

Yale FACULTY OF ARTS AND SCIENCES

TAMAR SZABÓ GENDLER
Dean, Faculty of Arts and Sciences
Vincent J. Scully Professor of Philosophy
Professor of Psychology and Cognitive Science

To: FAS Colleagues
From: Tamar Gendler, Dean of the Faculty of Arts and Sciences
Date: 22 October 2018
Re: Committee on the Economic Status of the Faculty (CESOF) Report

I am pleased to share with you the 2016-18 report of the FAS Committee on the Economic Status of the Faculty (CESOF).

While you should feel free to discuss its content with your FAS colleagues, I ask that you not share beyond the FAS faculty community.

This and previous CESOF reports are available [online](#) behind a CAS-protected firewall.

Report of the Committee on the Economic Status of the Faculty

Academic Years 2016-17 and 2017-18

October 18, 2018

This report and past CESOF reports are available [online](#).

Committee Members:

Costas Arkolakis	Economics
Marla Geha	Astronomy
Marion Gehlker	Germanic Languages and Literatures
Daniel Harrison	Music
Brad Inwood	Classics and Philosophy
Ayesha Ramachandran	Comparative Literature
Anthony (Tony) Smith (chair)	Economics
Carla Staver	Ecology and Evolutionary Biology

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1 Introduction

The purpose of the Committee on the Economic Status of the Faculty (CESOF) is to document and assess the economic status of the faculty.¹ The scope of the committee’s work includes salaries, benefits, and any other issues and policies that play a role in determining the faculty’s economic well-being. The committee also reviews how these factors affect Yale’s ability to recruit and retain faculty.

The 2016-18 CESOF is the first one to be appointed by the Dean of the Faculty of Arts and Sciences (FAS) rather than the Provost. CESOF has typically been convened in two-year cycles since 1999, but the 2016-18 CESOF is the first one to be convened since 2012-14. The Dean of FAS charged the 2016-18 CESOF in Spring 2017 but the committee did the bulk of its work in 2017-18 (two of its eight members being on leave in Spring 2017).

The 2016-18 CESOF focused on the following issues:

1. *Salaries*

- (a) *Trends in average salaries*: Using substantially more detailed data on salaries than previous CESOFs, the 2016-18 CESOF, with the assistance of the Office of Institutional Research (OIR) at Yale, documented trends in average salaries of ladder faculty in FAS at Yale and its peers going back to 1998-99.²

- (b) *Gender and incumbency*: OIR updated analyses conducted for previous CESOF reports on how gender and incumbency affect salaries of ladder faculty in FAS at Yale. The 2016-18 CESOF reviewed OIR’s findings.

2. *Tuition benefit*: The 2016-18 CESOF documented the entire history of the Yale Child Scholarship Plan and compared it to its peers.

3. *Service*: The 2016-18 CESOF, with OIR’s assistance, developed a comprehensive database on service on university committees from 2013-14 to 2016-17 and used it to study patterns of service by rank and gender.

4. *Retirement savings*: The 2016-18 CESOF reviewed the defaults in the Yale University Retirement Account Plan for savings and portfolio allocation.

The rest of this report is organized as follows. [Section 2](#) summarizes the keys findings and recommendations of the 2016-18 CESOF.³ [Section 3](#) reviews trends in the composition of the faculty in FAS at Yale. [Section 4](#) studies trends in the average salaries of faculty in FAS.

¹[Appendix A](#) lists and defines the acronyms used in this report.

²We use the convention that ‘1998-99’ refers to the 1998–1999 academic year.

³Click on a highlighted section (or table or figure) to jump to the page containing it. When using Adobe Acrobat Reader, return to the original page by depressing the ‘Alt’ and ‘Left Arrow’ keys simultaneously.

[Section 5](#) discusses the effects of gender and incumbency on faculty salaries in FAS at Yale. [Section 6](#) documents the history of the tuition benefit for children of Yale faculty and staff and compares it to Yale's peers. [Section 7](#) describes the database on service on university committees developed for this report and makes recommendations for further collection of data on service. [Section 8](#) discusses defaults in the Yale University Retirement Account Plan.

2 Summary of Key Findings and Recommendations

This section summarizes the key findings and recommendations of the 2016-18 CESOF.

2.1 Salaries

[Section 2.1.1](#) summarizes the key findings and recommendations regarding trends in FAS salaries at Yale and its peers. [Section 2.1.2](#) summarizes the key findings regarding how gender and incumbency affect faculty salaries at Yale.

2.1.1 Trends in Average Salaries

The main findings are:

1. From 1998-99 to 2008-09 the average salary of full professors in FAS at Yale remained on par with the average FAS salaries of full professors in a set of comparable peer institutions. But from 2008-09 to 2015-16, Yale's average FAS full-professor salary fell by 5% relative to this set of peers. More recent data indicates that from 2015-16 to 2017-18 this average fell by another 1% relative to Yale's peers.
2. From 2008-09 to 2015-16, the average salary of full professors in the humanities at Yale fell by 3% relative to its peers; in the social sciences it fell by 4%; and in the biological sciences, physical sciences, and engineering it fell by 7%.
3. In 2008-09 the average salary of assistant professors in FAS at Yale was 1% below the average FAS salaries of assistant professors in the same set of peer institutions. But from 2008-09 to 2015-16, Yale's average FAS assistant-professor salary fell by 7% relative to this set of peers.

In light of these findings, the 2016-18 CESOF offers the following recommendations:

1. Yale should close the gap between average FAS ladder-faculty salaries at Yale and those at its peers as quickly as possible. To put this gap into fiscal perspective, raising the average salary of all FAS faculty (including accompanying fringe benefits) by 6% in 2017-18 would have cost approximately \$15 million, or about 0.6% of the total expenses of \$2.4 billion of Yale's Central Campus.⁴

⁴Yale's Central Campus encompasses FAS, athletics, museums, libraries, and other administrative units. The Central Campus operating budget for Fiscal Year (FY) 2018, which ran from July 1, 2017 to June 30, 2018, can be found on p. 14 of the [Yale University Budget Book Fiscal Year 2018](#). In FY 2018, Central Campus spent \$195 million on faculty salaries; as shown in [Table 7](#), the average fringe benefit rate across all faculty was 24.0% in 2017-18, so total expenditure on faculty salaries and benefits were approximately \$242 million. A 6% increase in this expenditure would therefore amount to \$14.5 million, or about 0.6% of the total expenses of Central Campus (before internal revenue) in FY 2018.

2. In recruiting and retaining faculty, Yale should use salary more actively as a tool to overcome some of the disadvantages it faces relative to many of its peers which are located in larger metropolitan areas that can offer both greater cultural amenities and expanded opportunities for couples pursuing joint careers.

2.1.2 Gender and Incumbency

OIR analyzed confidential internal data on salaries of ladder faculty in FAS to study how gender affects these salaries and shared its findings with the 2016-18 CESOF. In line with previous CESOF reports, OIR's analysis convinced the 2016-18 CESOF that there is no disparity in the salaries of ladder faculty in FAS with respect to gender.

In addition, OIR examined whether the salaries of incumbent senior ladder faculty in FAS (i.e., those promoted to tenure from within Yale) differ systematically from those senior ladder faculty in FAS who were hired with tenure from outside Yale. OIR's analysis, which they also shared with the 2016-18 CESOF, shows that senior ladder faculty in FAS hired from outside earn, on average, about 8.5% more than internally-promoted colleagues.

2.2 Tuition Benefit

The 2016-18 CESOF documented the history of the tuition benefit for children of Yale employees known as the "Child Scholarship Plan." Although this benefit covers, in principle, 50% of annual tuition (net of grants and scholarships from other sources) for up to four years at any institution of higher learning, in practice the benefit has been capped at a maximum amount per year, set in nominal dollars, that is binding for the children of most faculty members. The average value of this maximum was 41% of Yale's tuition from 1981-82 to 2008-09, with only minor deviations from this percentage. Since 2008-09, however, the maximum (expressed as a fraction of Yale's tuition) has dropped systematically to its current level of 31% of Yale's tuition. Yale's tuition benefit is less generous than most of its peers' tuition benefits and Yale is the only institution in this set of peers to reduce this benefit as a percentage of tuition since 2013-14.

The 2016-18 CESOF therefore recommends that Yale restore the maximum tuition benefit to its long-term average of 41% of Yale College tuition during the nearly three decades from 1981-82 to 2008-09 and that this benefit not be allowed to erode over time as a percentage of Yale's tuition.

2.3 Service

Because time is scarce, how faculty allocate their time across the core activities of research, teaching, and service (both within and outside Yale) is an important determinant of their

economic well-being. At the recommendation of the Dean of FAS, the 2016-18 CESOF sought to study both how the burden of service within Yale is allocated across faculty and how such service affects remuneration and professional advancement. We found, however, that data on service work is not collected in any systematic fashion. As a result, we decided to focus our attention solely on the allocation of service on university committees across faculty, where data is available, and to make recommendations on how other data could be collected for future studies.

Therefore, with OIR's assistance, the 2016-18 CESOF organized and analyzed a comprehensive database of service on university committees from 2013-14 to 2016-17. The main findings are twofold:

1. Service on university committees is unequally distributed, with many faculty serving on no committees (even over a three-year leave cycle) and a few faculty serving on multiple committees. Moreover, the concentration of service on a subset of faculty has increased over the last four academic years.
2. In each faculty rank, women are much more likely to serve on university committees than men. The 2016-18 CESOF did not attempt to determine how this additional service affects the relative salaries or prospects for promotion of women, but in the interest of equity across faculty it is imperative to conduct a more detailed analysis using more comprehensive data, including not only service on university committees but also service both within departments at Yale and to professional activities (such as journal editing and conference organization) outside Yale.

In addition, based in part on its examination of how peer institutions gather information on faculty activity, the 2016-18 CESOF recommends that the University and FAS establish a committee, along the lines described in the body of the report, to redesign the Faculty Activity Report in order to provide Yale with higher-quality information on service as an input to the salary-review process in all schools and divisions.

2.4 Defaults for Retirement Savings

Saving for retirement plays an important role in determining the economic status of faculty, both before and after retirement. The Yale University Retirement Account Plan (YURAP) provides incentives for faculty to save and, for those faculty who do not make explicit decisions, sets defaults for how much faculty save and in what assets this saving is invested. In the interest of informing faculty as thoroughly as possible about the rules governing their saving (should they choose not to make active decisions), the 2016-18 CESOF reviewed these defaults and summarizes them succinctly in this report. The 2016-18 CESOF urges faculty

who have not already done so to familiarize themselves with these defaults.⁵

⁵At the same time, it is important to note that CESOF is not in a position to offer financial advice: our purpose here is simply to increase the faculty's awareness about how YURAP works. CESOF also urges faculty desiring to deviate from YURAP's defaults to seek professional advice before doing so.

3 Trends in the Composition of the Faculty

This section reviews trends in the composition of the faculty at Yale, excluding the School of Medicine.

[Table 1](#) tabulates the number of ladder faculty by rank in FAS since 1979-80; [Figure 1](#) displays this data in a graph. [Figure 2](#) displays the proportion of FAS ladder faculty at Yale in each rank. The total number of ladder faculty in FAS shrank steadily from 619 in 1979-80 to 534, a drop of 14%, in 2000-01, when the number of ladder faculty in FAS reached its minimum over the entire period since 1979-80. Subsequently, it grew steadily to 687 in 2010-11, when it reached its maximum over the entire period, an increase of 29% from its minimum. Since then it has fallen by 3% to 664 in 2017-18.

[Figure 2](#) shows that the fraction of full professors within the population of FAS ladder faculty grew steadily from just under 49% in 1979-80 to just above 65% in 2017-18. The fraction of assistant professors shrank from 37% in 1979-80 to 22% in 2017-18, while the fraction of associate professors (including both tenured and untenured associate professors) fluctuated around 13%.⁶ [Table 2](#) shows the composition of all full-time FAS faculty at Yale from 2012-13 to 2017-18, including lecturers, lecturers, and research scientists/scholars.⁷ The total number of full-time FAS faculty fluctuated around an average of 983 during this period. In 2017-18, ladder faculty comprised about 65% of this population, with full professors, at 42%, being the largest group. The fraction of lecturers in this population increased from 8.8% to 13.8% during this period, while the fraction of assistant professors decreased somewhat, from 17.1% to 14.6%, as did the fraction of research scientists/scholars, from 16.1% to 12.4%.

[Table 3](#) tabulates the number of ladder faculty by rank at Yale, including both FAS and all professional schools except the School of Medicine, since 1979-80; [Figure 3](#) displays this data in a graph. [Figure 4](#) displays the proportion of ladder faculty in each rank, again including FAS and all professional schools except the School of Medicine. In 1979-80, 82% of ladder faculty at Yale (excluding medicine) were in FAS; that fraction has fallen over time—in part because, in 2003-04, the American Association of University Professors (AAUP) relaxed modestly the criteria for which ladder faculty to include in its annual Faculty Compensation Survey (see the notes to [Table 5](#) in the 2010-12 CESOF [report](#))—and has fluctuated around

⁶[Table 5](#) documents the number of tenured and untenured associate professors in FAS from 2012-13 to 2017-18. In 2012-13, 38% of associate professors were tenured (and the rest untenured); this proportion has increased steadily since then, to 62% in 2017-18, while at the same time the fraction of FAS ladder faculty who are associate professors (either tenured or untenured) held steady over this period, ranging from a low of 11.5% in 2012-13 to a high of 13.3% in 2015-16. [Table 2](#) in the 2012-14 CESOF [report](#) documents the number of tenured and untenured associate professors in FAS back to 2009-10, when only 21% of associate professors were tenured.

⁷This table uses slightly more restrictive criteria for which ladder faculty to include (particularly for full professors) than does [Table 1](#), which in turn uses definitions that conform to those used by the American Association of University Professors (AAUP) in its annual Faculty Compensation Survey. The numbers for ladder faculty in [Table 2](#) are therefore a little smaller than those in [Table 1](#).

70% since then. Because FAS ladder faculty comprise such a large fraction of all ladder faculty at Yale (excluding medicine), the overall patterns revealed in the annual counts of FAS ladder faculty continue to hold for all ladder faculty: first, the total number of ladder faculty has increased by 25% since 2000-01 (in part, again, because AAUP included more such faculty starting in 2003-04); second, the proportion of ladder faculty who are full professors has increased from 50% in 1979-80 to 65% in 2017-18, the proportion who are assistant professors has declined from 33% to 21%, and the proportion who are associate professors has held steady at about 15%.

Finally, [Table 4](#) shows faculty counts by department for all of Yale, including the School of Medicine, in 2017-18.⁸

⁸This table uses broad criteria for which faculty to include, yielding counts that are larger than those tabulated elsewhere in this report.

4 Trends in Salaries of FAS Faculty

The main purpose of this section is to study trends in salaries of ladder faculty in FAS at Yale and to compare these trends to those at Yale’s peer institutions. The main finding is that the average salary of full professors in FAS, after remaining on par with Yale’s peer institutions from 1998-99 to 2008-09, fell by 5.0% relative to these peers from 2008-09 to 2015-16. More recent data for 2016-17 and 2017-18, though not definitive, indicates that average FAS salaries for full professors at Yale have declined even further, by about 1% relative to its peers, since 2015-16. In addition, from 2008-09 to 2015-16, the average salary of assistant professors in FAS fell by 7.1% relative to Yale’s peers. As discussed below, these trends are not driven by changes in the distribution of FAS faculty across departments at Yale relative to Yale’s peers; instead, they reflect changes in average salaries after accounting for departmental mix.

[Section 4.1](#) gives an overview of the sources of data that CESOF used to obtain these findings. [Section 4.2](#) then examines trends in salaries of full professors, who comprise 65% of the 664 ladder faculty in Yale’s FAS in 2017-18. [Section 4.3](#) next examines trends in salaries of assistant professors, who comprise 22% of the ladder faculty in Yale’s FAS.

Because the rank of associate professor is used in different ways across institutions (and may include both tenured and untenured professors), CESOF did not explicitly compare trends in the average salaries of associate professors in FAS to those at Yale’s peers. Moreover, tenured associate professors comprise only 8% of FAS ladder faculty at Yale and untenured associate professors an even smaller 5%. Likewise, CESOF did not compare trends in average salaries of research scientists/scholars and non-ladder faculty in FAS to Yale’s peers. But [Table 5](#) does document median salaries in FAS for all types of faculty from 2012-13 to 2017-18. Similarly, [Table 6](#) documents average salaries for different types of faculty throughout Yale, including all professional schools except the School of Medicine, from 2005-06 to 2017-18.⁹

Finally, [Section 4.4](#) offers recommendations in light of the findings about trends in salaries at Yale relative to its peers.

4.1 Sources of Data on Faculty Salaries

CESOF used three sources of data to study trends in faculty salaries. It is important to note that the data on salaries used in this section does not include fringe benefits nor does it include “summer months” or special benefits (such as housing assistance) that are not offered systematically to all faculty. [Table 6](#) documents fringe benefit rates (i.e., fringe benefits as

⁹CESOF would also like to draw attention to the FAS Senate’s 2017 comprehensive [Report on the Status, Pay, and Conditions of Non-Ladder Faculty in FAS](#) (where “non-ladder” here encompasses research scientists/scholars, lecturers, and lectors).

a fraction of annual salaries) for different types of faculty at Yale going back to 2005-06 and [Table 7](#) documents fringe benefit rates for ladder faculty at Yale and a variety of other institutions at annual intervals going back to 2007-08 and at longer intervals as far back as 1970-71.¹⁰

The first source of data on faculty salaries is a confidential data set to which Yale has access by virtue of its participation in the Association of American Universities Data Exchange (AAUDE). For each participating institution this data set contains, from 2008-09 to 2015-16, average salaries of faculty by rank in each department as well as numbers of faculty by rank in each department.¹¹ Departments in the AAUDE data are identified by a common set of CIP (for “Classification of Instructional Programs”) codes which permits the construction of directly comparable sets of departments across institutions. This data set is subject to strict rules which limit the amount of information that can be shared either with CESOF or in a public report.

The second source is another confidential data set to which Yale has access by virtue of its participation in the Consortium on Financing Higher Education (COFHE). This data set contains, from 1998-99 to 2014-15, average salaries by FAS division (as well as numbers of faculty by division).¹² Because this data set is less granular than the AAUDE data (which contains department-level data) the Office of Institutional Research (OIR) at Yale considers it to be less useful, but still informative, for comparisons of the kind undertaken here. Like the AAUDE data, this data set is subject to strict rules which limit the amount of information that can be shared either with CESOF or in a public report.

The third source is a publicly available data set provided by the American Association of University Professors (AAUP) to which Yale contributes. A limitation of this data for CESOF’s purposes (whose charge is to study FAS salaries) is that it reports average salaries for all faculty by rank for the entire university, including both FAS and all professional schools except the School of Medicine. Nonetheless, because this data is public and widely available and covers a long span of time, from 2017-18 all the way back to at least 1979-80, it provides data useful as a reference or comparison.¹³

Although differing in scope, detail, and length of coverage, the three data sources paint a similar picture of a significant decline in average FAS salaries at Yale relative to its peers since 2008-09.

¹⁰With the exception of the tuition benefit discussed in [Section 6](#), CESOF did not review, or compare to those at other institutions, the fringe benefits that Yale offers to its faculty in FAS. Nonetheless, this incarnation of CESOF recognizes the importance of the entire package of fringe benefits and encourages future CESOFs to review them, time and resources permitting.

¹¹AAUDE data is available only with a lag of two years.

¹²COFHE data is available only with a lag of three years.

¹³[Table 8](#) contains average salaries in AAUP data for full, associate, and assistant professors for a variety of institutions from 2007-08 to 2017-18. [Sections 4.2.3](#) and [4.3](#) discuss the AAUP data in further detail.

