

# FAS Senate

AN ELECTED BODY OF THE FACULTY OF ARTS AND SCIENCES  
YALE UNIVERSITY

## Report on Parental Policies

APPROVED BY THE SENATE  
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Committee:

David Bercovici (Chair), *Professor, Geology & Geophysics*

John Geanakoplos, *Professor, Economics*

Shiri Goren, *Senior Lecturer II, Near Eastern Languages & Civilizations*

Matthew Jacobson, *Professor, American Studies, African American Studies, History*

Yair Minsky, *Professor, Mathematics*

William Rankin, *Assistant Professor, History, History of Science and Medicine*

Katherine Trumpener, *Professor, Comparative Literature, English*

Karen Wynn, *Professor, Psychology*

## **Report on Parental Policies**

FAS Senate, Faculty Advancement Committee

Report prepared by William Rankin

(with input from the Women's Faculty Forum and individual faculty across FAS)

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### **GUIDING PRINCIPLES**

There are two important reasons why Yale should support faculty with young children.

First, Yale is dedicated to recruiting and retaining faculty of the highest caliber, and parental policies play an important role in both cases. For recruitment, this is largely a question of *perception*: do Yale's parental policies seem reasonable, designed with the best interests of the faculty in mind, and competitive with other institutions? For retention, this is largely a question of *outcome*: are faculty with children given the same opportunity to thrive as those without children? If not, then retention – whether through promotion decisions or voluntary departures – will not be based solely on excellence of research, teaching, and service, and Yale will be selecting its faculty with a bias toward certain kinds of family structure. This is especially counterproductive since intensive childrearing is temporary, and excellent faculty who leave Yale for childrearing reasons will go on to have productive careers elsewhere.

It is worth emphasizing that parental policies – as well as unwritten norms and attitudes – are especially important for recruiting and retaining women. But parenting is not exclusively a women's issue, and Yale's policies and norms should assume that parenting is equitably shared by faculty of all genders.

Second, as an elite university very much in the public eye, and in a country with famously inadequate support – public and private – for childrearing, Yale has both the opportunity and the obligation to set a high standard for other institutions, both educational and non-educational. Seeing childrearing as a vital component of the overall social good is not a controversial view, and a strong parental policy is an important part of Yale's commitment to its students, the surrounding community, and society as a whole.

## **CRITERIA FOR EVALUATION**

Often, parental policies are measured on a scale of “generosity.” This is not the criteria used in this report. Instead, Yale’s policies are evaluated for their fairness: whether they allow parents to thrive on equal terms with non-parents, whether they allow women to thrive on equal terms with men, and whether they adversely impact students’ education. In drafting this report, the policies of other universities were also consulted. These policies were used as a source of best practices; the goal is for Yale’s policies to incorporate all ideas that align with the guiding principles above. Policies were collected from a range of schools, linked here for convenience: [Harvard](#), [Princeton](#), [MIT](#), [Stanford](#), [Columbia](#), [The University of Chicago](#), [Arizona State University](#), [Wellesley](#), and [The University of Michigan](#). References to these other policies are made below on a point-by-point basis.

Note that this report only addresses Yale policies directly related to parenting during the first months after a child enters the home. It does not address wider-ranging questions about daycare, university snow days, event scheduling, K-12 schooling, and other important issues. It also does not address broader concerns with gender imbalances in hiring, promotion, or leadership (or the associated concern of a “motherhood penalty” in the academy). The FAS Senate plans to consider these topics in the future.

## **OVERALL ASSESSMENT OF YALE’S POLICIES**

It is important to recognize what Yale’s current policies do very well, which is to give most new faculty parents teaching relief, leave, and/or tenure-clock extension at a critical time – critical both for the child and for the faculty member’s career. The reduction of workload allows faculty to maintain some measure of continuity in their research despite the great time demands of early parenting, and tenure-clock extension is a proven way to acknowledge the reduced productivity that parenting inevitably requires. Yale’s policies also do a good job of framing parenting as gender neutral. Not only does this help parents of all genders balance their professional and personal lives, but it also avoids any implicit gendered stigmatization of parenting and parental accommodation.

However, Yale’s policies do have important shortcomings. There are four main issues:

- There are several instances of ambiguous wording and cases not explicitly addressed.
- There are policies that treat different types of faculty – ladder, non-ladder, and research faculty – in different ways, without apparent justification.
- There are a number of ways in which the current policies show a preference for certain kinds of families over others; this includes policies on the division of family labor and the number and timing of children.

- The current policy for non-ladder faculty is detrimental to the educational mission of the university.

In addition, the current tone of Yale's policies is somewhat adversarial, as if the university is worried that faculty with young children will "abuse" parental policies. But the university has no legitimate reason to insert itself into the family or childrearing decisions of its faculty, and any perception of paternalism is inconsistent with the guiding principles above.

