included are unpaid ladder faculty who are primarily in the School of Medicine.

Notes on Race:
Starting Fall 2011, faculty were offered the opportunity to self-report their race/ethnicity using the new "two question" format, categories and wordings specified by NCES. Fall 2012 is the first year race/ethnicity is reported based entirely on self-reporting.
Two new categories were added: "Native Hawaiian or Pacific Islander" (previously counted in "Asian") and "Two or More Races".
Note, unlike NCES, this table does not include an "international" category. Faculty who are not citizens of the U.S. are reported in one of the race/ethnicity categories.

Note on Data:
Data received from the Office of International Research on January 26, 2016; 2015-16 faculty numbers are estimates pulled from the HR Simplified Reporting System.

Source: Faculty Records System
<table>
<thead>
<tr>
<th>Year of Year</th>
<th>Gender</th>
<th>Men</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>All</th>
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<tbody>
<tr>
<td>2005</td>
<td>Men</td>
<td>75%</td>
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</tr>
<tr>
<td></td>
<td>Women</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>Men</td>
<td>75%</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Women</td>
<td>25%</td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>2007</td>
<td>Men</td>
<td>74%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Women</td>
<td>26%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2008</td>
<td>Men</td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Women</td>
<td>27%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2009</td>
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<td>72%</td>
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</tr>
<tr>
<td></td>
<td>Women</td>
<td>28%</td>
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</tr>
<tr>
<td>2010</td>
<td>Men</td>
<td>72%</td>
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<tr>
<td></td>
<td>Women</td>
<td>28%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2011</td>
<td>Men</td>
<td>71%</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>Women</td>
<td>28%</td>
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</tr>
<tr>
<td>2012</td>
<td>Men</td>
<td>72%</td>
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<td></td>
<td>Women</td>
<td>28%</td>
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<tr>
<td>2013</td>
<td>Men</td>
<td>72%</td>
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<td></td>
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<tr>
<td></td>
<td>Women</td>
<td>28%</td>
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<tr>
<td>2014</td>
<td>Men</td>
<td>71%</td>
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<td></td>
<td>Women</td>
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<tr>
<td>2015</td>
<td>Men</td>
<td>71%</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>29%</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

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Distributed by the FAS Dean's Office, http://fas.yale.edu/
Data from OIR website: http://oir.yale.edu/detailed-data#faculty
Yale University
Faculty of Arts & Sciences
Ladder Faculty Promotions* by Tenure & Appointments Committees (TACs) from 2010 – 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>88.40%</td>
<td>152 out of 172</td>
</tr>
<tr>
<td>Men</td>
<td>85.10%</td>
<td>74 out of 87</td>
</tr>
<tr>
<td>Women</td>
<td>91.80%</td>
<td>78 out of 85</td>
</tr>
<tr>
<td>Non-URM</td>
<td>87.42%</td>
<td>136 out of 159</td>
</tr>
<tr>
<td>URM</td>
<td>100%</td>
<td>13 out of 13</td>
</tr>
<tr>
<td>Faculty of Color (URM + EA + SA)</td>
<td>88.90%</td>
<td>24 out of 27</td>
</tr>
</tbody>
</table>

URM Underrepresented minority (African, Hispanic, or Native American)
URM + EA + SA Underrepresented minority plus East Asian and South Asian

Materials for the "Forum on Building a Diverse Faculty: Recruitment, Tenure & Retention", January 2016
Distributed by the FAS Dean’s Office, http://fas.yale.edu/
Data from FAS Internal Document: TAC votes 2010-2015.xlsx

* Promotions from Assistant Professor, Associate Professor on Term or Associate Professor with Tenure to Associate Professor on Term, Associate Professor with Tenure or Professor by Tenure Appointment Committees (TACs) of faculty whose cases were sent forward by their departments to the TAC.
PLEASE HELP US WELCOME
OUR NEW FAS LADDER FACULTY 2015–16

Jennifer Allen
Assistant Professor
History

Maheesh Balakrishnan
Associate Professor
Computer Science

Bhart Anjan Singh Bhullar
Assistant Professor
Geology and Geophysics

Jesi Cieswaki
Assistant Professor
Statistics

Nadya Dimitrova
Assistant Professor
Molecular, Cellular and Developmental Biology

Dylan Gee
Assistant Professor
Psychology

Eric Greene
Assistant Professor
Religious Studies

Denise Ho
Assistant Professor
History

Zhen Huo
Assistant Professor
Economics

Brad Inwood
Professor
Classics/Philosophy

Yannick Jacob
Assistant Professor
Molecular, Cellular and Developmental Biology

Greg Laughlin
Professor
Astronomy

Ilse Lindenlaub
Assistant Professor
Economics

Nikhil Malvankar
Assistant Professor
Molecular Biophysics and Biochemistry/Microbial Sciences Institute

Elizabeth Miller
Assistant Professor
Philosophy

Michael Murrell
Assistant Professor
Biomedical Engineering/Systems Biology Institute

Stephanie Newell
Professor
English

Joseph North
Assistant Professor
English

Mariana Raykova
Assistant Professor
Computer Science

Jennifer Richeson
Professor
Psychology

Sophia Rosenfeld
Professor
History

Nicholas Ryan
Assistant Professor
Economics

Alvaro Sanchez
Assistant Professor
Ecology and Evolutionary Biology/Microbial Sciences Institute

Milan Svolik
Associate Professor
Political Science

Leandros Tassiulas
Professor
Electrical Engineering

Josien van Wolfswinkel
Assistant Professor
Molecular, Cellular and Developmental Biology

Ed Vytlacil
Professor
Economics

Sunny Xiang
Assistant Professor
English

* Beginning July 2016