4.2 Trends in Average Salaries of Full Professors

Figure 5 displays the median salary of full professors in FAS from 1998-99 to 2017-18. Adjusted for inflation, it has increased on average by 1.2% per year over this period.¹⁴ CESOF's analysis focuses instead on mean, or average, FAS salaries. OIR has not reported average FAS salaries to CESOF since 1997-98, but comparing average FAS salaries in, and just before, 1997-98 (as reported in previous CESOF reports) to median FAS salaries just after 1997-98 suggests that average FAS salaries are 2 or 3% higher than median FAS salaries.

The purpose of the rest of this section is to compare Yale's average FAS salaries for full professors to those at its peer institutions, using the three different sources of data described in Section 4.1: Section 4.2.1 looks at AAUDE data, Section 4.2.2 looks at COFHE data, and Section 4.2.3 looks at AAUP data. Section 4.2.4 summarizes the main findings on salaries of full professors in FAS.

4.2.1 Data from the Association of American Universities Data Exchange

At CESOF's request, OIR used the confidential data provided by AAUDE to compare average salaries of full professors in FAS at Yale to those at its peer institutions. According to the rules governing the confidentiality of this data, OIR cannot reveal (even to the members of CESOF) average salaries at individual institutions. Instead, OIR shared with CESOF the ratio of Yale's average FAS salary to the average FAS salary in a set of peer institutions. This set itself cannot be identified publicly, but it is similar to the set of peer institutions studied in Section 4.2.3. CESOF is confident that this set comprises institutions that Yale faculty and administrators would regard as relevant peer institutions with comparable missions in higher education.

Specifically, to construct this ratio OIR proceeded in three steps. First, for Yale and for each institution in the peer set, OIR constructed an average FAS salary by calculating the weighted average of average salaries by department, using weights corresponding to the fraction of full professors in each FAS department at Yale in 2009-10.¹⁵ This approach to calculating average FAS salaries eliminates variations stemming solely from differences in the relative sizes of departments across both institutions and time.¹⁶ Second, OIR calculated the simple average (or mean) of the average FAS salaries for each institution in the set of peers. Third, and finally, OIR calculated the ratio of Yale's average FAS salary to the average FAS

¹⁴The inflation adjustment uses the consumer price index for "Northeast urban" provided by the Bureau of Labor Statistics.

¹⁵Average salaries within a department are simple averages (or means) for each rank.

¹⁶OIR also performed these calculations using two alternative weighting schemes: one applying Yale's time-varying weights to all institutions and one using each university's own time-varying weights, i.e., the simple average of FAS salaries in each university. The results differed little.

salary in the set of peers.¹⁷

Figure 6 displays this ratio for the time period from 2008-09 to 2015-16. It fell from 0.998 in 2008-09 to 0.948 in 2015-16, a drop of 5.0%.¹⁸

Figure 7 uses this same procedure to display trends in average salaries by FAS division (using departmental weights within each division equal to Yale’s weights in 2009-10, though the results again differed little using other weighting schemes). From 2008-09 to 2015-16, the ratio of average full-professor salaries in the humanities at Yale to the average of its peers’ average salaries declined from 1.016 to 0.987, a drop of 2.9%; in the social sciences this ratio declined from 1.007 to 0.964, a drop of 4.3%; and in the biological sciences, physical sciences, and engineering this ratio declined from 0.984 to 0.914, a drop of 7.1%. In 2017-18, 30% of FAS tenured faculty (the vast majority of whom are full professors) are in the humanities, 29% are in the social sciences, and 41% are in the biological sciences, physical sciences, and engineering. The weighted average of the percentage declines in the three FAS divisions, using the divisional weights in 2017-18, is approximately equal to the overall decline for all of FAS, i.e., 5.0%.

4.2.2 Data from the Consortium on Financing Higher Education

At CESOF’s request, OIR used the confidential data provided by COFHE to perform additional analyses of trends in FAS salaries for full professors.¹⁹ In particular, OIR used this data to compare average FAS salaries at Yale to those in a peer set of institutions similar to the ones used in Sections Section 4.2.1 and Section 4.2.3.²⁰ For the time period from 2008-09 to 2014-15, the results using COFHE data are similar to those using AAUDE data. In 2008-09, Yale’s average FAS salary was roughly equal to the average of its peers, as in the AAUDE data. In addition, from 2008-09 to 2014-15, Yale’s average FAS salary declined relative to its peer set by approximately the same amount as in the AAUDE data. During the decade from 1998-99 to 2008-09, by contrast, Yale’s relative position held steady, exhibiting only minor fluctuations from parity with its peers.

¹⁷Appendix B describes these steps in detail using mathematical notation.

¹⁸It is worth noting too that during this period, according to the Bureau of Labor Statistics, the annual average rate of inflation in the consumer price index for “Northeast urban” is 1.7%, just a little below the average of the annual inflation rates for the cities (or regions) containing the institutions in the peer set.

¹⁹As for the AAUDE data, OIR cannot reveal (to the members of CESOF) average salaries at individual institutions in the COFHE data.

²⁰When constructing average FAS salaries using COFHE data, OIR calculated a weighted average of average salaries by division, with the (divisional) weights being equal to Yale’s weights in 2009-10. As for the analysis using AAUDE data, the results differed little using alternative weighting schemes. See Appendix B for further details.

4.2.3 Data from the American Association of University Professors

This section uses public data provided by AAUP to look at trends in average salaries for full professors outside the time period from 1998-99 to 2015-16 for which AAUDE data and COFHE data are available. This data is less useful than either of those data sets for studying FAS salaries because it reports average salaries for all faculty by rank for the entire university, including both FAS and all professional schools except medicine. (Excluding the School of Medicine, in 2017-18, 70% of ladder faculty at Yale are in FAS and 30% in the various professional schools.²¹) Nonetheless, as noted before, because this data is public and widely available and covers a long period of time, it is a useful reference.

Figure 8 shows the average salary of full professors at Yale in AAUP data since 1979-80.²² Adjusted for inflation, the average full-professor salary has increased on average by 1.4% per year from 1979-80 to 2017-18.²³ From 1998 to 2017 it increased by 1.2% per year on average, about the same rate of increase as the median FAS salary (again adjusted for inflation), as reported in Figure 5, over this period.

Figure 9 uses the AAUP data to compare the average full-professor salary at Yale, since 1980-81, to the average full-professor salary in a set of peer institutions: Harvard University, Princeton University, Columbia University, the University of Chicago, and Stanford University.²⁴ Specifically, Figure 9 displays the ratio of Yale's average salary to the simple average of the average salaries at these five universities. This ratio fell from 0.994 in 1980-81 to 0.958 in 1998-99, a drop of 3.6%, and then climbed by 0.3% over the next decade to 0.961 in 2008-09. Since 2008-09 it has fallen to 0.881 in 2017-18, a drop of 8.2%. In total, from 1980-81 to 2017-18, this ratio fell by 11.4%.

Because the AAUP data, unlike the AAUDE data, is not only public but also available contemporaneously, it is useful to compare findings derived from it to those derived from the AAUDE data in Section 4.2.1. For this purpose, Figure 10 displays, in a single chart, data drawn Figures 6 and 9. Specifically, the top line in Figure 10 displays, from 2008-09 to 2015-16, the ratio of Yale's average full-professor salary to its peers' average in the AAUDE data (which, again, does not include professional schools, unlike the the AAUP data) and the bottom line in Figure 10 displays, from 2008-09 to 2017-18, the ratio of Yale's average full-professor salary to its peers' average in the AAUP data.²⁵

²¹See Tables 1 and 3.

²²As noted previously, Table 8 contains average salaries in AAUP data for full, associate, and assistant professors for a variety of institutions, including Yale, from 2007-08 to 2017-18. AAUP data before then was obtained from previous CESOF reports, with average salaries before 2003-04 adjusted downwards slightly to reflect changes in AAUP's criteria for which faculty to include in its annual Faculty Compensation Survey. For complete details on this adjustment, see the notes to Table 5 in the 2010-12 CESOF report.

²³The inflation adjustment again uses the consumer price index for "Northeast urban" provided by the Bureau of Labor Statistics.

²⁴The graph begins in 1980-81 because Columbia is missing from the AAUP data in 1979-80.

²⁵Recall that the AAUDE data is not (yet) available after 2015-16.

Figure 10 suggests that, over the period from 2008-09 to 2015-16, removing full professors in professional schools from AAUP data would increase Yale's average full-professor salary relative to its peers by 5.9% on average (ranging from a low of 3.9% in 2008-09 to a high of 7.2% in 2012-13).²⁶ This upward shift could arise for two reasons. First, Yale's professional schools are smaller, in proportion to the overall size of the faculty, than those in its peer set. Second, average salaries in Yale's professional schools could be lower relative to average salaries in its peers' professional schools than are average salaries in Yale's FAS relative to its peers' average FAS salaries. Back-of-the-envelope calculations performed by CESOF suggest that average salaries in Yale's professional schools are, in fact, lower relative to its peers than are average salaries in Yale's FAS and, in addition, that this difference is quantitatively more important than the smaller (relative) size of Yale's professional schools in explaining the gap between the two lines in Figure 10.²⁷

The AAUP data and the AAUDE data show similar downward trends in the ratio of Yale's average salary to its peers: this ratio declined by 7.2% from 2008-09 to 2015-16 in the AAUP data and by 5.0% in the AAUDE data over the same period. Similarly, the flat trend in the AAUP data from 1998-99 to 2008-09 matches the one for FAS as documented using the COFHE data for this time period.

As noted above, in the AAUP data average FAS full-professor salaries at Yale have declined by about 8% relative to its peers from 2008-09 to 2017-18. If this decline continues to overstate the decline in FAS salaries by about 2%, as it did from 2008-09 to 2015-16, then FAS salaries at Yale have declined by another 1%, relative to its peers, since 2015-16, for a total decline of about 6% from 2008-09 to 2017-18.

Looking back to 1980-81, if the gap between average FAS salaries and average salaries in AAUP data is roughly constant at about 6%, as it was from 2008-09 to 2015-16, then Yale's average FAS salary was about 5 to 6% higher than its peers in 1980-81 (when Yale's average salary in the AAUP data was just a little below its peers).

Figure 9 compares Yale to an average of five peers, but the AAUP data in Table 8 can also be used to calculate how Yale's average full-professor salaries (including all professional schools except medicine) have changed relative to a broad set of individual institutions since 2008-09. To wit, since then Yale's average full-professor salary has declined by 3.9% relative to Harvard (i.e., in AAUP data the ratio of Yale's average full-professor salary to Harvard's has declined by 3.9% since 2008-09), by 6.0% relative to Chicago, by 7.1% relative to Princeton, by 9.4% relative to Stanford, by 14.5% relative to Columbia, by 2.3% relative

²⁶The COFHE data shows a similar gap between average FAS salaries and average salaries in the AAUP data over this time period.

²⁷It is important to note too that the mix of professional schools varies widely over the set of five peer institutions chosen for comparison to Yale in the AAUP data: Princeton, for example, has no professional schools; Harvard, meanwhile, has proportionately larger business and law schools than Yale but no counterpart to Yale's School of Forestry and Environmental Sciences.

to Brown, by 8.4% relative to Rochester, by 11.7% relative to M.I.T., by 1.4% relative to the University of Wisconsin at Madison, and by 8.0% relative to the University of California at Berkeley. Yale gained by 2.4% relative to the University of Michigan. The AAUP data, again, contains professional schools (except medicine) and the reported salaries are simple averages which implicitly allow the weights of different departments to vary over time and across institutions. But the analysis in this section suggests that the trends in the AAUP data can be a reasonably good guide to trends in average FAS full-professor salaries computed using fixed departmental weights as in [Section 4.2.1](#).

4.2.4 Summary

This analysis shows that Yale's average FAS full-professor salary was on par with its peer institutions in 2008-09 but declined by 5% relative to these peers by 2015-16, after remaining relatively stable from 1998-99 to 2008-09. The decline in Yale's relative position in FAS from 2008-09 to 2015-16 was smallest in the humanities, at about 3%, and largest in the biological sciences, physical sciences, and engineering, at about 7%. The further decline in Yale's relative position in the AAUP data since 2015-16 suggests that Yale's average full-professor salary in FAS fell by about 6% relative to its peers from 2008-09 to 2017-18.

4.3 Trends in Average Salaries of Assistant Professors

At CESOF's request, OIR undertook an analysis of average salaries for assistant professors in FAS equivalent to the one it undertook for full professors as described in [Section 4.2.1](#). In particular, OIR used the AAUDE data to calculate the ratio of the average FAS assistant-professor salary at Yale to the simple average of average FAS assistant-professor salaries in the same set of peer institutions that was used to study full-professor salaries in [Section 4.2.1](#). As in the analysis of full-professor salaries, average FAS salaries are calculated using weights corresponding to the fraction of assistant professors in each FAS department at Yale in 2009-10 (and, as before, alternative weighting schemes had little effect on the results). The top line in [Figure 11](#) displays this ratio from 2008-09 to 2015-16; it declines from 0.991 in 2008-09 to 0.921 in 2015-16, a drop of 7.1%.

For comparison, the bottom line in [Figure 11](#) displays this ratio in the AAUP data (which, again, includes both FAS and all professional schools except medicine) from 2008-09 to 2017-18, using the same set of five peer institutions as in [Section 4.2.1](#); it declines from 0.905 in 2008-09 to 0.863 in 2017-18, a drop of 4.7%.

From 2008-09 to 2015-16, average assistant-professor salaries in FAS at Yale are 9.9% higher on average, relative to its peers, than in the AAUP data (which includes both FAS and all professional schools except medicine). The relationship between average assistant-professor salaries in FAS and in the AAUP data appears to be less stable than for average

full-professor salaries, so it is difficult to use changes in average assistant-professor salaries in the AAUP data to estimate changes in average salaries for assistant professors in FAS since 2015-16.

4.4 Recommendations

In light of these findings, we simply repeat the recommendation already made in [Section 2.1.1](#): Yale should endeavor to close the gap between average FAS ladder-faculty salaries at Yale and those at its peers as quickly as possible. At 6% for full professors, this gap is not yet large, but it has been growing steadily over the last decade. As noted in [Section 2.1.1](#), by CESOF's calculations closing such a gap for all faculty in FAS would cost about \$15 million per year, roughly 0.6% of the annual budget of Yale's Central Campus. The world-class excellence of Yale's faculty lies at the heart of what makes Yale one of the greatest universities in the world, and Yale cannot long afford to skimp on its remuneration.

5 Gender and Incumbency

OIR analyzed confidential internal data on salaries of ladder faculty in FAS at Yale to study the effect of gender on these salaries and shared the details of this analysis with CESOF. We do not include these details here, unlike previous CESOF reports (see, for example, Appendix 1 in the 2012-14 CESOF [report](#)). But, based on its review of this analysis, CESOF is satisfied that, in line with previous CESOF reports, there is no disparity in the salaries of ladder faculty in FAS with respect to gender.

OIR also investigated how incumbency—whether a tenured faculty member was promoted internally or hired with tenure from outside Yale—affects salaries. OIR’s analysis shows that, amongst FAS faculty with tenure, those hired with tenure (“external hires”) earn, on average, roughly 8.5% more than those hired without tenure (“internal promotions”), controlling for a host of other factors. This discrepancy is about half of the amount reported in the 2012-14 CESOF [report](#).

6 Tuition Benefit

This section documents the history of the tuition benefit for children of Yale faculty and staff and compares it to Yale’s peers. The committee notes that the last four CESOF reports have all identified this tuition benefit (the “Child Scholarship Plan,” described in [Section 6.2](#)) as a problem to address. The 2010-12 CESOF [report](#) explicitly recommended that the next CESOF take it up as a key task; consequently, the 2012-14 CESOF [report](#) reviewed Yale’s tuition benefit and provided an extensive comparison to Yale’s peers showing that Yale’s benefit lagged behind most of them. Since then it has fallen even further behind, despite the repeated attention drawn to this issue.

6.1 The History of the Tuition Benefit at Yale

[Figure 12](#) shows the history of Yale’s tuition and the maximum tuition scholarship (which most children of faculty receive) since 1979.²⁸ The maximum tuition scholarship is a nominal amount that is adjusted annually. To put this amount into perspective, [Figure 13](#) shows the maximum tuition scholarship as a fraction of Yale’s tuition. From 1981-82 to 2008-09 this fraction fluctuated between 40.0% and 43.3%. It has decreased in every year since then, falling from 41.6% in 2009-10 to 31.1% in 2017-18.

Put differently, from 1981-82 to 2008-09, Yale’s tuition and the maximum scholarship both grew at an annual average rate of 6.0%, so that the scholarship essentially kept pace with Yale’s tuition over this period despite occasional minor annual fluctuations. But from 2009-10 to 2017-18, when Yale’s tuition grew at an annual average rate of 4.4%, the maximum scholarship grew at annual average rate of 0.6%. Moreover, all of the growth since 2009 came in the last two years because the maximum scholarship did not increase at all in nominal terms for seven years from 2009-10 to 2015-16 (it remained frozen at \$7,600 per term, or \$15,200 per academic year, throughout this period).

If the maximum scholarship had kept pace with the growth of Yale’s tuition since 2009-10, as it had for the three preceding decades, then it would stand currently at \$21,400 per year, 34% higher than its current level of \$16,000. For a family with two children both of whom receive the maximum scholarship for the maximum of eight terms, this gap amounts to \$43,200 ($= 8 \times \$5,400$) in after-tax income.

²⁸Yale’s Human Resources and Administration provided CESOF with the data underlying [Figures 12](#) and [13](#). The 1979 CESOF [report](#) states that from 1971-72 to 1977-78 the maximum tuition scholarship was \$1,500, as it was in 1979-80. In 1971-72 this amount was 52% of Yale’s annual tuition.

6.2 Detailed Description of Yale’s Child Scholarship Plan

Under the Child Scholarship Plan, Yale awards gift scholarships to children of eligible faculty and staff to be used for college education. As of 2017-18, the details of the Child Scholarship Plan are as follows:

The scholarship is calculated on a per-term basis and consists of the lesser of the following: (a) \$8,000 or a prorated equivalent (if the “term” constitutes less than half of a nine-month academic year, i.e., if it is not on a semester-basis); or (b) one-half the charges for the academic “term” for the tuition and eligible fees (after taking into account grants and scholarships from all sources except the New Haven Promise Scholarship). Yale will not pay the scholarship if the institution offsets its financial aid such that the student receives no financial advantage. No student may receive a scholarship for more than eight “terms” of study for a Bachelor degree or four “terms” for an Associate degree (or the equivalent for institutions not on a semester system). Further information can be accessed [here](#).

6.3 Comparison with Peer Institutions

The 2012-14 CESOF committee undertook a detailed, comparative survey of the tuition benefits provided by fourteen peer institutions (see Table 7 in its [report](#)). At that time, Yale’s benefit ranked ninth in this group, behind (in decreasing order) Chicago, Columbia, and Stanford but ahead of Princeton (by a little) and Harvard (which offers tax-free loans but no direct benefit).

The committee updated this survey to the 2017-18 academic year for Yale’s chief peer institutions, namely, Chicago, Columbia, Stanford, Princeton, and Harvard. Unlike Yale, none of these schools changed its policies concerning tuition benefits since 2013-14. Chicago, Columbia, and Stanford all express their tuition benefit as a percentage of tuition (75%, 50%, and 50%, respectively), none of which have changed since 2013-14. Princeton, like Yale, expresses its benefit as a nominal amount, set equal to \$17,424 for 2017-18—a 17% increase since 2013-14 to keep pace with the growth in Princeton’s tuition—but as a fraction of its own tuition Princeton’s benefit held steady at 37% (while Yale’s declined during this same period from 35% to 31% of Yale’s tuition). Harvard continues to offer tax-free loans but no direct benefit.