In comparison to other universities, Yale's policies are equal in some respects, and deficient in others. There is no university with a policy that addresses all the concerns in this report and could therefore be used as a model; there is also no obvious relationship between different universities' policies and their prestige, wealth, or mission.

### **BROADER IMPACTS: COST-MINDEDNESS AND DIVERSITY**

A detailed estimate of the possible budgetary impact of the recommendations in this report is included on pages 10 and 11. The total cost, depending on assumptions, is on the order of a few hundred thousand dollars per year to hire additional lecturers to cover lost teaching.

When considering these costs, however, two points deserve emphasis. First, the costs of parental support need to be weighed against the costs of additional recruitment. If an excellent faculty member declines an offer or leaves before tenure (either voluntarily or because their research was delayed by parenting), a new search must be organized and new faculty must be recruited. Temporary faculty may also need to be hired to cover lost teaching. The FAS Dean's Office does not have precise numbers on the costs of recruiting new faculty, but they estimate that "in the sciences, engineering, and lab-based social sciences, recruitment costs for untenured junior faculty members are typically in the hundreds of thousands of dollars." In 2014–2015 there were roughly fifty untenured ladder faculty in lab-based fields. If the recommendations in this report make it possible for just one of these untenured faculty members every year to stay at Yale, then the changes will be budget neutral.

But second – and more important – adequate parental support is crucial for faculty diversity, since women and faculty with non-traditional family structures remain underrepresented and continue to face inequities in hiring, promotion, and status. The cost of parental support should be understood as a necessary component of attracting and retaining the most excellent (and therefore most diverse) faculty possible.

## **SPECIFIC CONCERNS AND RECOMMENDED SOLUTIONS**

The points below apply to the policies listed on the public website of the provost's office (linked [here](#)). Most of these are taken from the *Faculty Handbook*, specifically sections XVII.D (pages 121–124) and III.F (pages 12–14) – both attached. Teaching relief, leave, and tenure-clock extension are granted for any faculty “who bears a child or adopts a child under the age of six or whose spouse or civil union partner bears a child or adopts a child under the age of six.” In the points below, this is referred to as an “eligible life event.”

### **1. “Maternity”**

In the *Faculty Handbook*, the present policy is described using gender-specific language as “Child-Rearing Leaves, Caregivers Leaves, and Maternity Policies.” The word *maternity* is used only once in the policy, when it refers to the policy itself. At the same time, the policy does not make clear that “short-term medical disability” (a separate policy, in section XXI.E) includes incapacity relating to pregnancy or childbirth and can be taken independent of any teaching relief, leave, or tenure-clock extension.

Recommendation: Replace “maternity” with “parental.” Additionally, emphasize that short-term medical disability includes incapacity due to pregnancy or childbirth and can be taken independent of any teaching relief, leave, or tenure-clock extension.

### **2. Automatic Teaching Relief and Tenure-Clock Extension**

At present, childrearing teaching relief and tenure-clock extension are described as being automatic. (The faculty handbook states that eligible faculty “will be relieved of teaching duties.”) However, in practice, teaching relief and tenure-clock extension are often treated as opt-in policies, and there are sometimes questions raised about whether faculty – especially male faculty – should indeed take teaching relief and a tenure-clock extension. Leave for research faculty on multi-year appointments is only granted “upon request.” Likewise, tenure-clock extension is currently only granted to faculty who take teaching relief, and there is no option to opt out of teaching relief without forfeiting the year of tenure-clock extension.

Recommendation: The expectation among the faculty – not just the parents of young children, but also chairs, divisional committees, etc. – should match the policy, and it should be assumed that *all* faculty with an eligible life event will be engaged in childrearing and will take teaching relief or leave. Separately, all ladder faculty should automatically be granted the appropriate tenure-clock extension, regardless of whether they take teaching relief. (It would of course still be incumbent upon the faculty member

to inform their chair or dean of an impending life event.) Exceptions should require explicit and unsolicited opt-outs.

### **3. Eligibility for Teaching Relief and Tenure-Clock Extension**

In order to qualify for teaching relief (and thus tenure-clock extension), the current policy states that “the faculty member must be a primary caregiver throughout the period of relief: personally caring for the child during normal working hours, while the other parent, if any, is employed at least half time.” This policy divides parents into two categories – “primary caregiver” and breadwinner – and suggests that only one parent is required to care for a child in the first months after it enters the family. Not only is this policy manifestly paternalist, since it implies that there are certain divisions of family labor that are legitimate and others that are not, but it is also inconsistent with reality, especially given the inevitable demands of nursing and the not-uncommon cases of post-partum incapacity, extreme sleep deprivation, colic, or neonatal medical difficulties.

It is also worth emphasizing that the primary goal of Yale’s parental policy should not be to guard against any possible misuse, such as the often-invoked hypothetical of a male faculty member taking teaching relief and tenure-clock extension but making no real contribution to caregiving. Instead, the goal should be to make sure that the policy is actually used by those it is designed to benefit, without stigmatization. Yale should make a point of avoiding the unintended consequences of any requirements related to spousal division of labor – namely, that some parents, for perfectly appropriate reasons, will be unable or unwilling to take teaching relief, leave, and/or tenure-clock extension because Yale’s policies do not accommodate their non-traditional family structure.