To summarize, the per-year tuition benefit in 2017-18 is \$39,969 at Chicago (but that benefit is taxable in some circumstances unlike the others in this list), \$25,700 at Columbia (unless the student attends Columbia in which case tuition is covered in its entirety), \$24,539 at Stanford, \$17,424 at Princeton, and \$16,000 at Yale. Yale is the only institution in this set to cut its benefit as a percentage of tuition since 2013-14.

Columbia also provides a scholarship for primary school tuition (up to eighth grade) as does Chicago for its laboratory school. As the 2012-14 CESOF [report](#) carefully documented,

the children of many Yale faculty attend private primary and secondary schools, so that Yale’s relatively low benefit for college tuition hits doubly hard.

6.4 Recommendations

The committee strongly recommends that Yale return the tuition benefit to its historic average of 41% of Yale College tuition during the nearly three decades from 1981-82 to 2008-09 and that this benefit not be allowed to erode over time as a percentage of Yale’s tuition—a recommendation already made in the 2008-10 CESOF [report](#). That report also noted that: “Faculty members come to Yale in part because of a specific set of benefits, which they compare to benefits provided by peer schools. Most of our direct competitors . . . offer college tuition plans that are roughly comparable to or better than Yale’s. Allowing our plan to become progressively worse over time puts Yale at a competitive disadvantage and breaks faith with those faculty members who came to Yale in part because of the benefit plan in place at the time of their recruitment.” We concur and note also that the 2012-14 CESOF [report](#) cited the erosion of this benefit as a factor in recruitment and retention.²⁹

Finally, we strongly reiterate the concluding observations of the 2010-12 CESOF [report](#): “If this benefit is instead allowed to deteriorate, perhaps because its recent expansion beyond the faculty makes it prohibitively expensive, then the university should be clear about the resulting cost to the faculty, and clear about the compensatory steps it intends to take. This situation should be revisited by the next CESOF committee.” To make the import of this last quotation concrete, we note again that the unannounced, and hence unanticipated, decline in the tuition benefit from 42% to 31% since 2009-10 has cost a family with two college-age children roughly \$40,000 in after-tax income. Such a family, arriving at Yale in, say, 2007 with children ages, say, 8 and 6, and expecting Yale’s tuition benefit to scale with Yale’s tuition as it had for the last quarter-century before, would then have faced, ten years later, an unexpected shortfall of \$40,000 in its plan for financing tuition for these children just as they enter college. If Yale were not to follow our recommendation to return the tuition benefit to its historical level of 41% of Yale’s tuition, then CESOF would urge Yale to announce and adhere to a future time path for this percentage so that families with college-bound children can plan their savings adequately.

In our study of this benefit, we did note concerns about equity: faculty who do not have children, or who have fewer children, or whose children may choose not to attend college, are either not affected by this benefit or receive a differential benefit. The committee observes, however, that not all benefits offered to faculty are used equally by all. Were equity to be a

²⁹In particular, the 2012-14 CESOF [report](#) discusses (in Section VI on p. 19) how the tuition benefit interacts with the decision that many Yale faculty face about whether to send their children to public or private primary and secondary schools.

concern, we would thus urge a reconsideration of the question of equitable faculty benefits as a whole, perhaps considering the model of a “basket of benefits” within which any given faculty member will use some, but not all, benefits offered.

The very first CESOF [report](#), in 1979, also notes (on p. 38) possible inequities in the tuition benefit, but concludes by affirming its importance in recruiting faculty to Yale:

The arguments in favor of increasing the size of the tuition grants are nonetheless persuasive. First, it is an equitable benefit to the extent that faculty members have about the same number of children, and securing a college education for one’s children remains a major financial burden for all but the independently wealthy. A scholarship program provides a large and specific fringe benefit aimed at middle-aged tenured faculty, a group from which Yale is constantly recruiting their most distinguished senior faculty. Stories are quite common of faculty members with several children approaching college age either being immobilized at a lesser school that offers such a full tuition program, or being recruited to one that provides full tuition grants for faculty children. Tuition grants appear to be a reasonably focused fringe benefit that might help considerably in recruiting the most promising young professors to Yale in the years ahead.

The current CESOF is aware of contemporary cases where the tuition benefit played an important role in faculty recruitment and/or retention and it continues to find the arguments made in the 1979 CESOF [report](#) in support of maintaining the tuition benefit compelling.

7 Service

7.1 Introduction

At the suggestion of the Dean of FAS, CESOF undertook a survey of faculty service to Yale, intending to discover at least some of the overhead costs of appropriate governance and administration, paid for in faculty time and effort. What price might be paid, for example, by faculty who devote time to service on university committees rather than to teaching and research? How is the service load distributed across the FAS? Attempting to answer these and similar questions about a little-studied area of academic activity uncovered several complex issues.³⁰

First, at Yale, committees appointed by the President, Provost, and Deans record membership via an online form, and this information is then kept in the relevant unit. With the help of FAS Dean’s office, CESOF requested OIR to collect and help us analyze this information. The effort involved was greater than anticipated. The data OIR collected were in a variety of formats, requiring re-formatting and cross-matching different faculty identifiers across databases. CESOF here acknowledges our appreciation of OIR’s products as well as our gratitude for the required effort. To the best of our knowledge, this is the first time faculty service has been assessed in aggregate at Yale and, in light of our findings, we concur that the effort has been worthwhile, that more data is desirable, and that concrete steps to reduce the effort required to collect and coordinate data can and should be taken in the future ([Section 7.4](#) describes one such step).

Second, at the department and program level, CESOF did not have information about service other than appointed officers (Chair, Director of Undergraduate Studies, and Director of Graduate Studies). This includes important and time-consuming service on, for example, graduate admissions committees, faculty search committees, and promotion and review committees. Information about this kind of “local” service is neither consistently recorded from unit to unit nor tracked centrally. As a result, CESOF believes that the full extent of faculty service to the university is significantly underreported.

Third, Presidential and Provostial committees with a university-wide charge may have members from different schools, institutes, centers, and administrative offices. These members are not included in our data, which shows only FAS participation in these committees.

Fourth, while the categories of “teaching” and “research” have their distinctive fuzzy

³⁰Recent literature includes: O’Meara, KerryAnn (2016), “[Whose Problem Is It? Gender Differences in Faculty Thinking About Campus Service](#),” *Teachers College Record*, Volume 118 (Number 8); O’Meara, KerryAnn, Alexandra Kuvaeva, and Gudrun Nyunt (2017), “[Constrained Choices: A View of Campus Service Inequality From Annual Faculty Reports](#),” *The Journal of Higher Education*, Volume 88 (Issue 5); and Misra, Joya, Jennifer Hicketts Lundquist, Elissa Holmes, and Stephanie Agiomavritis (2011), “[The Ivory Ceiling of Service Work](#),” *Academe*, Volume 97 (Number 1). These publications are referenced in an opinion piece by KerryAnn O’Meara, “[The Hallway Ask](#),” *Inside Higher Ed*, May 10, 2018.

edges, “service” also has many. Where does student advising belong, for example? Holding office in a scholarly society? What about non-Yale-related volunteer work? Frequently brought to CESOF’s attention was the work of mentoring junior colleagues, which is especially important for members of underrepresented groups.

To summarize, CESOF used data only for university- or school-wide service related to institutional governance and oversight, which was provided to OIR from relevant sources. Data on advising, mentoring, departmental, and extra-Yale service—which for some faculty may add up to significant amounts of time lost to teaching and research—could not be gathered at present from these sources. Despite these limitations in the data we did have, we think that pertinent observations can be made: [Section 7.2](#) summarizes patterns of committee participation by rank and [Section 7.3](#) by gender. Finally, [Section 7.4](#) offers recommendations to improve the collection of data on all types of service.

7.2 Committee Participation by Rank

[Table 9](#) documents participation of FAS faculty on university committees by rank for four academic years, from 2013-14 to 2016-17. ([Figure 14](#) uses the data in [Table 9](#) to display participation by full professors, who provide the majority of service on these committees, in the form of a histogram.) During this period FAS faculty served on 191 university committees: 108 in 2013-14, 101 in 2014-15, 117 in 2015-16, and 117 in 2016-17.³¹ The total number of FAS faculty serving on university committees increased similarly over this period, from 332 in 2013-14 and 326 in 2014-15 to 359 in 2015-16 and 350 in 2016-17, as did the total number of “committee-persons” (i.e., the aggregate membership on all university committees), from 592 in 2013-14 and 528 in 2014-15 to 684 in 2015-16 and 683 in 2016-17.³² Similarly, aggregate committee membership per FAS faculty member increased from 1.78 in 2013-14 and 1.62 in 2014-15 to 1.91 in 2015-16 and 1.95 in 2016-17.

Several facts about the distribution of service on university committees across FAS faculty emerge from [Table 9](#). First, in any given year, full professors provided the bulk of service on these committees: on average, over the four academic years in the data set, full professors comprised 69% of FAS faculty serving on university committees, associate professors with tenure 7%, associate professors on term 4%, assistant professors 10%, research professors 1%, and non-ladder faculty 9%.³³ For comparison, full professors comprised, on average, 39% of all FAS faculty, associate professors with tenure 3%, associate professors on

³¹[Appendix C](#) lists all 191 committees.

³²For the calculation of aggregate membership, it is assumed that full professors serving on six or more committees serve on exactly six committees, so the aggregate membership is likely a little higher than reported here. Faculty who register six or more committees are, in most cases, those with significant administrative responsibilities (i.e., deans) with ex officio membership commitments.

³³It is important to note that a large proportion of research faculty are funded by grants which require them to spend their time and effort on the projects which support them.

term 4%, assistant professors 14%, research faculty 8%, and non-ladder faculty 24%. Full professors and associate professors with tenure, therefore, served more than proportionately on university committees, associate professors on term approximately proportionately, and faculty in the remaining ranks less than proportionately.³⁴

Second, in any given year, 70% of FAS faculty, on average, served on no (zero) university committees. By rank, 46% of full professors, 37% of associate professors with tenure, 72% of associate professors on term, 79% of assistant professors, 98% of research faculty, and 90% of non-ladder faculty served on no university committees in any given year (on average).

These annual proportions of out-of-service faculty might give a misleading overall picture of service on university committees because they neither adjust for leaves nor recognize that faculty might serve intermittently on such committees. To account for these factors, OIR computed proportions of FAS faculty who served on no university committees during an entire triennial leave cycle from 2014-15 to 2016-17. During this period, 50% of FAS faculty (who were employed for all three of these academic years) served on no university committees. By rank, 28% of full professors, 22% of associate professors with tenure, 60% of associate professors on term, 63% of assistant professors, 93% of research faculty, and 78% of non-ladder faculty served on no university committees during this three-year period.

Third, in any given year, FAS faculty served, on average, on 0.55 university committees. By rank, full professors served (on average) on 1.10 committees, associate professors with tenure on 0.93 committees, associate professors on term on 0.43 committees, assistant professors on 0.27 committees, research faculty on 0.04 committees, and non-ladder faculty on 0.13 committees.³⁵ Conditional on serving on at least one committee, the average number of committees is 1.82 for all FAS faculty; for full professors it is 2.01, for associate professors with tenure it is 1.48, for associate professors on term it is 1.48, for assistant professors it is 1.28, for research faculty it is 1.83, and for non-ladder faculty it is 1.27.

Fourth, the concentration of service amongst FAS faculty has increased from 2013-14 to 2016-17: in 2013-14, 40% of the total number of committee-persons was provided by faculty serving on three or more committees; this fraction decreased slightly to 39% in 2014-15 but rose noticeably to 47% in 2015-16 and 48% in 2016-17. This increase suggests that membership on university committees has been spread less evenly across FAS faculty in the last two academic years than in the two academic years preceding them.

As a final point, it is important to note that the summary statistics reported in this section (and again in [Section 7.3](#)) count each committee equally, though in practice the burden of

³⁴While FASTAP 2007 was in effect during the period from 2013-14 to 2016-17, looking forward the implementation of FASTAP 2016 might induce changes in the patterns of service among associate professors (both with tenure and on term).

³⁵For these calculations, full professors serving on six or more committees are again assumed to serve on exactly six committees, so the average number of committees for full professors is likely a little higher than reported here.

service likely varies widely across committees (committees vary in the size of membership, the frequency of meetings, and the amount of required work outside of meetings). At CESOF's request, OIR made some initial attempts to categorize committees by burden of service; CESOF recommends, in addition to the recommendations in [Section 7.4](#) below, that this taxonomy be refined so that it can be used to measure more accurately the burden of service on university committees.

In summary, there are two key takeaways from this analysis of service on university committees. First, a little over half of full professors (who shoulder two-thirds of the burden of service on university committees) are in service in any given year, typically serving on two committees. Second, roughly 20% of assistant professors are in service in any given year, typically serving on one committee. These patterns of service conform with the view that senior faculty should serve at higher rates than junior faculty, in part because senior faculty have more experience but also, more importantly, because junior faculty need ample time to launch their careers in research and teaching.

7.3 Committee Participation by Gender

[Table 10](#) documents the proportion of faculty serving on at least one university committee by gender and rank for each of the four academic years from 2013-14 to 2016-17. For example, as shown in the top panel in [Table 10](#), in 2013-14, 67% of female full professors served on at least one university committee, while, as shown in the middle panel, only 48% of male full professors served on at least one such committee. Overall, as shown in the bottom panel, 52% of all full professors served on at least one such committee in 2013-14.

[Figure 15](#) displays, by rank and gender, the average participation rates (across all four academic years) contained in [Table 10](#) in the form of a histogram. This figure reveals that, for each ladder faculty rank, women are significantly more likely to serve on university committees than men: female full professors are 24% more likely (in any given year) to serve than their male counterparts, female associate professors with tenure are 44% more likely to serve, female associate professors on term are 40% more likely to serve, and female assistant professors are 50% more likely to serve. Female research faculty, by contrast, are less likely to serve than their male counterparts, though the participation rates for both genders are very low (2% for women and 3% for men). Finally, female and male non-ladder faculty serve at roughly equal rates (11% for women and 10% for men).

Across all ranks, women are a little less likely to serve than men (their overall participation rates are 30% and 31%, respectively), even though in four of the ranks female participation rates are substantially higher than male participation rates and in the other two they are essentially equal. The divergence between the overall participation rates and the participation rates by rank is an example of [Simpson's paradox](#); it arises here because

in FAS the distribution of female faculty across ranks differs markedly from the distribution of male faculty across ranks. In particular, on average across the four academic years, 26% of women in FAS are full professors (vs. 45% of men), 4% of women are associate professors with tenure (vs. 3% for men), 5% of women are associate professors on term (vs. 4% for men), 16% of women are assistant professors (vs. 12% for men), 11% of women are research faculty (vs. 16% for men), and 38% of women are non-ladder faculty (vs. 20% for men).³⁶ At the same time, participation rates vary markedly across ranks: in particular, full professors, where men are relatively more prevalent than women, are much more likely to serve on university committees than either assistant professors or non-ladder faculty, where women are relatively more prevalent. As a consequence, the overall participation rates of women and men are almost equal even though within each rank women are at least as likely to serve as men.³⁷ By contrast, if female faculty were distributed across ranks in exactly the same proportions as men, then the overall participation rate of women would rise, on average, from 30% to 38%, about 23% larger than the overall participation rate for men.

These considerations aside, the key takeaway is that within the four ladder faculty ranks women are much more likely to serve on university committees than men in any given year.

Looking across a three-year leave cycle from 2014-15 to 2016-17 (as in [Section 7.2](#)), women again serve at higher rates than men in every ladder faculty rank: 81% vs. 70% for full professors, 89% vs. 70% for associate professors with tenure, 44% vs. 36% for associate professors on term, and 52% vs. 26% for assistant professors.³⁸ Over this three-year period, then, female full professors are 17% more likely to serve on at least one committee than male full professors, female associate professors with tenure are 28% more likely to serve, female associate professors on term are 23% more likely to serve, and female assistant professors are twice as likely (102% more likely, to be exact) to serve. This last ratio is particularly striking, in part because in any given year (as noted above) female assistant professors are only 50% more likely to serve on at least one committee than male assistant professors.

Indeed, CESOF is compelled to report these patterns in its own membership: half are

³⁶Conditioning instead on rank rather than gender, from 2013-14 to 2016-17, on average, 23% of full professors are women, 39% of associate professors with tenure are women, 39% of associate professors on term are women, 40% of assistant professors are women, 27% of research faculty are women, and 51% of non-ladder faculty are women. Across all ranks, 34% of FAS faculty (on average) are women during this period.

³⁷To give a simple example, suppose that 1/4 of women are full professors and the rest are non-ladder faculty and that 3/4 of men are full professors and the rest are non-ladder faculty. Suppose too that 2/3 of female full professors serve while only 1/2 of male full professors serve. Finally, suppose that 1/6 of both female and male non-ladder faculty serve. Then the overall participation rate of women is equal to $1/4 \times 2/3 + 3/4 \times 1/6 = 7/24$, which is smaller than the overall participation rate of men, i.e., $3/4 \times 1/2 + 1/4 \times 1/6 = 10/24$.

³⁸For research faculty, the participation rate for women over this three-year cycle is 10% (vs. 6% for men); for non-ladder faculty, it is 21% (vs. 23% for men). Across all ranks, the female participation rate is 53% (vs. 50% for the male participation rate).

women—an overrepresentation compared to the faculty as a whole. Moreover, at the time of appointment to this two-year committee, only one female member had tenure.

As mentioned in the introduction to this section, time for service comes at the expense of time for research and teaching—activities which principally determine advancement in status and remuneration. The foregoing analysis, tentative as it is, invites further questions about the impact of university service on the economic and professional well-being of female faculty, about the fairness of Yale’s current de facto allocation of service duties, and about the equity of recognition and remuneration for those duties.

We note that our findings within Yale are in line with gender differences in service seen at other universities. We attempted the same analysis for faculty from underrepresented minorities (URMs). While URM faculty may also be overrepresented on Yale committees, the number of faculty once split by rank was too small to allow for anonymous reporting. This points to a different problem—about the low numbers of URM faculty in FAS—but we hypothesize that the patterns of gender disparity in service are similar, if not more extreme, for URM faculty.

7.4 Reporting Faculty Service Activities

Our survey of service proved a difficult undertaking, as the data were scattered and, in the end, incomplete (mainly because it includes service only on university committees). CESOF notes that the annual Faculty Activity Report is at present the best means for registering local as well as non-university service. Yale’s current Faculty Activity Report (FAR) asks only for highlights; committee service rarely rises to such luster.

Until 2011 Yale used a form of FAR that aimed to provide a reasonable level of detail about teaching, research, and service in a standard format that made comparisons possible, at least in principle. This was replaced in 2012 by a version of the current FAR, which solicits less detailed information and does not have a standard format. At the inauguration of the current system, then-Provost Salovey announced the development of “a new system that we will soon implement to gather and manage information about the broad range of faculty contributions to Yale,” a web-based system (like that used at many of our peer institutions) that “will include all the information that was gathered in the [previous] FAR as well as information included in your CV, cumulative information about your faculty and administrative appointments at Yale, and any other information that you wish to include.” (This quotation is from the Provost’s memo of January 11, 2012.) This new system has not been implemented so far.

As all involved have discovered in this process, Yale lacks a consistent and usable method of recording information on service of all kinds. As the previous sections have emphasized, this has made analysis of how service contributes to the economic and career progress of

faculty members extremely difficult. CESOF believes that Yale's practices in this area must improve.