Recommendation: Rather than dictating any division of family labor, the Yale policy should simply stress that teaching relief and leave are granted for caregiving. Information on the employment status of a spouse or partner should not be required.

### **4. Expectations while Engaged in Childrearing**

The present policy rightly states that the purpose of teaching relief is to allow the faculty member to focus on “the child’s care.” However, the caveat that “administrative and departmental responsibilities should be consistent with the purpose of the teaching relief” is ambiguous and implies a negotiation between the eligible faculty member and the department chair or dean. This negotiation is made explicit later in the text, with the expectation – still ambiguous – being that faculty engaged in childrearing will carry out “as many non-teaching responsibilities as are practicable.” In addition, there is currently no language addressing expectations for scholarly output, and faculty have reported wide variation in the kind of scholarly activity expected while engaged in childrearing.

Recommendation: There should be clear guidelines for professional expectations while engaged in childrearing. First and foremost, it should be made clear that the expectations for tenure and promotion do not change with tenure-clock extensions. Faculty whose tenure clocks are extended must be treated the same as those whose clocks are not extended. (Similarly, ladder faculty engaged in childrearing should be described as “off the clock,” rather than as having “an extra year.”) To ensure fair treatment across departments and divisions, all tenure and promotion files and all requests for external letters (including those for non-parents) should include a standard form explaining that parental tenure-clock extensions do not alter the expectations for promotion and that these extensions are granted automatically to all faculty, without regard to gender, marital status, or spousal employment. This form should also state how many years the candidate has been off the clock (even if the number is zero).

The only expectation of professional activity from a faculty member engaged in childrearing should be the minimum degree of service and advising required to ensure the uninterrupted functioning of the university and the continued progress of graduate students toward their degrees, such as occasional one-on-one meetings, participating in prospectus and dissertation defenses, writing letters of recommendation, and so forth. Whenever possible, faculty should be exempt from *all* duties for the first six weeks after an eligible life event.

### **5. Apportionment of Teaching Relief, Leave, and Clock Extensions When Both Parents are Yale Faculty**

For ladder faculty, the present policy grants one semester of teaching relief per eligible life event. Non-ladder and research faculty on multi-year appointments are granted eight weeks of leave; research faculty may take eight additional weeks of part-time status. If both parents are members of the Yale faculty, they must split their teaching relief or leave, or one must forgo teaching relief or leave altogether. (For example, a ladder faculty member could teach a half-load for one semester; a non-ladder faculty could take four weeks of leave, and so on.) For ladder faculty, the same is true for tenure-clock extension: the one-year extension may be split, or one parent may forgo extension.

There are several problems with this policy. Similar to point #3 above, it implies that one parent will be a full-time caregiver while the other is a breadwinner, that only one parent is required to care for a child during the first months after it arrives in the family (not true), and that parental duties are perfectly fungible and may be divided neatly in half (also not true). But additionally, this policy puts faculty whose spouses or partners are also Yale faculty members at a clear disadvantage – professionally and personally – compared to faculty whose partners are not Yale faculty. (If employed, these non-Yale-faculty partners would ordinarily receive full parental support from their employer. Each

member of such a dual-career household would thus receive full parental support, rather than each receiving half support.)

Recommendation: All faculty of the same status (ladder, non-ladder, or research) should be granted the same teaching relief or leave, and all ladder faculty should receive the same tenure-clock extension, regardless of the employment status of their spouse or partner. If both parents are members of the Yale faculty, they may take teaching relief or leave at the same time.

This policy is already in place at Princeton, Harvard, Stanford, MIT, Chicago, Arizona State, and Michigan.

### **6. Duration of Teaching Relief for Non-Ladder Faculty**

The present policy grants non-ladder teaching faculty on multi-year appointments up to eight weeks of teaching relief. This policy, however, bears no relation to the reality of teaching; it implies that a course taught by a non-ladder faculty member may be passed off to another faculty member midway through the semester (and perhaps back again, later that same semester). Besides raising obvious staffing problems – who will act as a substitute teacher while the non-ladder faculty member is engaged in childrearing? – this policy is also incompatible with responsible pedagogy and has the potential to severely degrade student learning. The possibility raised in the policy of a department chair or dean “canceling an affected course” is not a workable solution for required courses, and it does not resolve the basic incompatibility between semester-long courses and an eight-week term of teaching relief.

Recommendation: Non-ladder teaching faculty on multi-year appointments should be granted teaching relief on identical terms to ladder faculty.

This policy is already in place at Stanford and Wellesley. At Columbia, it is in place for lecturers who have taught for at least two years. It is also in place for senior lecturers at Princeton and Harvard.

### **7. Duration of Leave for Research Faculty**

Currently, research faculty on multi-year appointments are granted up to eight weeks of paid leave, plus the option of an additional eight weeks of part-time status. Compared to the semester of teaching relief granted to ladder faculty (and recommended for non-ladder faculty on multi-year appointments), this is incommensurate. (This is true even considering that teaching relief still requires some contribution to advising and administration.)

Recommendation: Research faculty on multi-year appointments should be granted up to twelve weeks of paid leave. Some portion of this time can be used concurrently with part-time status. (For example, twelve weeks of leave with no part-time status would be equivalent to eight weeks of leave followed by eight weeks at 50% paid leave, 50% part-time status.)

### **8. Number of Children for Ladder Faculty**

The present policy grants a tenure-clock extension of one year for each eligible life event, up to a maximum of two years total extension. (Faculty are also granted one year for each *unpaid* childrearing or caregiving leave – which are detailed in the *Faculty Handbook* but not discussed in this report – up to a maximum of two. Total tenure-clock extension cannot exceed three years.) This policy either implies that Yale ladder faculty should not have more than two children, or that any children in excess of two will not impact research productivity. (It also implies that some faculty might elect to have additional children simply to extend their tenure clock!) In either case, the result is that Yale is selecting its tenured faculty based in part on family structure, and not on research, teaching, and service alone.

According to 2007–2014 data from the CDC, about 15 percent of children born to women with doctorate or professional degrees were their third (or greater) child.

Recommendation: Every eligible life event should result in one year of tenure-clock extension.

This policy is already in place at Princeton, Chicago, Wellesley, and Arizona State. (Harvard and Stanford have a limit of three years of tenure-clock extension, with no requirement to take unpaid leave.)

### **9. Multiple Births and Simultaneous Adoptions**

The present policy only obliquely addresses twins (or multiple births generally) and simultaneous adoption of more than one child. This seems to treat teaching and research faculty in divergent ways. For teaching faculty, the policy states that “teaching relief is available only once for each birth event or adoption” (the implication being that one “event” could involve multiple births); this also implies a one-year tenure-clock extension for ladder faculty. For research faculty, a close reading of the policy suggests that a parent could take multiple back-to-back leaves, one per child, up to a total of one year and two weeks of leave.

Besides lacking clarity, the present policy also assumes that caring for two or more babies at once requires the same amount of time and energy as raising one. This is clearly at odds with reality, and it takes longer for faculty with twins to regain their usual research productivity.

According to 2007–2014 data from the CDC, roughly 3 percent of birth events for women with doctorate or professional degrees were multiple births.

Recommendation: For the purposes of teaching relief or leave, simultaneous eligible life events should be treated as a single event. But for the purposes of tenure-clock extension, ladder faculty should receive one year of extension for every child.

This policy is already in place at Princeton. (It is also implicit at Harvard and Columbia.)

### **10. Seriously Impaired Children**

The present policy does not address cases when a faculty member's child is seriously impaired. Drafting a uniform policy to cover all cases is neither possible nor desirable (nor should Yale attempt to rigorously define "seriously impaired"), but it is worth acknowledging the additional time and energy required to care for children with serious impairments.

Recommendation: A faculty member with a seriously impaired child will be eligible for extended teaching relief, leave, or other consideration on a case-by-case basis.

### **11. Restrictions on Caregivers Leaves.**

The current policy for unpaid caregivers leaves states that "The time available for a Caregiver's Leave is reduced by the amount of time during that same two-year period when the faculty member has been on a Child-Rearing Leave or has been relieved from teaching under the policies governing maternity and short-term medical disability." This stipulation unnecessarily burdens faculty who face multiple challenges in a short period of time.

Recommendation: The time available for caregivers leaves should not be reduced if the faculty has also taken childrearing leave, teaching relief, or short-term disability.

## **12. Relationship of Eligible Life Event to Yale Employment**

Although a careful reading of the current policy suggests that eligibility for teaching relief, leave, or tenure-clock extension is unchanged in cases when the eligible life event occurs before the start of employment at Yale, this is not clear in the current text.

Recommendation: The policy should state that eligibility for teaching relief, leave, and tenure-clock extension remains unchanged if the eligible life event has occurred before the start of employment at Yale. (Which is to say, faculty with an eligible life event occurring in the year before Yale employment are still eligible for parental accommodation.)

This policy is already explicit at Harvard and Chicago.

## **13. Timing of Notification**

The present policy states that faculty members anticipating an eligible life event should discuss their teaching and administrative duties with their chairs or deans “as early as possible.” This wording is unclear and, if taken literally, unreasonable. Similar to point #4 above, it also implies a negotiation of expectations while on teaching relief or leave.

Recommendation: There should be no need to negotiate responsibilities while on teaching relief or leave, since expectations should be uniform. Instead, faculty should simply be asked to notify their chair or dean of an anticipated life event “at the earliest reasonable time,” with a follow-up discussion recommended to address any questions.