To this end, CESOF undertook a partial and informal analysis of the reporting process at eight major peer institutions, all of which gather considerably more fine-grained information than Yale currently does.³⁹ We also analyzed Yale's pre-2012 practice. The typical process is to gather articulated information about all contributions to the institution under the headings of Research, Teaching (of all kinds), and Service (of all kinds). Several of our peers draw on central data sources to collect relevant data on teaching and service and use it to pre-populate a reporting form for individual faculty members to review, augment, and confirm. To address the informational deficit at Yale that affects both annual decision-making and longer-term analysis of equity, we recommend: That the University and FAS establish a committee to redesign the FAR, taking account of (a) the process employed at major peer institutions in the private and public systems, (b) the commitment made by Provost Salovey in 2012, (c) the need of the institution for higher-quality information as an input to the salary review process in all schools and divisions, and (d) the economies that can be realized through central data collection and use of web-based reporting tools.

³⁹The eight institutions are: Harvard University, Massachusetts Institute of Technology, Princeton University, Stanford University, University of Pennsylvania, University of Michigan, University of Toronto, and the University of California at Los Angeles.

8 Yale University Retirement Account Plan Defaults

Saving for retirement plays an important role in the economic status of faculty. To assist in this saving, Yale faculty with at least half-time appointments are eligible to participate in the Yale University Retirement Account Plan (YURAP). Because most faculty use this plan to manage their retirement savings, the purpose of this section is to describe as succinctly as possible how it works.⁴⁰ In particular, for faculty who do not make active decisions about how much to save for retirement or where to invest these savings, YURAP provides default actions about which such faculty should be aware if they are not already.

For faculty enrolled in YURAP, Yale makes a University Core Contribution (to the faculty member's YURAP retirement account) equal to 5% of eligible earnings below a cutoff for earnings known as the Social Security Wage Base (SSWB) and equal to 7.5% of eligible earnings above this cutoff.⁴¹ Yale makes this contribution even if the faculty member makes no other (voluntary) contributions.

In addition, faculty members can elect to make voluntary contributions to their YURAP accounts (up to a maximum specified by the Internal Revenue Service) and Yale matches these contributions one-for-one (known as a University Match) up to 5% of eligible earnings. To encourage such contributions, two key features of YURAP are “automatic enrollment” and “automatic escalation.” Both of these features are grounded in the view that, left to their own devices, individuals save too little for retirement.⁴²

Automatic enrollment means that upon being hired all eligible faculty are automatically enrolled in YURAP. Furthermore, unless the faculty member explicitly chooses otherwise, Yale automatically deducts 5% of the faculty member's eligible (pre-tax) earnings from his/her paycheck and deposits that amount instead in the faculty member's YURAP account. This contribution then triggers the maximum University Match of 5% of eligible earnings. In this case, the faculty member's total contributions to his/her YURAP account amount to 15% of eligible earnings: 5% from the University Core Contribution (assuming that the faculty member's earnings are below the SSWB), 5% directly from the faculty member's own earnings, and 5% from the University Match.

Automatic escalation means that each faculty member's own contributions to his/her YURAP account, unless (s)he explicitly chooses otherwise, automatically increase by 1% of eligible earnings each year (in July) until they reach a maximum of 10%. Should a faculty

⁴⁰For complete details about YURAP, go to this [website](#). This website also describes two other vehicles for retirement saving: the Yale University Tax-Deferred 403(b) Savings Plan and the Yale University Tax-Deferred 457(b) Deferred Compensation Plan. Neither of these features a University Match.

⁴¹In addition, the Internal Revenue Service imposes a cap on the University Core Contribution.

⁴²This view, in turn, derives from the growing academic field of behavioral economics for which Richard Thaler won the 2017 [Nobel Prize in Economics](#); this short [article](#) from Vanguard summarizes some of Thaler's work with Shlomo Benartzi on encouraging retirement saving.

member choose to contribute less than 5% in some year, then this rate is reset instead to 5% in July. Thus, unless a faculty member explicitly chooses otherwise, his/her contributions amount to 20% of eligible earnings starting in the faculty member's sixth year of employment: 5% from the University Core Contribution, 10% directly from the faculty member's own earnings, and 5% from the University Match.

In addition to deciding how much to save for retirement, faculty must also decide how to allocate their retirement savings across different investment vehicles. Faculty can choose to invest YURAP savings in any of the investment funds on the Yale Fund lineup. The Fund lineup, which is selected and monitored by the Yale Fiduciary Committee on Investments, currently consists of mutual funds and annuities from TIAA and Vanguard. Faculty can access this lineup using TIAA's recordkeeping website.

If, however, a faculty member does not make an explicit decision about how to allocate his/her savings across investment funds, then YURAP automatically invests them in the Plan's Qualified Default Investment Alternative (QDIA), which is currently a TIAA Lifecycle fund appropriate to the faculty member's age. This [document](#) provided by TIAA describes these funds in detail.⁴³ These funds automatically adjust a faculty member's portfolio of assets as (s)he ages. Although the details are a little more complicated, the essential idea of these funds is for young faculty to invest most of their portfolio in stocks (or equity) rather than bonds (or fixed-income securities) and then gradually shift their portfolio towards bonds as they age. For example, over 90% of the portfolio of a faculty member born between 1989 and 1993 (who is approximately 40 years from retirement) consists of stocks; this fraction drops steadily as the faculty member ages until at retirement it is about 50%.

CESOF is not in a position to offer financial advice: our purpose here is simply to increase awareness of the defaults embedded in YURAP. Moreover, according to Yale's Human Resources and Administration, YURAP's default portfolio allocation, which is automatically rebalanced and varies systematically with the investor's age, generally outperforms a typical self-managed investor. Nonetheless, we do note that TIAA Lifecycle funds have (net) expense ratios of about 0.4%; the expense ratio, which is expressed as a percentage of assets invested, is the annual fee that TIAA charges to manage these assets. Furthermore, faculty enrolled in YURAP who do want to manage their own portfolios can choose from a variety of investment funds in the Yale Fund lineup with expense ratios ranging from less than 0.1% to more than 1.0%. Finally, some of the funds at the low end of this range offer investment opportunities similar in many respects to those in the TIAA Lifecycle funds.

Although the difference between expense ratios of 0.1% and 0.4% seems small, in fact, thanks to the wonders of compound interest, this difference can be sizeable over a long period of time. For example, \$1,000 invested in a fund with an annual rate of return (before

⁴³TIAA Lifecycle funds are the Plan's QDIA as of the writing of this report. On October 15, 2018, Yale announced a new QDIA, to take effect beginning on November 15, 2018.

expenses) of 3% and an expense ratio of 0.4% (so that the effective annual rate of return, after expenses, is 2.6%) accumulates to approximately \$2,160 after 30 years. If, instead, the expense ratio were 0.1% (so that the effective annual rate of return is 2.9%), then this amount would accumulate to approximately \$2,360 after 30 years, an increase of about \$200, or 9.2%.⁴⁴ We emphasize again, however, that faculty who opt out of the TIAA Lifecycle funds, instead choosing to make their own decisions about how to allocate their retirement savings across investment vehicles, should seek professional financial advice before doing so.

⁴⁴This percentage difference is approximately equal to $N(x_1 - x_2)$, where N is the investment horizon (expressed in years) and x_1 and x_2 are the two expense ratios (expressed as percentages), provided that: the rate of return, before expenses, is close enough to zero (say, less than 20%); the two expense ratios are less than 1%; and the investment horizon is not too large (say, less than 40 years). Holding fixed the expense ratios, the percentage difference increases, therefore, as the horizon increases.

Appendix A: List of Acronyms

This appendix lists and defines the acronyms used in this report.

AAUDE: Association of American Universities Data Exchange

AAUP: American Association of University Professors

CESOF: Committee on the Economic Status of the Faculty

CIP: Classification of Instructional Programs

COFHE: Consortium on Financing Higher Education

FAR: Faculty Activity Report

FAS: Faculty of Arts and Sciences

FY: Fiscal Year

OIR: Office of Institutional Research

SSWB: Social Security Wage Base

URM: underrepresented minority

QDIA: Qualified Default Investment Alternative

YURAP: Yale University Retirement Account Plan

Appendix B: Calculating Yale's Average FAS Salary Relative to its Peers

This appendix uses mathematical notation to describe how OIR calculated Yale's average FAS salary relative to its peers using AAUDE data, as displayed in Figures 6 and 11. Let X_{it} be the average salary (for a given rank) in department i at Yale in (academic) year t (the average salary for each department is the simple average, or mean, of the salaries at a given rank in that department). Let D be the number of departments and let w_i be the fraction of FAS faculty (for the given rank) in department i at Yale in 2009-10. The average FAS salary at Yale in year t , \bar{X}_t , is then defined as follows:

$$\bar{X}_t = \sum_{i=1}^D w_i X_{it}.$$

Let Y_{jit} be the average salary in department i in year t at institution j in Yale's peer set. The average FAS salary at institution j in year t , \bar{Y}_{jt} , is then defined as follows:

$$\bar{Y}_{jt} = \sum_{i=1}^D w_i Y_{jit}.$$

Next, the average FAS salary in year t in Yale's peer set, \bar{Y}_t , is defined as follows:

$$\bar{Y}_t = N^{-1} \sum_{j=1}^N \bar{Y}_{jt},$$

where N is the number of institutions in Yale's peer set.

Finally, the ratio of Yale's average salary relative to its peers in year t , R_t , is defined as follows:

$$R_t = \frac{\bar{X}_t}{\bar{Y}_t}.$$

Figure 6 graphs this ratio for full professors from 2008-09 to 2015-16 and the top line in Figure 11 graphs this ratio for assistant professors from 2008-09 to 2015-16.

OIR also calculated this ratio in two other ways. In particular, it calculated average FAS salaries at each institution using two additional weighting schemes. First, rather than use fixed departmental weights (the w_i s in the notation above), it used time-varying weights corresponding to Yale's departmental weights in each year. Second, it used each institution's own time-varying departmental weights, i.e., it calculated the simple average (or mean) FAS salary for each institution. The results differed in inconsequential ways.

When calculating average FAS salaries using COFHE data, OIR used a similar procedure, with divisional weights replacing departmental weights.

Appendix C: List of University Committees

This appendix lists the 191 university committees on which FAS faculty served during the four academic years from 2013-14 to 2016-17. Not all of these committees met in every one of those years.

320 York Planning Committee

Ad Hoc Committee on Classroom Planning

Ad Hoc Committee on Faculty Standards of Conduct

Ad Hoc Committee on FAS Decanal Structures

Ad Hoc Committee on Procedures for Resolving Complaints of Faculty Misconduct

Ad Hoc Committee on Yale College Expansion

Ad Hoc University Committee on Entrepreneurship

Advising, Placement & Enrollment, Committee on

Advisory Board of the Yale Institute for Network Science

Advisory Committee for Diversity and Faculty Dev

Advisory Committee for Postdoctoral Affairs

Advisory Committee for the Babylonian Collection

Advisory Committee for the Center for the Study of Race, Indigeneity and Transnational Migration

Advisory Committee for the Division of the Biological Sciences

Advisory Committee for the Division of the Humanities

Advisory Committee for the Division of the Physical Sciences and Engineering

Advisory Committee for the Division of the Social Sciences

Advisory Committee for the Yale Center for British Art

Advisory Committee on Investor Responsibility

Advisory Committee on Library Policy

Advisory Committee on Resources for Students and Employees with Disabilities

Arabic Language Committee

Biological Safety Committee

Biological Sciences Advisory Committee

Board of University Health

Boren Scholarships

Center for Collaborative Arts and Media (formerly Digital Media Center for the Arts) Faculty
Advisory Committee

Center for Teaching and Learning Advisory Board

Center for the Study of Globalization Advisory Committee

Chemical and Laboratory Safety Committee

Churchill Scholarship Committee

CIPE Research Fellowships for Juniors

Climate & Inclusion

Cognitive Science Executive Committee

Committee on Advising, Placement & Enrollment

Committee on Art in Public Spaces

Committee on Faculty Input in the FAS

Committee on Majors

Committee on Racial and Ethnic Harassment
Committee on Teaching in the 21st Century
Committee on Teaching in the Residential Colleges
Committee on the Economic Status of the Faculty (CESOF)
Committee to commission art for Calhoun College
Computing and the Arts Advisory Committee
Conflict of Interest Committee
Cooperative Research Committee
Course of Study
Cowles Foundation Executive Committee
Creative Arts Advisory Committee
Data Governance Committee
Davis Projects for Peace
Deans Advisory Board
Dean's Advisory Committee on Regulations and Discipline
Dean's Advisory Committee on Student Grievances
Digital Humanities Committee
Digital Media Center for the Arts Advisory Board
Education Studies Advisory
Egyptology Endowment (Simpson) Fund Advisory Committee
Eli Whitney Student Advisory
Elyachar Fellowship
Energy Studies Advisory
Environmental Studies
Ethics, Politics, and Economics Advisory
Executive Committee
Expanded Executive Committee of the FAS
Faculty Committee on Admissions & Financial Aid
Faculty Committee on Athletics
Faculty Diversity Hiring Committee
Faculty Resource Committee
Faculty Review Committee
FAS Academic Review Committee
FAS Classroom Operations Committee
FAS Steering Committee
FASTAP Review Committee
Film and Media Studies Advisory Committee
Film and Media Studies Executive Committee
Freshman Orientation
Freshman Scholars at Yale Advisory
Fulbright Grants Committee
Global Health Initiative (GHI) Faculty Advisory Committee
Global Health Studies Advisory
Gordon Grand Fellowship
Grading in Yale College, Ad Hoc Committee on
Henry Fellowship Committee
HIPAA Privacy and Security Advisory Committee

Honors & Academic Standing Committee
Howard Hughes Medical Institute Undergraduate Program Steering
HPC Operation and Planning Committee
Human Embryonic Stem Cell Oversight Committee (ESCRO)
Human Rights Advisory Committee
Human Subjects Committee
Humanities Advisory Committee
Humanities Degree Committee
Humanities Program Executive Committee
Implementation Committee for the Center for the Study of Race and Indigeneity
Information Technology Services Advisory Committee
Institution for Social and Policy Studies Executive Committee (ISPS)
Institutional Animal Care and Use Committee (IACUC)
Institutional Conflict of Interest Committee (ICOI)
International Advisory Committee
ITS Research Technologies Committee
ITS Teaching and Learning Committee
Jackson Institute Executive Committee
Journalism Advisory Committee
Judaic Studies
Koerner Fellow Advisory Committee
Language Study Committee
Learning Management System Steering Committee
Lesbian, Gay, Bisexual, and Transgender Studies Committee
Light Fellowship Committee
MacMillan Center Executive Committee
Marshall, Mitchell, and Rhodes Committee
Mellon Mays and Bouchet Undergraduate Fellowship
Michele Dufault Fund for Yale Women in Science Committee
Minority Advisory Council
Natural Science Degree
Physical Sciences and Engineering Advisory Committee
Physical Sciences and Engineering Divisional Advisory Committee
Porter and Field Prize Judges
Presidential Carbon Charge Task Force
Provost's Committee on International Affairs
Provost's Committee on Online Education
QBio Advisory Board
Quantitative Reasoning Council
Radiation Safety Committee
Radioactive Drug Research Committee (RDRC)
Research Data Policy Committee
Review Committee of Yale College Executive Committee
ROTC Advisory
Scholar Awards Committee
Schwarzman Center Advisory Committee
Science Council

Science Hill Planning Advisory Council
Science, Technology, and Research Scholars Advisory Board
Search Committee, Dean of the School of Nursing
Shop Safety Committee
Silliman Lectureship Committee
Social Sciences Advisory Committee
Social Sciences Degree Committee
Standing Advisory and Appointments Committee for the Arts Schools
Standing Advisory and Appointments Committee for the Divinity School
Standing Advisory and Appointments Committee for the School of Architecture
Standing Advisory and Appointments Committee for the School of Art
Standing Advisory and Appointments Committee for the School of Drama
Standing Advisory and Appointments Committee for the School of Forestry & Environmental
Studies
Standing Advisory and Appointments Committee for the School of Management
Standing Advisory and Appointments Committee for the School of Music
Standing Advisory and Appointments Committee for Yale School of Nursing
Standing Advisory and Appointments Committee for Yale School of Public Health (YSPH)
Standing Committee on Yale College Expansion
STARS Advisory Board
Steering Committee of the University Cabinet
STEM Teaching Committee
Sudler Prize Committee
TAC-Bio
TAC-Hum
TAC-SEAS
TAC-SS
Task Force on Data Access and Use
Teaching & Learning Committee
Teaching Fellow Program Working Group
Teaching for the 21st Century Exploratory Committee
Teaching in the Residential Colleges
Teaching Learning & Advising
Theater Studies Advisory Committee
University Budget Committee
University Research Compliance Committee
University Safety Committee
University Wide Teaching and Learning Committee
University-Wide Committee on Sexual Misconduct
UWC Review Committee
Viscus Endowment Committee
Wendy E. Blanning Memorial Summer Fellowship
Whitney Humanities Center Fellow
Windham-Campbell Literature Prizes Steering Committee
Womens, Gender, and Sexuality Studies Executive Committee
Writing Center Advisory
Yale Center for Research Computing Steering Committee

Yale College Admissions and Financial Aid Policy Committee
Yale College Dean's Research Fellowship in the Humanities and Social Sciences
Yale College Public Service Research Grant and the Cohen Summer Public Service Fellowship
Yale Quantum Institute Advisory Committee
Yale Science Building Committee
Yale-New Haven High School Advisory
Yale-New Haven Teachers Institute, University Advisory Council
Yale-NUS Advisory Committee
Yale-NUS College Advisory Committee
Yale-NUS College Consultative Committee
Yale-NUS Consultative Committee
YCEI Steering Committee
YPSA Faculty Advisory Committee

Academic Year	Professor	Associate Professor	Assistant Professor	Total
1979-80	301	87	231	619
1980-81	299	87	214	600
1981-82	296	97	209	602
1982-83	298	103	194	595
1983-84	311	90	194	595
1984-85	300	94	203	597
1985-86	297	89	189	575
1986-87	296	95	180	571
1987-88	296	95	182	573
1988-89	299	110	165	574
1989-90	308	104	165	577
1990-91	319	102	170	591
1991-92	315	98	162	575
1992-93	319	89	161	569
1993-94	325	98	141	564
1994-95	321	90	140	551
1995-96	326	80	142	548
1996-97	325	79	155	559
1997-98	321	73	145	539
1998-99	317	72	149	538
1999-00	324	64	149	537
2000-01	324	58	152	534
2001-02	340	55	165	560
2002-03	342	51	173	566
2003-04	360	54	183	597
2004-05	362	61	182	605
2005-06	372	70	188	630
2006-07	377	79	171	627
2007-08	394	73	171	638
2008-09	405	79	179	663
2009-10	412	80	187	679
2010-11	423	82	182	687
2011-12	418	76	176	670
2012-13	417	76	169	662
2013-14	423	88	167	678
2014-15	426	89	159	674
2015-16	421	88	151	660
2016-17	423	84	141	648
2017-18	433	84	147	664

Table 1: Composition of Ladder Faculty in FAS

Notes: See notes to [Figure 1](#).