## **14. Timing of Teaching Relief**

For ladder faculty, the present policy states that teaching relief may be taken “for the whole of an academic semester occurring within the first year after the birth or adoption.” This wording is ambiguous, as it does not specify what “occurring within” means: must the whole of the semester occur within the year, or could any portion of the semester occur within the year? (The first interpretation would severely limit the timing of teaching relief. For example, it would disallow taking relief during the semester containing an eligible life event; it would also disallow taking relief during the semester containing the one-year anniversary of the event. Although clearly unreasonable, this interpretation has sometimes been invoked when a male faculty member elects to take teaching relief several months after an eligible life event.)

Recommendation: The wording should be changed to be unambiguous: “for the whole of an academic semester, any part of which occurs within the first year after the birth or adoption.”

### **15. Relationship between Tenure-Clock Extension and Promotion Reviews**

Current policy does not address cases when an eligible life event overlaps with a review for promotion or tenure.

Recommendation: Yale's policies should not create a de facto moratorium on procreation surrounding each review. If an eligible life event occurs before the start of a review (that is, before a candidate submits materials), or if an eligible life event is expected to occur after the start of a review, the candidate may elect to extend their tenure clock and postpone the review. If an eligible life event occurs during a review and the review is successful, then the subsequent appointment is effective immediately. If it is an untenured rank, this subsequent appointment is extended by one year.

### **16. Use of Research Funds for Child-Related Expenses while Traveling**

Present policy disallows the use of university research funds for a child's travel expenses or for childcare – both the care of a child at home while the parent travels and the care of a child while traveling. But in many cases, a child's travel expenses and/or childcare are an unavoidable part of conducting research or participating in professional activities. There are Travel Care Grants available to non-tenured ladder faculty (and, in special circumstances, other faculty as well) from the Anne Coffin Hanson Faculty Support Fund, but these are limited to \$1,000 per fiscal year. (These grants are not in the *Faculty Handbook*, but they are described on the provost's website [here](#).)

Recommendation: In cases where a grant from the Anne Coffin Hanson fund is inadequate, a faculty member's university research funds (including those non-ladder faculty with research accounts) should be usable for a child's travel expenses and/or childcare, subject to the same requirements as the Anne Coffin Hanson funds. (Note: under current tax law, grants from the Anne Coffin Hanson fund are treated as taxable benefits. Presumably similar expenses paid from research funds would have to be treated in the same way.)

### **DETAILED COST ESTIMATE**

According to the FAS Dean's Office, the typical cost to replace a full semester of teaching (two courses) with a full-time lecturer is roughly \$25,000; this number includes benefits. (On the high end, if the teaching is replaced by an emeritus professor, the cost is roughly \$55,000.) However, similar to other forms of faculty leave, the Dean's Office reports that courses taught by ladder faculty taking teaching relief are "usually" not replaced.

Except in cases where teaching must be replaced by a lecturer, this report, following the guidance of the Dean's Office, does not assign monetary value to the teaching or research that would have been performed if a faculty member did not take leave. (This also includes research faculty. Except in very rare cases, research-faculty salary while on parental leave is charged to the outside funding source as usual.) By the same logic, this report does not regard additional tenure-clock years for faculty who do not ultimately get promoted as a quantifiable cost.

Accounting for costs in this way, only recommendations 3, 5, and 6 – for spousal verification, dual-faculty households, and non-ladder faculty – might have any budgetary impact. Recommendation 10 – for seriously impaired children – may also have some impact, but because it only addresses rare cases, any impact will be small.

### **Estimate for Ladder Faculty**

Averaging between fall 2010 and spring 2016 for ladder faculty, teaching relief was taken by 5.2 women per term and 3.7 men per term. In 2014–2015, the untenured ladder faculty in FAS included 86 women and 127 men. Assuming that the different rates for teaching relief between women and men are entirely due to the restrictions on spousal verification and dual-faculty households, and assuming that the gender balance of the parenting-age faculty follows the balance in the untenured ranks, then the recommendations in this report would result in an additional 4.0 faculty taking teaching relief per term. Assuming a load of two courses per term, this translates to sixteen courses per academic year. If all of these courses were replaced by lecturers, the cost would be \$200,000 per year. In practice, however, the likelihood is that only a small part of this teaching would actually be replaced.

### **Estimate for Non-Ladder Faculty**

In 2014–2015, the FAS faculty included 675 ladder faculty (of which 196 were women) and 270 non-ladder faculty (including adjunct professors, but not visitors). Making three conservative assumptions – that *all* non-ladder faculty are on multi-year appointments, that the age distribution within the non-ladder faculty is the same as within the female ladder faculty, and that the recommendations in this report would result in non-ladder faculty taking teaching relief at the same rate as ladder-faculty women as a whole – then 7.2 non-ladder faculty would take teaching relief per term. If all of these lecturers' teaching were replaced, the cost would be \$360,000 per year. In practice, not all lecturers' courses would be replaced, but the proportion would presumably be higher than for ladder-faculty teaching.