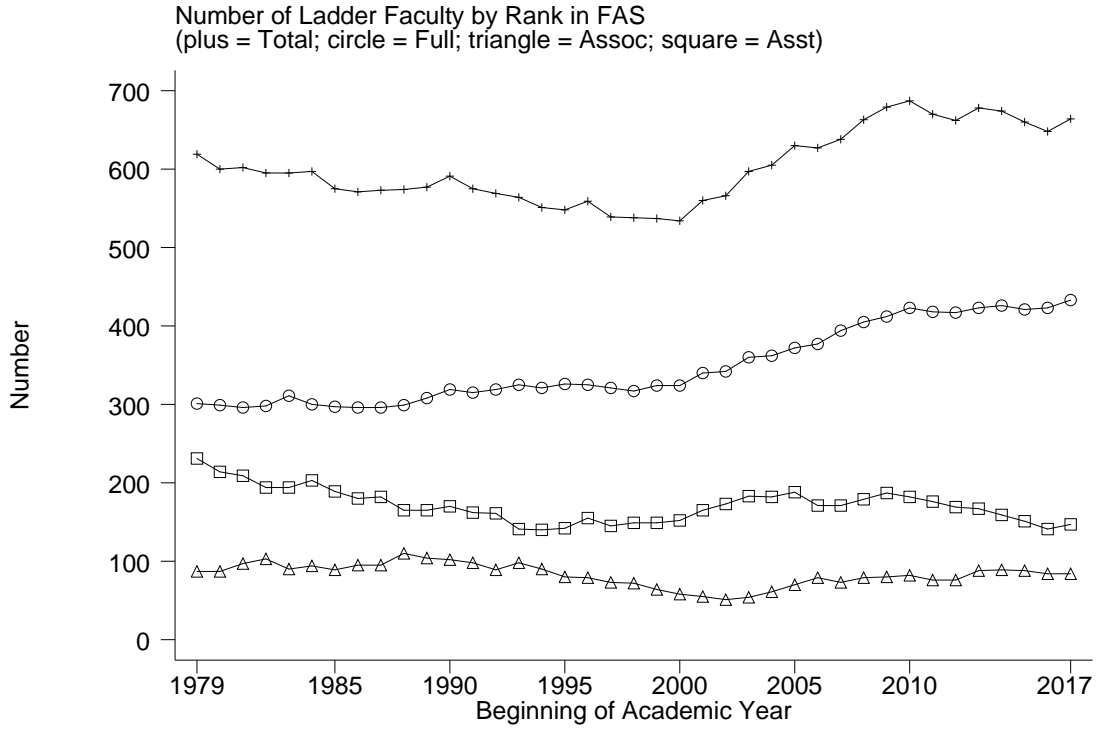


Figure 1: Number of Ladder Faculty by Rank in FAS

Notes: This figure displays the data contained in [Table 1](#) which reports the total number of full-time ladder faculty with primary appointments in FAS. The source of the data is OIR and previous CESOF [reports](#).

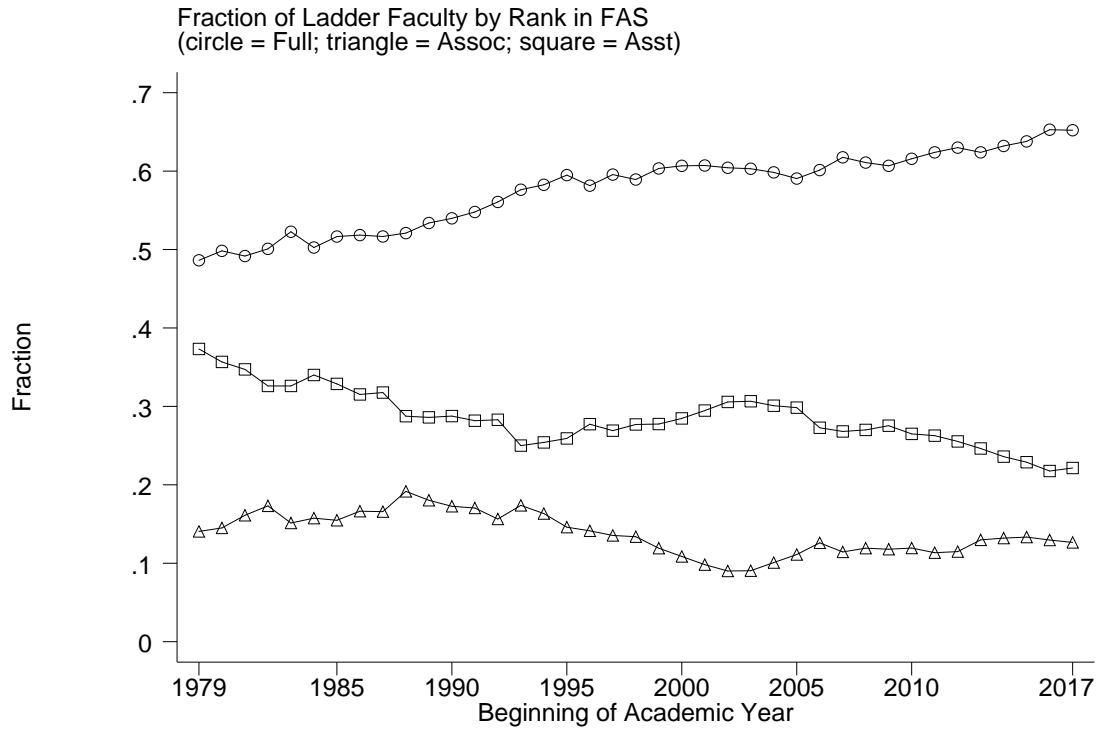


Figure 2: Fraction of Ladder Faculty by Rank in FAS

Notes: This figure uses the data contained in [Table 1](#) to display the fraction of all ladder faculty in FAS in each rank.

Academic Year	Professor	Associate Professor	Assistant Professor	Lector	Lecturer	Research Scientist/ Scholar	Total
Number							
2012-13	401	76	169	96	87	159	988
2013-14	403	88	165	96	84	176	1012
2014-15	409	89	159	89	88	163	997
2015-16	405	88	151	86	91	131	952
2016-17	405	84	140	86	112	124	951
2017-18	414	84	146	92	138	124	998
Fraction							
2012-13	40.6%	7.7%	17.1%	9.7%	8.8%	16.1%	100.0%
2013-14	39.8%	8.7%	16.3%	9.5%	8.3%	17.4%	100.0%
2014-15	41.0%	8.9%	15.9%	8.9%	8.8%	16.3%	100.0%
2015-16	42.5%	9.2%	15.9%	9.0%	9.6%	13.8%	100.0%
2016-17	42.6%	8.8%	14.7%	9.0%	11.8%	13.0%	100.0%
2017-18	41.5%	8.4%	14.6%	9.2%	13.8%	12.4%	100.0%

Table 2: Composition of Full-Time FAS Faculty

Notes: The top half of this table reports the total number of full-time faculty in FAS in each rank. The bottom half uses this data to report the percentage of all FAS faculty in each rank. The source of the data is [Table 5](#). This table uses slightly more restrictive criteria for which ladder faculty to include (particularly for full professors because it excludes faculty on phased retirement) than does [Table 1](#).

Academic Year	Professor	Associate Professor	Assistant Professor	Total
1979-80	377	125	246	748
1980-81	377	121	231	729
1981-82	367	132	235	734
1982-83	376	145	210	731
1983-84	394	120	213	727
1984-85	392	134	215	741
1985-86	398	127	212	737
1986-87	386	124	211	721
1987-88	389	126	220	735
1988-89	391	132	214	737
1989-90	392	126	—	—
1990-91	413	121	226	760
1991-92	396	118	207	721
1992-93	394	121	219	734
1993-94	404	118	191	713
1994-95	398	123	191	712
1995-96	404	109	191	704
1996-97	408	109	187	704
1997-98	408	102	185	695
1998-99	421	92	194	707
1999-00	444	99	198	741
2000-01	440	83	193	716
2001-02	453	88	200	741
2002-03	458	82	205	745
2003-04	525	101	249	875
2004-05	527	104	238	869
2005-06	534	111	236	881
2006-07	553	127	220	900
2007-08	573	124	214	911
2008-09	582	137	228	947
2009-10	590	151	225	966
2010-11	605	146	226	977
2011-12	610	138	223	971
2012-13	592	135	220	947
2013-14	600	142	219	961
2014-15	605	145	219	969
2015-16	598	137	206	941
2016-17	607	135	206	948
2017-18	620	131	204	955

Table 3: Composition of Ladder Faculty (except School of Medicine)

Notes: See notes to [Figure 3](#).

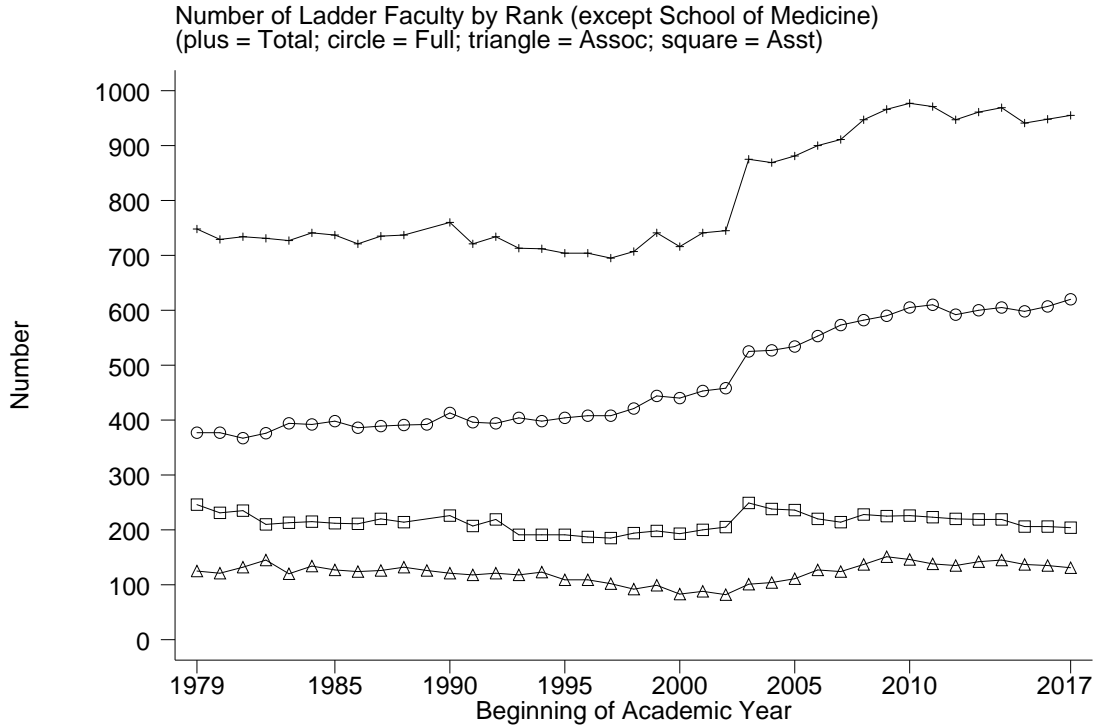


Figure 3: Number of Ladder Faculty by Rank (except School of Medicine)

Notes: This figure displays the data contained in [Table 3](#) which reports the total number of ladder faculty at Yale, including FAS and all professional schools except the School of Medicine. The source of the data is OIR and previous CESOF [reports](#). The number of full professors and the number of associate professors jump in 2003-04 because the American Association of University Professors (AAUP) expanded modestly the types of faculty to include in its annual Faculty Compensation Survey for which this data was prepared (see also the notes to Table 5 in the 2010-12 CESOF [report](#)).

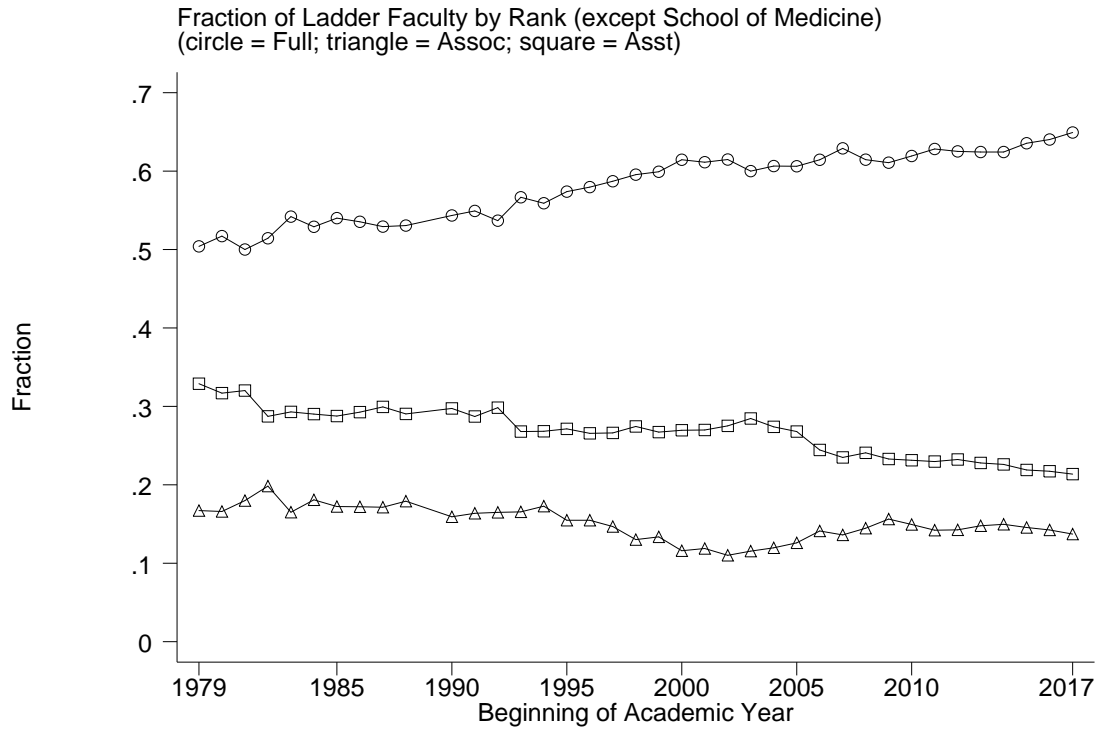


Figure 4: Fraction of Ladder Faculty by Rank (except School of Medicine)

Notes: This figure uses the data contained in [Table 3](#) to display the fraction of all ladder faculty, including FAS and all professional schools except the School of Medicine, in each rank.

School	Academic Unit	Academic Rank Group					Grand Total		
		Ladder/Tenured	Ladder/Term	Adjunct	Other	Research		Visitor	
Faculty of Arts and Sciences	African American Studies	2	2		7			11	
	American Studies	10	4		6	1	2	23	
	Anthropology	19	4		12	4		39	
	Applied Physics	9	3	1	4	8		25	
	Astronomy	12			5	3		20	
	Biomedical Engineering	5	5			6		16	
	Center for Teaching and Learning				8			8	
	Chemical and Environmental Engineering	9	6	2	2	4		23	
	Chemistry	19	5		10	9	1	44	
	Classics	9	2		5	1	1	18	
	Comparative Literature	6	3		1			10	
	Computer Science	17	4		8	9		38	
	Divinity				2			2	
	East Asian Languages and Literatures	4	3		30			37	
	Ecology and Evolutionary Biology	12	2		4	5	1	24	
	Economics	30	14		16	1	12	73	
	Electrical Engineering	11	4	1	1			17	
	Engineering and Applied Science				1			1	
	English	31	6	3	52			92	
	FAS Dean's Office				2			2	
	Film Studies	2	1		2		2	7	
	French	6	3		22		1	32	
	Geology and Geophysics	17	5		5	7	1	35	
	German	4	1		13		1	19	
	History	37	10		25	2		74	
	History of Art	12	3	1	9			25	
	Humanities	1			10	5		16	
	International Security Studies						1	1	
	Italian Language and Literature	2	1		5		1	9	
	Judaic Studies	2			2		2	6	
	Law	1						1	
	Linguistics	4	2	2	8			16	
	Mathematics	12	18		15		3	48	
	Mechanical Engineering and Materials Science	8	4		7	6		25	
	Molecular Biophysics and Biochemistry	21	5	3	5	39	1	74	
	Molecular, Cellular, and Developmental Biology	19	10	1	12	13		55	
	Music Department	9	2	3	14			28	
	Near Eastern Languages and Civilizations	7			11	2	1	21	
	Philosophy	15	3		3	1	1	23	
	Physics	27	5	5	10	18		65	
	Political Science	22	15		20		2	59	
	Psychology	21	7		9	3	1	41	
	Religious Studies	7	7		9	1		24	
	School of Music				1			1	
	Slavic Languages and Literatures	5	1		9			15	
	Sociology	12	4		5	1	1	23	
	Spanish and Portuguese	5	1		20			26	
	Statistics and Data Science	5	3	1	5			14	
	Theater Studies	2	1	3	8			14	
	Women's, Gender, and Sexuality Studies	2	2		1		1	6	
		Total	492	181	27	440	149	37	1326
	Graduate School	Graduate School				6			6
	Institute of Sacred Music	Divinity	1	1		2		1	5
		Sacred Music				4	2		6
		School of Music	1		2	4			7
		Total	2	1	2	10	2	1	18
	Interdisciplinary Centers	Institution for Social and Policy Studies					1		1
		Jackson Institute				22	1	1	24
		MacMillan Center				21	4	14	39
		Yale Center for British Art				1			1
		Total				44	6	15	65
	School of Architecture	Architecture	8	2	8	70		11	99
		Total	8	2	8	70		11	99
	School of Art	Art	6		2	98			106

	Total	6		2	98			106
School of Divinity	Divinity	22	12	2	57	7	5	105
	Religious Studies	1						1
	Total	23	12	2	57	7	5	106
School of Drama	Drama	1		9	134		2	146
	Total	1		9	134		2	146
School of Forestry and Environmental Studies	Chemical and Environmental Engineering	1						1
	Forestry and Environmental Studies	21	5	9	37	18	2	92
	Management				1			1
	Total	22	5	9	38	18	2	94
School of Law	Law	53	4	1	113	76	16	263
	Total	53	4	1	113	76	16	263
School of Management	Economics	1			1			2
	Management	41	36		41		3	121
	Total	42	36		42		3	123
School of Medicine					3			3
	AIDS	2	8		1	2		13
	Anesthesiology	16	76		71	15	10	188
	Biostatistics	9	7		2	17	4	39
	Cardiac Surgery	3	7		1	3	2	16
	Cardiology	4	4		1			9
	Cardiology (Medicine)	18	41	1	51	39		150
	Cell Biology	7	10		4	29	3	53
	Cellular And Molecular Physiology	12	8		3	19	2	44
	Child Study Center	13	16		117	39	2	187
	Chronic Disease Epidemiology	6	7		4	7	1	25
	Clinical Programs				1			1
	Comparative Medicine	5	11	1	1	17	2	37
	Critical Care	2	11		8	5		26
	Dermatology	9	16	2	10	5	2	44
	Developmental Behavior Pediatrics				1			1
	Digestive Diseases	12	24	3	4	16	5	64
	Emergency Medicine	2	13		5	1	2	23
	Emergency Medicine (Department)	10	36		85	3		134
	Endocrine Surgery		3			1		4
	Endocrinology	4	4		3	3		14
	Endocrinology (Medicine)	9	11		4	23	1	48
	Environmental Health Sciences	4	2		9	7		22
	Epidemiology of Microbial Diseases	10	6		8	17	1	42
	Gastroenterology		8		1	1	1	11
	Gastrointestinal	2	8		5	1		16
	General Medicine	13	67	1	19	9		109
	General Pediatrics	9	11		13	2	1	36
	Genetics	13	16	1	5	34	3	72
	Geriatrics	6	9		5	5	1	26
	Global Health				3		2	5
	Gross Anatomy	2			2	1		5
	Health Policy and Management	6	7		11	9		33
	Hematology	3	14		2	5		24
	Hematology / Oncology	1	8		3	2		14
	History of Medicine	2	1			2		5
	Immunobiology	11	7		1	37	1	57
	Immunology (Medicine)	1	1		3	1		6
	Infectious Disease	3	2		1	3		9
	Infectious Diseases	5	17	1	6	8	2	39
	Internal Medicine	3			31			34
	Laboratory Medicine	10	11		10	11	4	46
	Medical Oncology	15	24	1	30	6		76
	Microbial Pathogenesis	6	4			14	1	25
	Neonatology	4	6		13	2		25
	Nephrology	1	2		2	1		6
	Nephrology (Medicine)	14	12		5	17	3	51
	Neurology	3	6			1		10
	Neurology (Department)	11	56		11	48	1	127
	Neuropathology	1				1		2
	Neuroscience	9	5		1	44	2	61

	Neurosurgery	8	16	5	15	6	50	
	Obstetrics, Gynecology, and Reproductive Sciences	16	39	4	34	26	132	
	Occupational Medicine	2	1	1	8	2	14	
	Oncology	2	9	1			12	
	Ophthalmology and Visual Science	4	13	43	5		65	
	Orthopaedics and Rehabilitation	10	22	25	1		58	
	Otolaryngology	4	10	14	4	2	34	
	Pathology	23	33	11	34	3	104	
	Pediatrics	1		40	3		44	
	Pediatrics (Surgery)	1	5	2			8	
	Pharmacology	16	4	4	45	1	70	
	Physician Associate Program		6	2			8	
	Plastic	3	5	3	2	1	14	
	Psychiatry	56	140	5	152	78	449	
	Pulmonary	7	30	15	14	1	67	
	Radiology and Biomedical Imaging	30	68	2	21	41	166	
	Respiratory	2	4	1			7	
	Rheumatology	6	8	4	11	2	31	
	School of Public Health			1			1	
	Social and Behavioral Sciences	4	4	1	5		14	
	Surgery	2	2	2	4	5	15	
	Therapeutic Radiology	9	19	15	9	4	56	
	Thoracic Surgery	1	3	1			5	
	Transplant	2	6		1	1	10	
	Trauma	1	11				12	
	Urology	5	12	1	13	5	36	
	Vascular	3	4	2	6	1	16	
	Yale Psychiatric Institute				1		1	
	Total	529	1097	24	1000	845	121	3616
School of Music	Institute of Sacred Music					1		1
	School of Music	1		20	40	1	6	68
	Total	1		20	40	2	6	69
School of Nursing	Nursing	15	11		124	4		154
	Total	15	11		124	4		154
Yale College	Law				1			1
	Yale College			2	53			55
	Total			2	54			56
Grand Total		1194	1349	106	2270	1109	219	6247

*Molecular Biophysics & Biochemistry (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. As a reminder that MB&B is part of the faculty of the School of Medicine, MB&B counts are listed in brackets under Medicine, although they are not included in the totals for Medicine.

General Notes:

Counts are based on the location of the primary appointment. Faculty who have fully joint appointments are counted only in one school or department. Faculty with administrative appointments, such as president, provosts, deans and directors of museums, are not included in this table. Residential college masters are included. Some non-ladder faculty (e.g., adjunct and voluntary faculty) who have appointments but are not considered Yale employees (i.e., they do not receive a Yale paycheck) are excluded from the counts. Howard Hughes investigators are included.

1. "Tenured" includes tenured professors and tenured associate professors, and "tracked" faculty in Medicine and Nursing without fixed terms.
2. "Term" includes non-tenured associate professors, assistant professors, instructors, all convertible appointments, Gibbs Assistant Professors, and "tracked" faculty in Medicine and Nursing.
3. "Adjunct" includes all categories of adjunct faculty.
4. "Other" includes all non-ladder appointments, such as, lector, lecturer, acting instructor, critic, visiting critic, emeritus faculty teaching as a lecturer, Professor and AOP of the Practice, the title of clinician, and voluntary clinical faculty who are on the payroll.

5. "Research" includes all types of research appointments, such as, senior research scientist, associate in research, research associate, research staff, visiting research scientist/scholar, and Professor and AOP Adjunct of Research.

6 "Visiting" includes all categories of visiting faculty, such as visiting professor, visiting associate professor, visiting assistant professor, visiting lecturer, etc.

Source: Workday, HR Simplified Reporting Table

OIR W054
University Faculty by Rank
Last updated (11/7/17)

Table 4: Faculty Counts at Yale in 2017-18

Trends in FAS Median Salary by Rank -- Full Time Only

Rank	2012 (1)		2013 (2)		2014 (3)		2015 (4)		2016 (5)		2017 (6)		2 year % change, 2015-2017 (annualized) (7)		Mean of annual growth rates 2015-2017 (8)		Mean of annual growth rates 2012-2017 (10)		
	Median	N	Median	N	Median	N	Median	N	Median	N	Median	N	% change	% change	2015-2017	2012-2017	2015-2017	2012-2017	
Professor	Median	175,300	179,600	183,000	190,300	196,400	201,500												
	N	401	403	409	405	405	414												
	% Year to Year change		2.4%	1.9%	3.8%	3.1%	2.5%						5.6%	2.8%	2.8%	2.8%	2.8%	2.7%	
Associate Professor - Tenured	Median	129,600	132,600	127,300	130,000	132,600	133,500												
	N	29	35	35	39	43	52												
	% Year to Year change		2.3%	-4.2%	2.1%	2.0%	0.7%						2.6%	1.3%	1.3%	1.3%	0.6%		
Associate Professor - Non-tenured	Median	94,700	97,100	98,400	103,300	108,700	109,800												
	N	47	53	54	49	41	32												
	% Year to Year change		2.5%	1.3%	4.7%	5.0%	1.0%						5.9%	3.0%	3.0%	2.9%			
Assistant Professor	Median	84,200	87,150	88,600	90,800	94,000	94,900												
	N	156	152	145	137	126	131												
	% Year to Year change		3.4%	1.6%	2.4%	3.4%	0.9%						4.3%	2.2%	2.2%	2.4%			
Gibbs Assistant Professor	Median	73,250	75,500	76,500	77,000	79,000	80,000												
	N	13	13	14	14	14	15												
	% Year to Year change		3.0%	1.3%	0.6%	2.5%	1.3%						3.8%	1.9%	1.9%	1.7%			
Senior Lector 2	Median	69,800	70,100	69,700	70,600	70,750	71,300												
	N	11	10	11	13	12	15												
	% Year to Year change		0.4%	-0.6%	1.3%	0.2%	0.8%						1.0%	0.5%	0.5%	0.4%			
Senior Lector 1	Median	57,500	59,000	59,900	61,100	62,900	64,200												
	N	58	62	60	59	57	55												
	% Year to Year change		2.5%	1.5%	2.0%	2.9%	2.0%						4.8%	2.4%	2.4%	2.2%			
Lector	Median	51,000	51,000	51,010	46,000	54,700	50,500												
	N	27	24	18	14	17	22												
	% Year to Year change		0.0%	0.0%	-10.9%	15.9%	-8.3%						8.9%	4.5%	3.8%	-0.7%			
Senior Lecturer	Median	92,771	89,000	82,600	94,000	95,500	107,200												
	N	22	22	30	31	32	37												
	% Year to Year change		-4.2%	-7.7%	12.1%	1.6%	10.9%						12.3%	6.2%	6.2%	2.5%			
Lecturer	Median	71,000	67,819	72,650	67,613	69,352	63,063												
	N	65	62	58	60	80	101												
	% Year to Year change		-4.7%	6.6%	-7.5%	2.5%	-10.0%						-7.2%	-3.6%	-3.7%	-2.6%			
Senior Research Scientist/Scholar	Median	106,472	105,724	112,666	121,000	126,378	130,680												
	N	20	22	18	13	13	13												
	% Year to Year change		-0.7%	6.2%	6.9%	4.3%	3.3%						7.4%	3.7%	3.8%	4.0%			
Research Scientist/Scholar	Median	83,030	82,000	84,202	83,496	80,998	79,254												
	N	34	32	22	22	24	23												
	% Year to Year change		-1.3%	2.6%	-0.8%	-3.1%	-2.2%						-5.4%	-2.7%	-2.6%	-1.0%			
Associate Research Scientist/Scholar	Median	52,435	53,094	53,210	55,050	56,000	57,807												
	N	106	122	123	96	87	88												
	% Year to Year change		1.2%	0.2%	3.3%	1.7%	3.1%						4.8%	2.4%	2.4%	1.9%			
Inflation	Consumer Price Index	229.594	232.957	236.736	237.017	240.007	244.62												
	Year to year change in CPI-U		1.5%	1.6%	0.1%	1.3%	1.9%						3.2%	1.6%	1.1%	1.3%			

*2017 CPI-U is the mean of Jan-Sept

Note: Lecturer Convertible, Gibbs Instructor, Professor Adjunct, Assistant Professor Adjunct, and Associate Professor Adjunct are excluded because fewer than 10 faculty hold those positions. Professors on phased retirement are excluded because their salary is dependent on their retirement status and is not comparable to that of non-retired professors. Column (8) is 1/2 of the two year growth percentage in column (7). Column (9) is the average of columns 5 and 6. Column (10) is the average of columns 2-6.

Table 5: FAS Median Salaries by Rank at Yale

Yale University
Yale Faculty Salaries Excluding Medicine (a)
 Average Salary
 2005/06 to 2017/18

	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>
Professor	\$151,152 (534)	\$157,616 (553)	\$165,130 (573)	\$174,715 (582)	\$174,103 (590)	\$177,080 (605)	\$180,431 (610)	\$186,255 (592)	\$192,245 (600)	\$198,383 (605)	\$203,463 (598)	\$209,477 (607)	\$214,280 (620)
Associate Professor	\$86,393 (111)	\$87,145 (127)	\$91,300 (124)	\$98,833 (137)	\$98,379 (151)	\$103,791 (146)	\$108,554 (138)	\$113,063 (135)	\$118,341 (142)	\$117,320 (145)	\$122,051 (137)	\$131,012 (135)	\$134,989 (131)
Assistant Professor	\$72,835 (236)	\$77,855 (220)	\$81,574 (214)	\$85,981 (228)	\$85,552 (225)	\$87,474 (226)	\$89,679 (223)	\$94,164 (220)	\$95,902 (219)	\$99,599 (219)	\$103,340 (206)	\$108,740 (206)	\$109,631 (204)
Lecturer and Other	\$60,764 (169)	\$60,344 (181)	\$63,193 (168)	\$68,195 (182)	\$69,762 (198)	\$72,744 (175)	\$71,604 (181)	\$73,794 (197)	\$78,288 (199)	\$80,624 (200)	\$86,660 (197)	\$81,017 (229)	\$81,864 (250)
Total	\$112,155 (1,050)	\$116,817 (1,081)	\$124,202 (1,079)	\$130,537 (1,129)	\$129,414 (1,164)	\$134,363 (1,152)	\$137,155 (1,152)	\$140,542 (1,144)	\$145,460 (1,160)	\$149,675 (1,169)	\$155,318 (1,138)	\$157,853 (1,177)	\$160,471 (1,205)
<u>Benefits as a Percentage of Salary</u>													
Professor	21.1%	20.7%	20.5%	20.4%	21.4%	21.2%	20.6%	20.6%	20.4%	20.4%	20.5%	21.3%	21.7%
Associate Professor	25.8%	25.6%	25.5%	25.6%	27.6%	26.7%	26.1%	26.5%	26.2%	26.0%	26.4%	26.7%	28.0%
Assistant Professor	24.2%	23.4%	24.9%	25.0%	28.8%	28.7%	28.5%	27.8%	27.1%	26.9%	27.4%	27.3%	27.9%
Lecturer and Other	23.1%	24.0%	26.5%	25.4%	29.2%	31.4%	31.3%	32.5%	31.8%	31.9%	29.5%	32.6%	31.9%
Total	22.1%	21.8%	22.0%	21.9%	23.6%	23.5%	23.0%	23.1%	22.9%	22.8%	22.8%	23.6%	24.0%

(a) Deans are not included, nor are faculty on leave without salary. Eleven-month salaries are converted to a nine-month basis. "Lecturer Convertible" is a title given to successful candidates for assistant professorships who have not yet completed their Ph.D.s at the time the appointments began. Beginning in 2000-01, full-time lecturers are included with lecturer and other. Starting with 2003-04, Yale's submission includes all full-time instructor faculty except visitor. This means that from that year on the professor category includes full-time adjunct as well as Professor of the Practice and Clinical Professor of Law.

Source: Yale submissions to AAUP/IPEDS survey.

W107
 University Faculty Salaries and Benefits (AAUP) by Rank
 Last Update (05/04/18)

Table 6: Average Salaries and Fringe Benefits by Rank (excluding School of Medicine)

Yale University
Faculty Fringe Benefits as Percentage of Salaries
at Yale and Comparison Schools
1970-71, 1980-81, 1990-91, 2000-01 and 2007-08 to 2017-18

	<u>Yale</u>	<u>Harvard</u>	<u>Princeton</u>	<u>Stanford</u>	<u>MIT</u>	<u>Chicago</u>	<u>Columbia</u>	<u>Michigan</u>	<u>Berkeley</u>
<u>1970-71</u>									
Professor	15.2	19.3	N/A	15.9	N/A	14.3	17.9	15.3	N/A
Associate	16.9	20.8	N/A	16.2	N/A	14.4	15.6	16.4	N/A
Assistant	17.0	21.2	N/A	16.1	N/A	14.5	14.7	17.3	N/A
<u>1980-81</u>									
Professor	15.9	22.6	N/A	18.0	N/A	20.9	24.5	20.1	N/A
Associate	15.2	14.9	N/A	17.4	N/A	20.5	18.4	22.9	N/A
Assistant	13.5	14.8	N/A	13.7	N/A	20.9	17.6	24.3	N/A
<u>1990-91</u>									
Professor	20.0	21.8	20.5	18.0	26.8	30.2	19.2	21.8	17.8
Associate	20.4	21.6	20.9	17.7	28.9	30.1	24.6	25.5	21.0
Assistant	20.8	21.7	21.2	17.1	29.9	30.1	26.2	27.4	23.3
<u>2000-01</u>									
Professor	19.4	16.7	21.2	19.1	23.8	18.8	18.0	22.0	26.8
Associate	23.1	18.7	24.1	22.4	26.2	24.5	25.4	26.1	29.0
Assistant	21.6	17.7	24.3	24.6	26.4	26.5	30.5	28.1	29.0
<u>2007-08</u>									
Professor	20.5	22.9	21.7	22.4	26.2	20.4	21.0	20.9	NA
Associate	25.5	21.4	24.0	28.5	30.2	27.1	31.8	25.8	NA
Assistant	24.9	21.6	25.4	26.2	31.5	27.5	34.0	27.0	NA
<u>2008-09</u>									
Professor	20.4	23.6	21.5	22.8	23.5	20.8	21.3	20.9	31.4
Associate	25.7	22.4	24.1	29.1	26.7	28.0	28.3	25.6	34.2
Assistant	25.0	23.2	25.3	25.7	27.5	28.1	24.3	26.8	35.9
<u>2009-10</u>									
Professor	21.4	25.5	22.0	23.3	24.2	22.2	17.6	21.9	32.0
Associate	27.5	28.9	24.4	31.3	27.4	30.1	29.9	26.9	35.1
Assistant	28.7	28.0	26.0	26.4	27.7	30.3	29.8	28.3	36.6
<u>2010-11</u>									
Professor	21.1	24.9	22.6	22.6	24.2	22.6	24.9	22.1	32.3
Associate	26.7	26.3	25.0	28.5	27.3	31.6	27.8	26.8	35.6
Assistant	28.7	26.7	26.8	25.5	28.8	32.1	22.1	28.2	37.0
<u>2011-12</u>									
Professor	20.6	25.4	20.8	23.2	24.7	21.7	32.3	21.6	33.1
Associate	26.1	27.6	23.0	31.0	26.6	30.1	32.0	26.2	36.4
Assistant	28.5	27.1	24.1	26.5	28.3	31.1	22.5	27.6	37.8
<u>2012-13</u>									
Professor	20.6	25.6	20.7	20.8	25.0	21.4	30.2	22.1	33.6
Associate	26.4	28.4	22.4	28.9	28.0	29.3	32.4	26.5	37.3
Assistant	27.7	27.3	24.2	26.1	28.8	31.5	20.5	27.8	38.8
<u>2013-14</u>									
Professor	20.4	26.7	21.6	22.6	24.6	21.5	22.7	21.9	33.7
Associate	26.3	24.9	24.4	28.8	27.0	29.6	23.5	26.6	37.5
Assistant	27.1	23.1	25.9	26.8	28.5	31.5	19.8	28.2	38.7
<u>2014-15</u>									
Professor	20.4	26.7	21.2	22.9	25.0	21.4	22.0	21.9	33.7
Associate	26.0	25.0	24.2	30.3	27.0	29.8	23.5	26.6	37.3
Assistant	26.9	22.9	25.8	27.8	28.6	31.3	20.4	28.1	38.7
<u>2015-16</u>									
Professor	20.5	26.3	N/A	22.5	24.7	22.0	22.2	21.6	34.0
Associate	26.3	24.6	N/A	31.8	27.2	30.3	23.6	26.2	38.1
Assistant	27.4	22.6	N/A	27.4	28.8	33.0	20.3	27.7	38.8
<u>2016-17</u>									
Professor	21.3	26.4	21.1	22.1	24.1	20.3	21.4	21.4	33.6
Associate	26.7	24.5	24.6	30.5	26.6	27.9	24.0	26.1	37.2
Assistant	27.3	23.0	26.1	28.0	28.3	29.3	20.7	27.8	38.6
<u>2017-18</u>									
Professor	21.7	21.7	29.2	22.4	24.1	19.5	21.7	21.5	33.5
Associate	28.0	18.7	29.2	30.0	26.6	27.8	25.0	26.2	36.8
Assistant	27.9	23.1	29.2	29.3	28.2	28.3	21.4	28.0	38.7

Source: AAUP, Academe, March-April, The Annual Report on the Economic Status of the Profession.
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Table 7: Fringe Benefit Rates for Ladder Faculty by Rank and Institution

Yale University
**Average Salary at Yale and the Percentage
Yale is Above (or Below) Selected Universities
2007/08 to 2017/18**
(From AAUP Survey -- All Schools Except Medicine)