**Total**

Any assumptions about the proportion of canceled courses that would be replaced by additional lecturers must be speculative. There is no data for ladder-faculty teaching replacement, and no precedent for non-ladder teaching relief.

If *all* teaching were replaced – which would certainly not happen – then the total cost would be roughly \$560,000 per year.

If 25% of ladder-faculty teaching and 75% of non-ladder-faculty teaching were replaced, the total cost would be \$320,000 per year.

If no ladder-faculty teaching were replaced and 50% of non-ladder-faculty teaching were replaced, the total cost would be \$180,000 per year.

**APPENDIX**

Current Parental Policies in the *Faculty Handbook*

(text in strikethrough is not related to parental policies)

~~group life insurance coverage should contact the Benefits Office to arrange for prior payment of the individual's contribution.~~

~~**b. Disability Insurance.** For faculty members on unpaid leaves of absence, the University will continue to provide, at no cost to the individual, insurance as partial protection against loss of income and retirement benefits resulting from long-term disability.~~

~~**c. Retirement Annuities.** Both faculty and University contributions to retirement accounts are suspended during an unpaid leave of absence.~~

~~**d. Scholarship Plan for Sons and Daughters of the Faculty and Staff.** During an unpaid leave, a faculty member's children are not eligible to receive scholarship awards under the University's Scholarship Plan for Sons and Daughters. An unpaid leave does not count as a disruption of continuous University employment, but time spent on unpaid leave with outside employment does not count toward the six years of continuous full-time service that are required for eligibility in the Scholarship Plan.~~

~~**e. Payroll Deductions to Third Parties.** Faculty on unpaid leave should make arrangements with the appropriate office to maintain or discontinue, as desired, payments normally made by payroll deductions to third parties, such as the Yale Credit Union, the Yale Parking Service, and banks participating in the University Mortgage Program.~~

~~**f. Tuition Benefit.** Faculty on unpaid leave and their spouses or civil union partners will continue to be eligible for tuition benefits on the same terms as those for faculty not on leave.~~

## **D. Child-Rearing Leaves, Caregivers Leaves, and Maternity Policies**

Child-rearing policies in the School of Medicine are described on its [Office for Faculty Affairs](#) Web site. The policies below apply in the rest of the University's Schools.

### **1. Child-Rearing Leaves**

A member of the faculty who bears or adopts a child or whose spouse or civil union partner bears or adopts a child will be granted upon request an unpaid Child-Rearing Leave for up to one semester occurring within the first year after the birth or adoption for the purpose of the child's care. General policies regarding the effect of unpaid leaves upon salary and benefits (see [Section XVII.C.3](#)) apply to these leaves, but policies regarding the effect of unpaid leaves upon eligibility for other leaves do not apply. For example, a semester of Child-Rearing Leave does not count as

one of the terms of full-time teaching required between paid leaves. See [Section III.F](#) for policies regarding the effect of Child-Rearing Leaves on terms of appointment and time in rank.

## **2. Caregivers Leaves**

As delineated by federal and state laws concerning family and medical leaves, a member of the faculty may take an unpaid leave of absence to care for a seriously ill spouse, parent (natural, foster, adoptive, stepparent, or legal guardian), parent of the faculty member's spouse, or child (natural, adopted, foster, stepchild, or legal ward) who is under 18 years of age or, if older, is unable to care for him or herself because of serious illness for up to sixteen weeks in year one and twelve weeks in year two in any two-year period. Except in cases of emergency, two weeks' notice is required, and all requests must be accompanied by written notice from a physician or other licensed health care provider verifying the need for a leave and the probable duration. Serious illness is considered to be a disabling physical or mental condition that requires in-patient care in a hospital or licensed nursing facility or continuing outpatient care requiring treatment by a licensed health care provider. During the period of this leave, the University will continue to pay its share of health and any noncontributory insurance premiums for the caregiver on leave. An employee who has authorized payroll deductions for benefits must make arrangements with the Benefits Office to make those payments in order to continue coverage. The time available for a Caregiver's Leave is reduced by the amount of time during that same two-year period when the faculty member has been on a Child-Rearing Leave or has been relieved from teaching under the policies governing maternity and short-term medical disability.

## **3. Teaching Relief for Child Rearing for Ladder Faculty**

A full-time member of the ladder faculty who bears a child or adopts a child under the age of six or whose spouse or civil union partner bears a child or adopts a child under the age of six will be relieved of teaching duties, without loss of salary or benefits, for the whole of an academic semester occurring within the first year after the birth or adoption, for the purpose of the child's care. Any other administrative and departmental responsibilities should be consistent with the purpose of the teaching relief. To qualify for this relief the faculty member must be a primary caregiver throughout the period of relief: personally caring for the child during normal working hours, while the other parent, if any, is employed at least half time. Should both parents be full-time members of the Yale ladder faculty they may choose to divide the relief, each being granted one semester of relief from one half of the teaching responsibilities. Alternatively, one parent could elect relief from one half of the teaching responsibilities for two semesters. Should one parent be a full-time member of the ladder faculty and the other a full-time member of the research or

non-ladder teaching faculty with a multi-year appointment, they may choose to divide the leave or relief from teaching as applicable to their respective appointments. Fully-paid teaching relief is available only once for each birth event or adoption. Teaching relief for child rearing is not considered a leave of absence. See [Section III.F](#) for policies regarding the effect of the teaching relief on terms of appointment and time in rank, and see [Section XXI.E](#) for policies regarding short-term medical disability.