	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>
<u>YALE PROFESSOR</u>											
Salary (\$)	165,100	174,700	174,100	177,100	180,400	186,300	192,200	198,400	203,500	209,500	214,300
Harvard	(11.9%)	(10.2%)	(9.8%)	(9.4%)	(10.0%)	(9.0%)	(7.8%)	(7.6%)	(8.2%)	(8.7%)	(14.7%)
Chicago	(3.5%)	(2.7%)	(5.7%)	(7.5%)	(9.6%)	(9.3%)	(9.6%)	(9.5%)	(14.2%)	(8.9%)	(9.3%)
Princeton	(4.3%)	(3.2%)	(4.0%)	(5.0%)	(7.4%)	(7.4%)	(7.3%)	(8.8%)	(9.4%)	(9.5%)	(11.1%)
Stanford	(5.2%)	(4.1%)	(4.2%)	(6.4%)	(8.3%)	(11.3%)	(12.0%)	(13.1%)	(12.8%)	(12.9%)	(14.9%)
Columbia	1.6%	(0.3%)	(8.3%)	(8.1%)	(9.6%)	(14.0%)	(12.1%)	(12.9%)	(16.1%)	(16.7%)	(17.3%)
Brown	15.3%	16.2%	16.3%	14.9%	13.1%	13.7%	14.3%	15.0%	14.7%	14.6%	14.2%
Rochester	28.4%	28.8%	27.9%	26.8%	25.8%	25.6%	25.3%	24.2%	25.0%	24.1%	22.2%
M.I.T.	8.2%	8.2%	7.5%	6.4%	4.8%	4.1%	3.3%	2.3%	0.4%	(1.2%)	(4.0%)
Michigan	17.0%	18.7%	17.3%	17.1%	17.5%	20.2%	18.4%	18.9%	17.7%	19.7%	20.6%
Wisconsin-Madison	36.6%	37.3%	36.2%	35.7%	36.4%	36.2%	35.7%	35.4%	34.3%	36.7%	36.4%
California - Berkeley	NA	17.9%	16.3%	15.8%	14.6%	14.7%	13.9%	13.0%	12.1%	11.6%	10.8%
<u>YALE ASSOCIATE PROFESSOR</u>											
Salary (\$)	91,300	99,800	98,400	103,800	108,600	113,100	118,300	117,300	122,100	131,000	135,000
Harvard	(16.2%)	(12.5%)	(18.8%)	(16.3%)	(11.3%)	(5.1%)	(4.6%)	(9.2%)	(5.8%)	2.7%	(12.4%)
Chicago	(13.1%)	(7.0%)	(8.3%)	(4.9%)	(5.1%)	(4.0%)	(0.5%)	(6.0%)	(8.3%)	3.0%	16.1%
Princeton	(17.7%)	(14.5%)	(18.8%)	(16.4%)	(13.9%)	(14.1%)	(9.6%)	(13.4%)	(13.2%)	(7.8%)	(6.5%)
Stanford	(33.8%)	(28.3%)	(26.4%)	(22.2%)	(20.8%)	(19.5%)	(18.5%)	(20.6%)	(18.3%)	(14.7%)	(16.9%)
Columbia	(7.6%)	(12.4%)	(18.9%)	(18.0%)	(15.1%)	(17.1%)	(22.8%)	(29.3%)	(30.1%)	(24.1%)	(19.4%)
Brown	3.6%	7.9%	6.6%	6.7%	8.6%	8.6%	9.0%	4.3%	6.1%	11.5%	11.0%
Rochester	6.0%	10.2%	9.9%	11.8%	10.5%	10.8%	14.0%	11.8%	13.6%	16.6%	16.9%
M.I.T.	(16.5%)	(10.5%)	(12.8%)	(10.9%)	(10.8%)	(8.4%)	(7.5%)	(14.2%)	(11.8%)	(9.5%)	(10.4%)
Michigan	2.4%	6.7%	4.2%	7.4%	9.6%	10.6%	12.2%	9.0%	8.6%	15.0%	16.1%
Wisconsin-Madison	12.0%	15.3%	12.8%	15.9%	19.5%	19.5%	21.1%	18.3%	14.7%	22.9%	24.4%
California - Berkeley	NA	3.7%	0.2%	2.2%	3.7%	5.1%	6.8%	1.5%	5.1%	5.6%	2.6%
<u>YALE ASSISTANT PROFESSOR</u>											
Salary (\$)	81,600	86,000	85,600	87,500	89,700	94,200	95,900	99,600	103,300	108,700	109,600
Harvard	(16.9%)	(17.9%)	(22.0%)	(18.9%)	(22.4%)	(20.4%)	(19.4%)	(13.8%)	(16.4%)	(13.8%)	(28.4%)
Chicago	(11.2%)	(13.6%)	(16.9%)	(14.9%)	(14.4%)	(9.0%)	(10.1%)	(12.8%)	(12.1%)	(8.7%)	(10.8%)
Princeton	0.5%	0.2%	(2.5%)	(3.8%)	(5.0%)	(2.8%)	(6.0%)	(5.0%)	(3.9%)	(1.1%)	(5.1%)
Stanford	(15.6%)	(17.2%)	(17.4%)	(18.2%)	(22.4%)	(18.2%)	(22.5%)	(23.0%)	(21.9%)	(17.9%)	(20.1%)
Columbia	1.3%	(3.7%)	(7.8%)	(11.1%)	(10.4%)	(12.3%)	(15.6%)	(14.6%)	(17.6%)	(13.0%)	(15.1%)
Brown	8.2%	10.7%	8.3%	7.5%	8.2%	8.7%	7.3%	7.3%	8.7%	12.2%	11.1%
Rochester	5.4%	4.2%	2.1%	(2.2%)	(4.2%)	(0.5%)	(0.1%)	1.6%	2.6%	5.8%	2.5%
M.I.T.	(14.3%)	(13.4%)	(17.5%)	(14.3%)	(14.6%)	(12.8%)	(15.8%)	(14.8%)	(12.7%)	(10.9%)	(13.6%)
Michigan	2.8%	5.1%	2.9%	3.4%	4.3%	5.7%	6.6%	8.2%	7.7%	14.4%	12.8%
Wisconsin-Madison	15.3%	15.1%	14.0%	14.4%	15.4%	17.7%	14.9%	14.8%	15.1%	19.8%	18.3%
California - Berkeley	NA	5.5%	0.9%	(1.0%)	(2.9%)	(0.5%)	(3.4%)	(3.4%)	(6.0%)	(1.0%)	(1.3%)

Note:

For each university, a negative percentage shows how much Yale salaries would have to increase to be equal to the other university and a positive percentage indicates how much Yale salaries could drop and stay equal. This survey includes ladder faculty in all schools except Medicine, not just Arts and Sciences. Other professional schools are included.

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Table 8: Average Salaries by Rank and Institution in AAUP Data

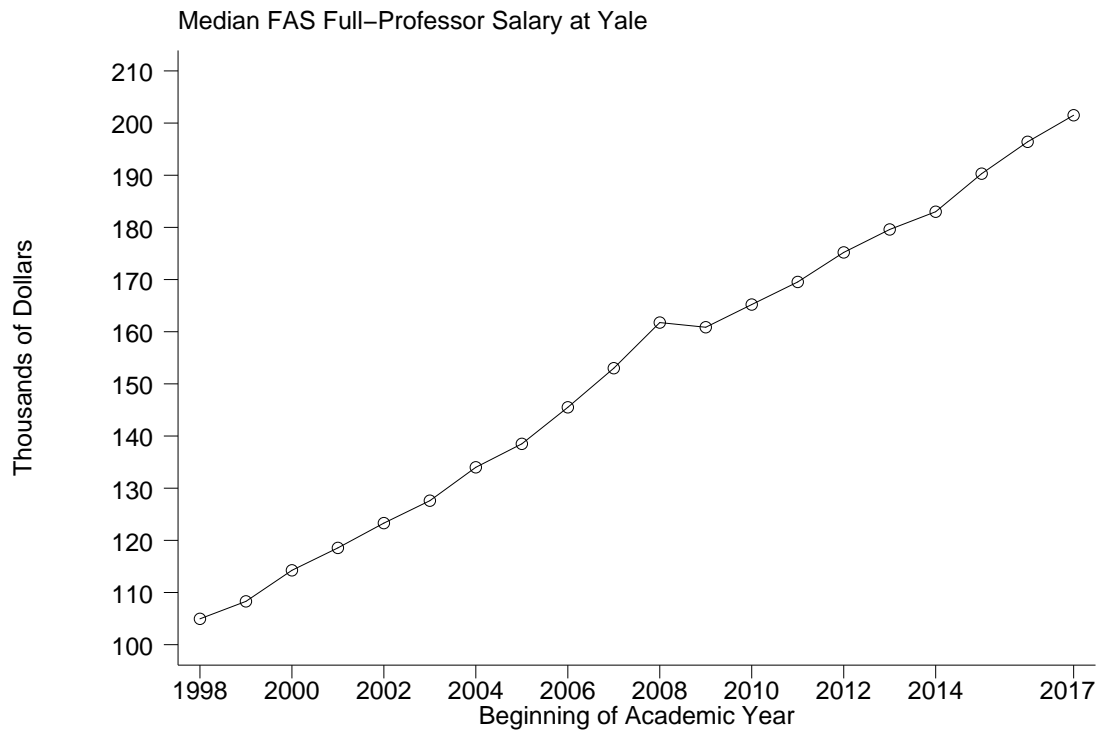


Figure 5: Median FAS Full-Professor Salary at Yale

Notes: This figure displays the median salary of full professors in FAS. The source of the data is [Table 5](#) and previous CESOF reports.

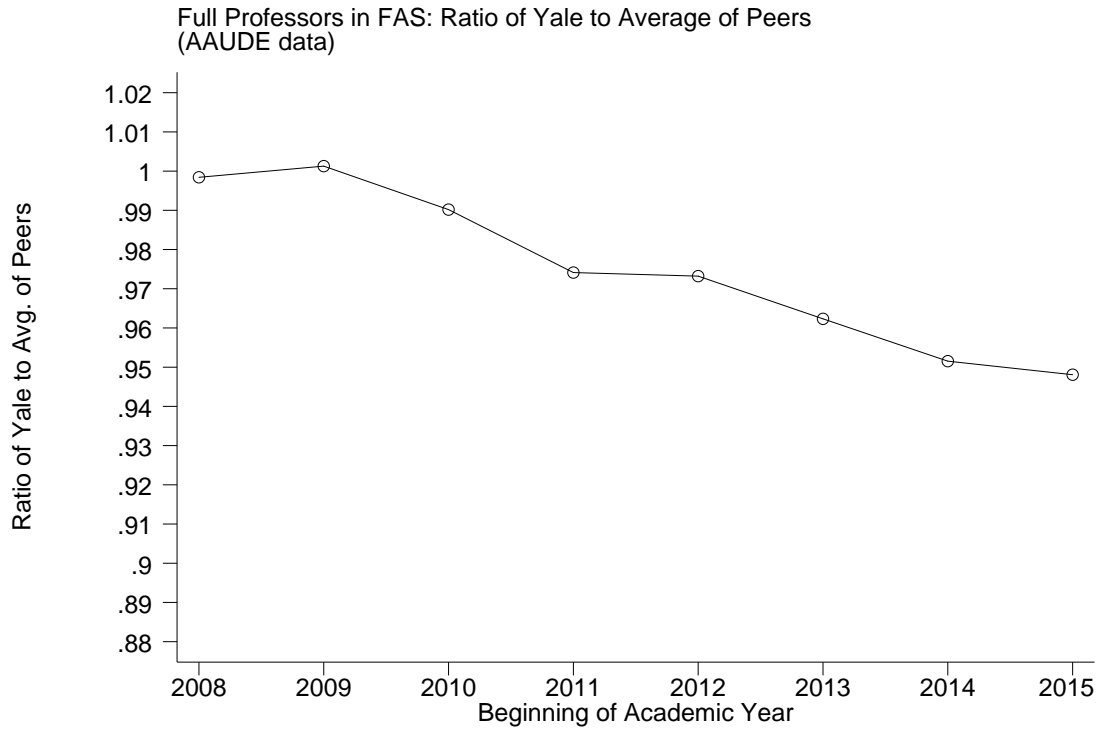


Figure 6: Ratio of Yale’s Average FAS Full-Professor Salary to Peers’ Average

Notes: This figure displays the ratio of the average salary of full professors in FAS at Yale to the average FAS full-professor salary in a set of peer institutions, holding departmental weights fixed as described in [Section 4.2.1](#) and in [Appendix B](#). OIR performed the calculations using confidential data provided by the Association of American Universities Data Exchange (AAUDE).

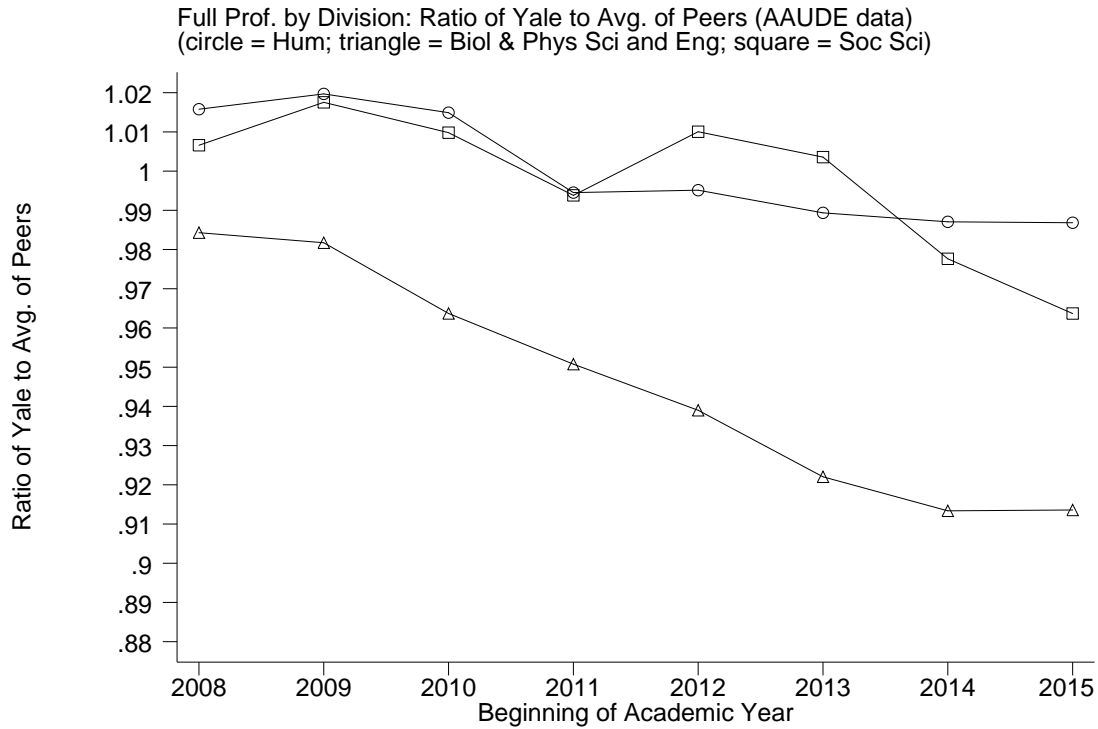


Figure 7: Ratio of Yale’s Avg. Full-Professor Salary to Peers’ Avg. (by Division)

Notes: This figure displays, for each of three divisions within FAS, the ratio of the average salary of full professors at Yale to the average full-professor salary in a set of peer institutions, holding departmental weights fixed as described in [Section 4.2.1](#) and in [Appendix B](#). The three divisions are Humanities (denoted ‘Hum’ and represented by circles in the figure), Biological and Physical Sciences and Engineering (denoted ‘Biol & Phys Sci and Eng’ and represented by triangles in the figure), and Social Sciences (denoted ‘Soc Sci’ and represented by squares in the figure). For all institutions, departments are assigned to divisions as they are at Yale. OIR performed the calculations using confidential data provided by the Association of American Universities Data Exchange (AAUDE).

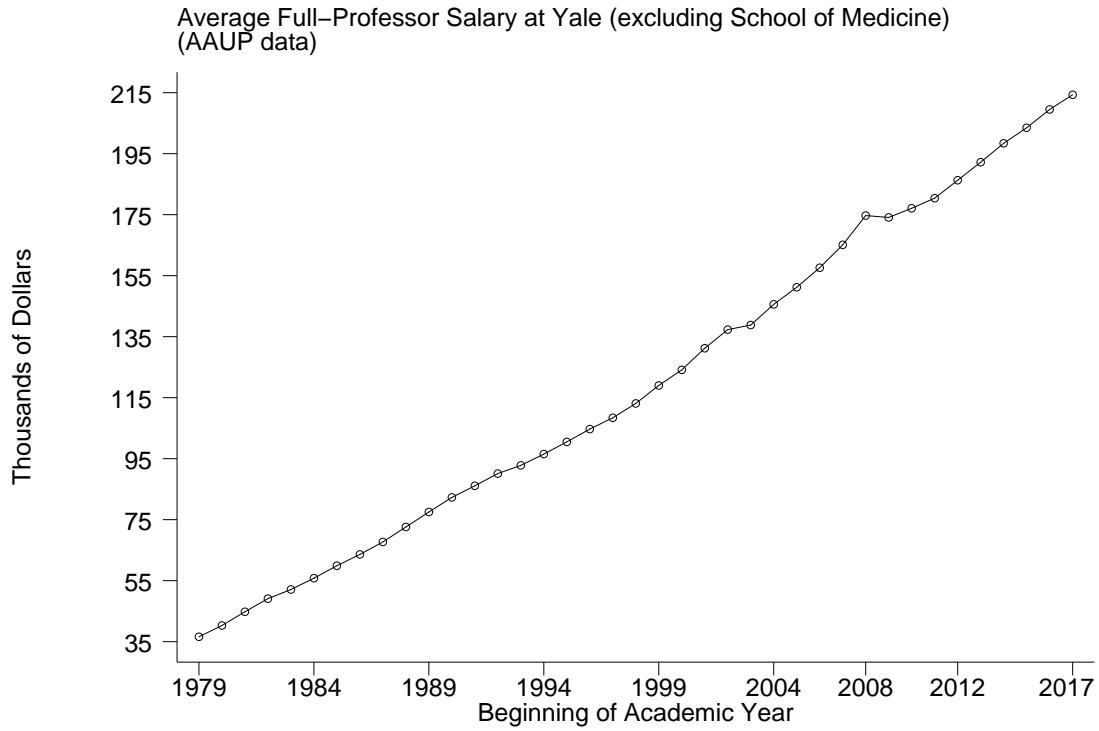


Figure 8: Average Full-Professor Salary at Yale (excluding School of Medicine)

Notes: This figure displays the average salary of full professors at Yale, including FAS and all professional schools except the School of Medicine, using public data reported to the American Association of University Professors (AAUP). This data was obtained from OIR and previous CESOF [reports](#). For additional details, see [Section 4.2.3](#).

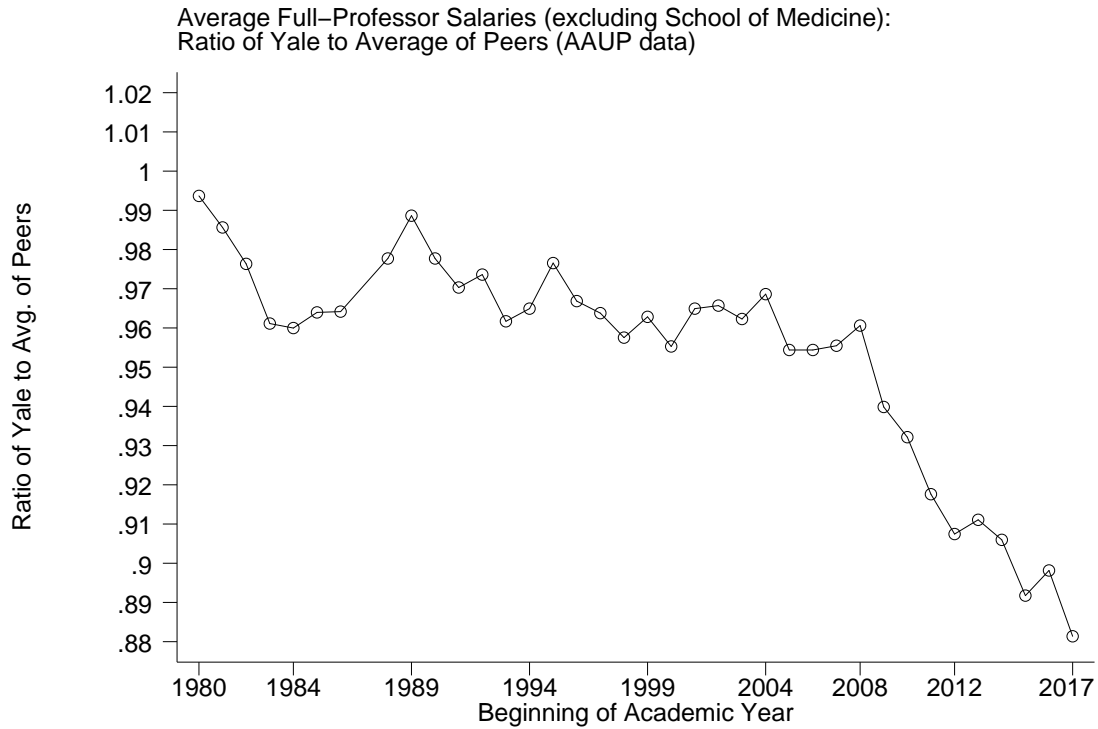


Figure 9: Ratio of Yale’s Average Full-Professor Salary to Peers’ Average

Notes: This figure displays the ratio of the average salary of full professors at Yale to the average full-professor salary at five peer institutions (Harvard University, Princeton University, Columbia University, the University of Chicago, and Stanford University) using public data reported to the American Association of University Professors (AAUP). This data, obtained from OIR and previous CESOF [reports](#), includes faculty in FAS and in all professional schools except the School of Medicine.