#### **4. Teaching Relief for Child Rearing for Non-Ladder Teaching Faculty**

A full-time member of the non-ladder teaching faculty who holds a multi-year appointment that extends through the semester in question and who bears a child or adopts a child under the age of six, or whose spouse or civil union partner bears a child or adopts a child under the age of six, will be relieved of teaching duties, without loss of salary or benefits, for up to eight weeks that include the birth or adoption, for the purpose of the child's care. Eligibility for this relief ends eight weeks after the birth or adoption. To qualify for this relief the faculty member must be a primary caregiver throughout the period of relief: personally caring for the child during normal working hours, while the other parent, if any, is employed at least half time. Should both parents be full-time members of the Yale ladder or non-ladder teaching faculty they may choose to divide the relief, each being granted one half of their respective teaching relief. Fully-paid teaching relief is available only once for each birth event or adoption. Teaching relief for child rearing is not considered a leave of absence.

#### **5. Parental Leave for Research Faculty**

A benefits-eligible member of the FAS research faculty who holds a multi-year appointment or who has held a continuous appointment at his or her rank for more than one year and who bears a child or adopts a child under the age of six, or whose spouse or civil union partner bears or adopts a child under the age of six will be granted, upon request, a Parental Leave for Research Faculty of up to eight weeks. Compensation will reflect the effort percentage of the appointment prior to beginning the leave. An option will also be available for an additional eight weeks of part-time status with pay commensurate with the percentage of work effort. The research faculty member's current source of funding will be used to support this leave, if allowable under the policies of the funding agency(s).

The Parental Leave for Research Faculty may commence at any time from two weeks before the expected time of delivery or adoption until the end of the first year after birth or adoption. If both parents of a newborn or newly adopted child are full-time research faculty, these two faculty members may choose to share the eight-week period of paid Parental Leave for Research Faculty

or the option of an additional eight weeks of paid part-time status with pay commensurate with the percentage of effort.

During the Parental Leave for Research Faculty, the faculty member will continue to receive her or his usual pay and fringe benefits. Upon return from leave, the faculty member is entitled to reinstatement to the position held prior to going on leave, or to one substantially similar, with no loss of seniority benefits or other privileges of employment.

## **6. Timing and Arrangements**

In the case of Child-Rearing Leaves, Caregivers Leaves, or teaching relief granted for child rearing or for short-term medical disability, the faculty member is expected to discuss as early as possible with the chair of the department or the Dean of the School or of the FAS his or her anticipated teaching and administrative responsibilities before and after the leave of absence or relief from teaching. The faculty member and the chair or Dean should agree upon a schedule for the year that will facilitate the carrying out of as many non-teaching responsibilities as are practicable under the circumstances, so as to minimize the impact of the faculty member's absence on the curriculum and administration of the department or school. In such cases, the chair of the department or Dean of the school or of the FAS, sometimes in consultation with the Office of the Provost, will make such arrangements as are necessary and appropriate with regard to covering the teaching and other responsibilities, including canceling an affected course or drawing upon funds from the Dean of the school or of the FAS. See [Section III.F](#) for policies regarding extension of appointment.

## **E. ~~Appointments and Terms of Employment~~**

~~No one appointed to a ladder faculty position at Yale may simultaneously hold a tenure or tenure-track position elsewhere.<sup>5</sup> Various kinds of other appointments at other institutions may be appropriate, as long as they are disclosed and do not create a conflict of interest or conflict of commitment (see [Section XX.E](#)). No member of the faculty at any rank employed full-time at Yale may hold a teaching position, whether full-time or part-time, even a visiting one, at another institution during the academic year without special permission from the Provost, and in such cases additional compensation is not permitted. With prior approval from the Provost, a faculty member may accept a temporary visiting appointment at another institution while on an unpaid leave of absence from Yale.~~

~~Appointments to the faculty are to a given rank and generally for a specified period of time ranging from one semester to five years. The only exceptions are (i) appointments to tenure positions and, in certain professional schools, appointments to continuing professorial ranks, neither of which are limited as to time; and (ii) appointments to the rank of associate professor on term in the Faculty of Arts and Sciences, which are made for a term equal to the faculty member's remaining eligible time in the non-tenure ranks, up to seven years (see [Section IV.H.1](#)). Many term appointments are renewable, though the time permitted in non-tenure ladder ranks is generally limited. Most appointments carry with them an understanding of a full-time level of compensated effort, i.e., full-time employment, either for the academic year or the full calendar year. However, the level of compensated effort in appointments other than tenure appointments may be less than full-time and may vary from year to year. Tenure appointments of less than full-time are permitted only in exceptional circumstances and for a limited duration of time. Thus it is important to distinguish between the level and term of appointment and the understanding with respect to the fraction and duration of employment.~~

## **F. Maximum Time in Non-tenure Ladder Ranks**

With the exception of faculty in certain tracks in Medicine and Public Health, no one on the Yale faculty may be employed in the ranks of assistant professor and associate professor on term for longer than a total of ten years, plus any extensions as described below. In the Faculty of Arts and Sciences and in the Schools of Architecture, Divinity, and Forestry & Environmental Studies, that maximum is nine years (see [Section IV.H](#)). The maximum may be extended by up to a total

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<sup>5</sup> Exceptions may be made, with the approval of the Corporation, to enable ladder faculty in a clinical specialty in the School of Medicine to hold tenure-track appointments in a cooperating academic institution, where there is a formal inter-institutional arrangement with such institution and where the clinical opportunity is not sufficient at Yale alone.

of three years for time during which the faculty member:

- (a) has taken a leave of absence for public service or military service,
- (b) has taken an approved Child-Rearing Leave or a Caregiver's Leave of at least six weeks (see [Section XVII.D.1](#)), or
- (c) has been granted an extension in his or her term of appointment in connection with child rearing or as a result of a short-term medical disability of at least six weeks (see [Section XVII.D](#)).

Extensions granted for any combination of these reasons are subject to a maximum of three additional years in the non-tenure ladder ranks and a maximum of two years for any one category.

Throughout the University, any full-time, non-tenured member of the ladder faculty holding an appointment of three years or more who is granted a Caregiver's Leave of at least six weeks will typically receive an extension of his or her current appointment and the maximum time in that rank and in the combined non-tenure ranks. This extension is normally for one semester.

Any full-time member of the ladder faculty who is granted a Child-Rearing Leave or who is granted relief from teaching for child rearing, or who bears a child or experiences any short-term medical disability as described in [Section XXI.E](#) of at least six weeks at any time of the year, will typically receive an extension of his or her current appointment and the maximum time both in that rank and in the combined non-tenure ranks. This extension is normally for two semesters. If an extension granted for teaching relief for child rearing or for a Child-Rearing Leave has been divided between two members of the ladder faculty, each will be granted a one-semester extension of appointment and time in the non-tenure ranks.

Any full-time member of the ladder faculty who is granted a leave for public service will typically receive an extension of his or her current appointment and the maximum time both in that rank and in the combined non-tenure ranks. This extension will normally be for one semester.

A faculty member may be granted up to two extensions for any particular category, thereby extending his or her appointment and time in the non-tenure ladder ranks for a maximum of two years (see [Section III.F](#)). Faculty who are no longer eligible for

reappointment or promotion are not eligible for an extension due to any of the leaves or teaching relief described above.

An extension may also be allowed, on a pro-rata basis and subject to the same three-year limit on extensions, for time during which the faculty member holds a part-time ladder appointment at Yale. For example, a person working half-time over the course of two academic years would be entitled to a one-year extension of the nine or ten-year maximum.

In the School of Medicine and the School of Public Health, the ten-year maximum in the Traditional Track includes years of appointment to the ladder ranks at Yale and up to three years served in the ladder ranks at other institutions.

### **~~G. Notice of Termination and Non-reappointment~~**

~~The reappointment of persons holding term appointments is not automatic at Yale. Schools and departments are expected to make a careful evaluation of each candidate's work and promise, as well as the programmatic needs of the school or department, before deciding whether or not to recommend reappointment or promotion. Notice of non-reappointment for persons holding full-time term appointments will be given in writing according to the following schedule, although failure to provide such notice does not create any right to extension or reappointment.~~

~~For full-time faculty in the ladder ranks appointed to terms of three or more years, notice of non-reappointment normally will be given at least one year before the terminal date of the appointment, even when a review for promotion is underway.~~

~~In extraordinary circumstances, persons at the ladder rank of assistant professor holding an appointment of at least three years may request, in writing, a waiver of the one-year notification by asking for postponement of the required review until the fall term of their final year of appointment. Schools and departments are not obligated to grant such requests and may do so only after approval by the Office of the Provost following consultation with the appropriate dean. In such cases, the decision of the department on promotion, reappointment, or termination should be communicated to the individual no later than December 1 of the terminal academic year. Only in extraordinary circumstances will permission be granted to postpone the review until the final year in the non-tenure ladder ranks.~~

~~For full-time faculty in the fifth or any subsequent year of successive one- or two-year appointments in the non-ladder ranks, notice of non-reappointment normally will be given by October 31 of the final year of appointment.~~