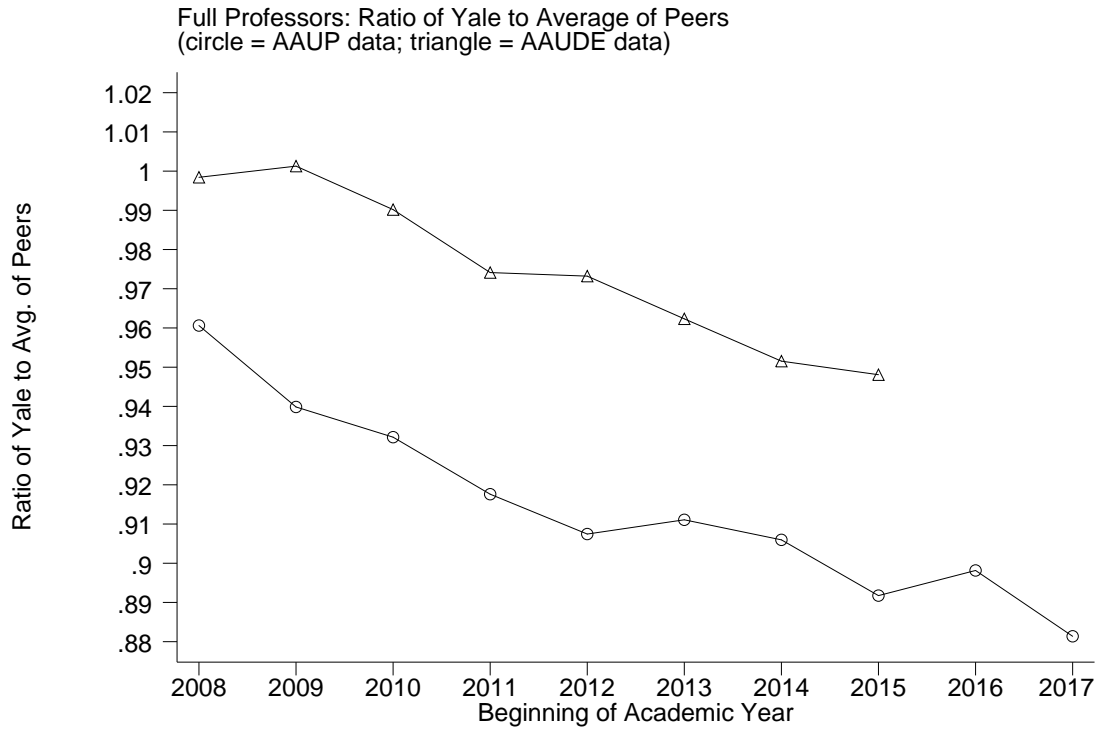


Figure 10: Ratio of Yale’s Avg. Full-Prof. Salary to Peers’ Avg. in AAUP and AAUDE Data

Notes: This figure displays data drawn from Figures 6 and 9. The bottom line (in which the data points are denoted by circles) uses public data provided by AAUP to graph the ratio of Yale’s average full-professor salary, including FAS and all professional schools except the School of Medicine, to the average full-professor salary at five peer institutions (Harvard University, Princeton University, Columbia University, the University of Chicago, and Stanford University). The top line (in which the data points are denoted by triangles) uses confidential data provided by AAUDE to graph the ratio of Yale’s average FAS full-professor salary, using fixed departmental weights as described in Section 4.2.1 and in Appendix B, to the average FAS full-professor salary in a set of comparable peer institutions. For additional details, see Sections 4.2.1 and 4.2.3 and the notes to Figures 6 and 9.

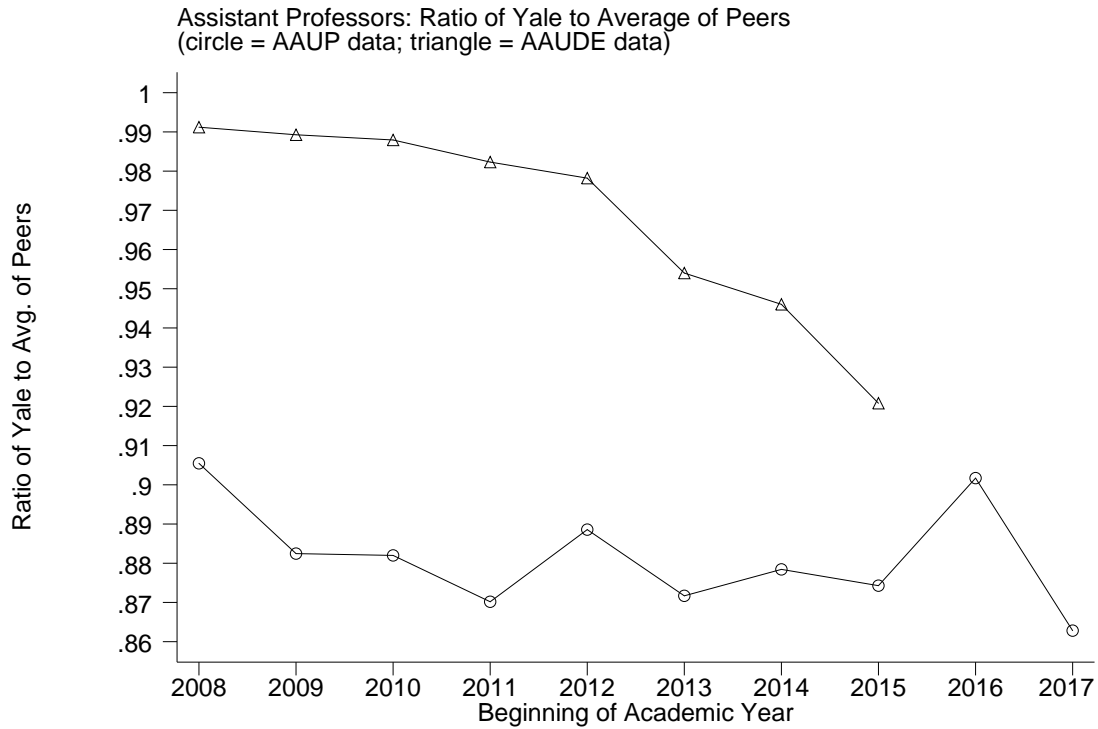


Figure 11: Ratio of Yale’s Avg. Asst.-Prof. Salary to Peers’ Avg. in AAUP and AAUDE Data

Notes: The bottom line in this figure (in which the data points are denoted by circles) uses public data provided by AAUP to display the ratio of Yale’s average assistant-professor salary, including FAS and all professional schools except the School of Medicine, to the average assistant-professor salary at five peer institutions (Harvard University, Princeton University, Columbia University, the University of Chicago, and Stanford University). The top line (in which the data points are denoted by triangles) uses confidential data provided by AAUDE to display the ratio of Yale’s average FAS assistant-professor salary, using fixed departmental weights as described in [Section 4.3](#) and in [Appendix B](#), to the average FAS assistant-professor salary in a set of comparable peer institutions. For additional details, see [Section 4.3](#).

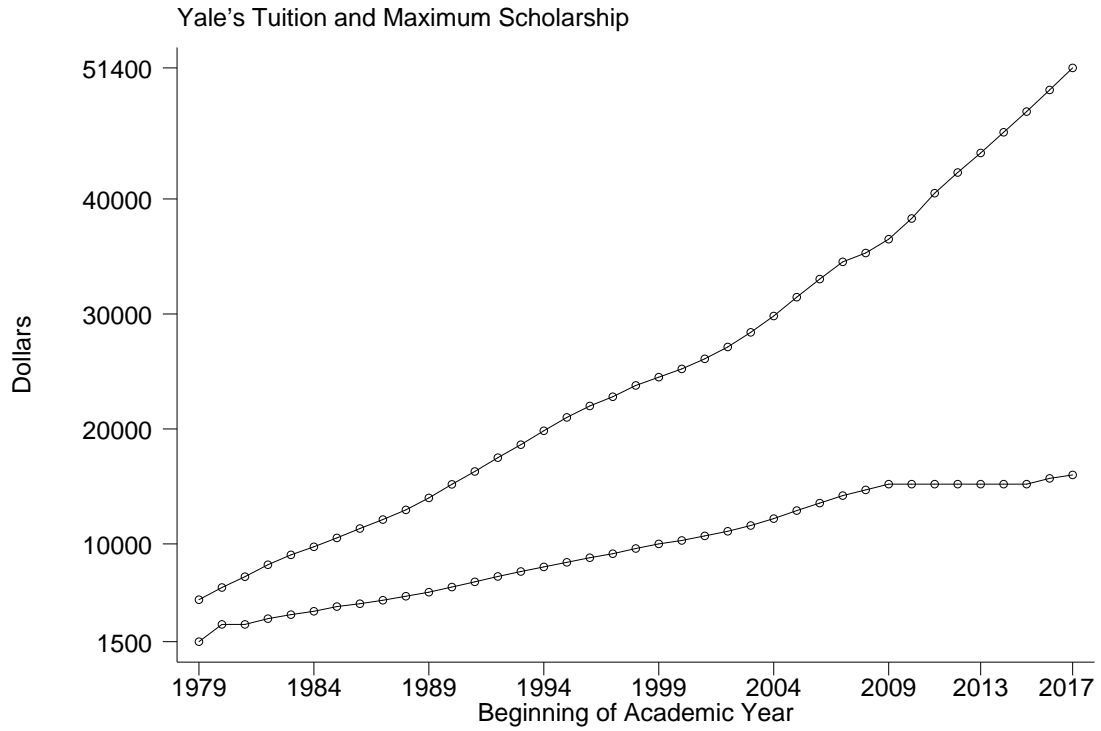


Figure 12: Yale's Tuition and the Maximum Annual Scholarship

Notes: The top line in this figure displays Yale's tuition and the bottom line displays the maximum tuition scholarship available to Yale faculty and staff under Yale's Child Scholarship Plan. Yale's Human Resources and Administration provided the data.

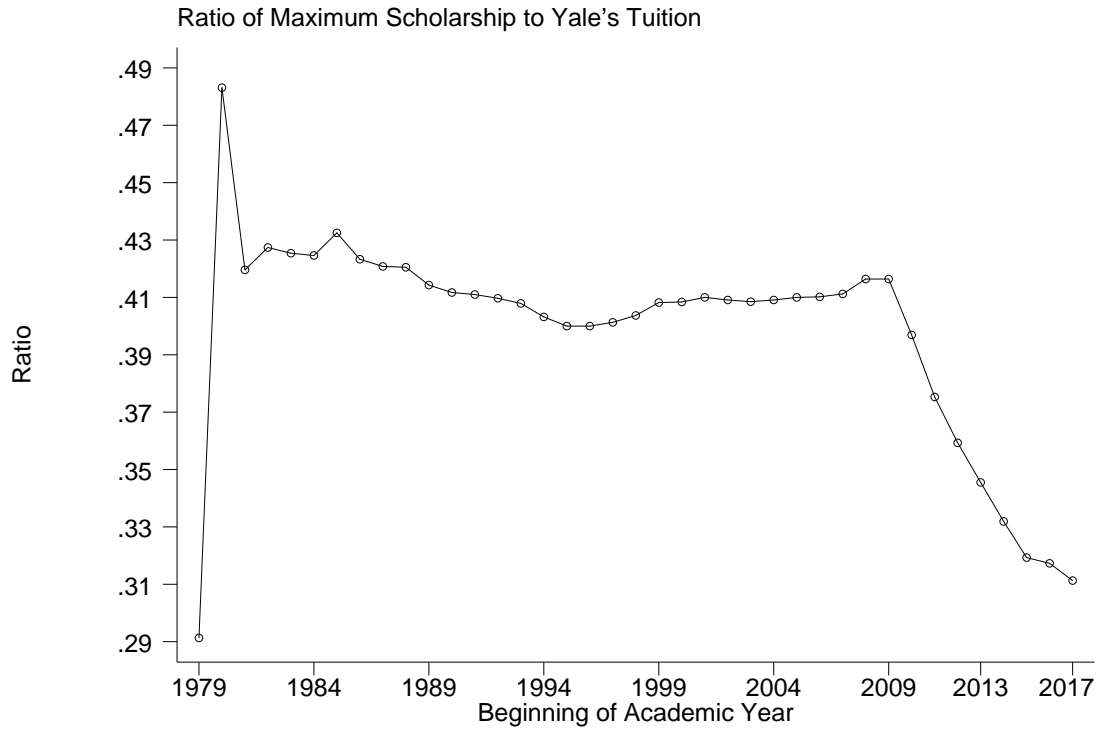


Figure 13: Maximum Annual Scholarship as a Fraction of Yale's Tuition

Notes: This figure uses the data displayed in [Figure 12](#) to display the ratio of the maximum tuition scholarship in Yale's Child Scholarship Plan to Yale's tuition.

	Number of Committees							Total
	0	1	2	3	4	5	6+	
Overall Count in 2013-14	836	189	83	28	17	5	10	1168
Full Professor	207	114	64	22	14	4	10	435
Associate Professor with Tenure	12	15	6	0	2	0	0	35
Associate Professor on Term	43	9	1	0	0	0	0	53
Assistant Professor	131	24	8	4	0	0	0	167
Research	181	4	0	0	0	1	0	186
Non-Ladder	262	23	4	2	1	0	0	292
Overall Count in 2014-15	828	201	81	25	11	2	6	1154
Full Professor	208	125	61	24	10	2	6	436
Associate Professor with Tenure	11	18	6	0	0	0	0	35
Associate Professor on Term	39	9	6	0	0	0	0	54
Assistant Professor	131	25	3	0	0	0	0	159
Research	170	2	0	0	1	0	0	173
Non-Ladder	269	22	5	1	0	0	0	297
Overall Count in 2015-16	738	193	86	40	13	15	12	1097
Full Professor	185	110	64	35	13	14	12	433
Associate Professor with Tenure	15	13	9	2	0	0	0	39
Associate Professor on Term	32	11	5	1	0	0	0	49
Assistant Professor	117	29	4	0	0	1	0	151
Research	136	3	0	1	0	0	0	140
Non-Ladder	253	27	4	1	0	0	0	285
Overall Count in 2016-17	751	177	90	45	15	7	16	1101
Full Professor	194	103	67	40	12	5	16	437
Associate Professor with Tenure	18	15	7	2	0	1	0	43
Associate Professor on Term	28	5	5	2	0	1	0	41
Assistant Professor	109	26	4	0	2	0	0	141
Research	130	2	0	0	1	0	0	133
Non-Ladder	272	26	7	1	0	0	0	306

Table 9: FAS Faculty Serving on University Committees by Rank and Number of Committees

Notes: This table reports the number of FAS faculty (including part-time faculty) serving on university committees, by rank and number of committee memberships. OIR and the FAS Dean's Office collected and organized the data.

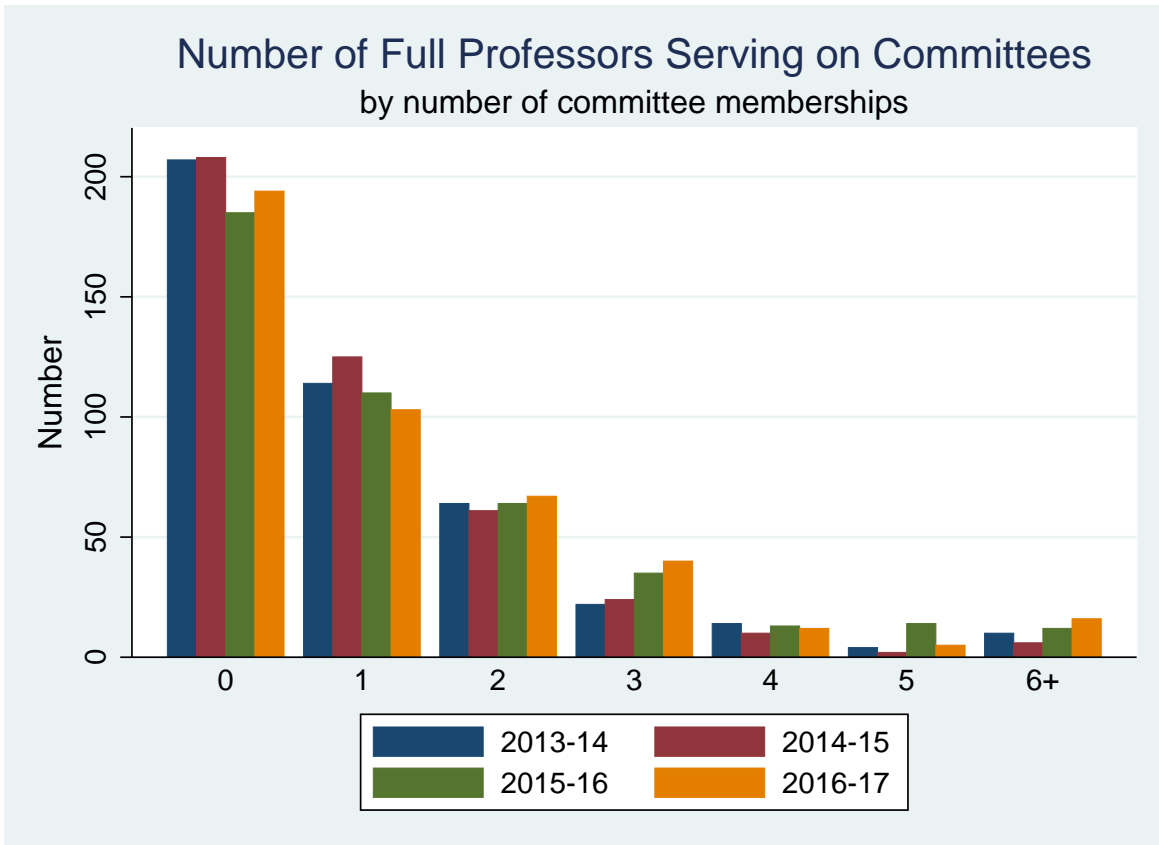


Figure 14: Number of Full Professors in FAS Serving on University Committees

Notes: This figure uses data from [Table 9](#) to display the number of full professors in FAS serving on university committees, by year and number of committee memberships.

	Full Professor	Associate Professor with Tenure	Associate Professor on Term	Assistant Professor	Research	Non-Ladder	All Ranks
Female							
Average	64%	78%	33%	27%	2%	11%	30%
2013-14	67%	80%	12%	21%	2%	11%	28%
2014-15	57%	86%	26%	22%	2%	9%	26%
2015-16	66%	69%	55%	29%	3%	12%	33%
2016-17	65%	76%	40%	33%	0%	11%	33%
Male							
Average	52%	54%	24%	18%	3%	10%	31%
2013-14	48%	55%	22%	22%	3%	9%	29%
2014-15	51%	57%	29%	14%	2%	10%	30%
2015-16	55%	58%	21%	18%	3%	10%	33%
2016-17	53%	46%	24%	17%	3%	11%	31%
All							
Average	54%	64%	28%	21%	2%	11%	30%
2013-14	52%	66%	19%	22%	3%	10%	28%
2014-15	52%	69%	28%	18%	2%	9%	28%
2015-16	57%	62%	35%	23%	3%	11%	33%
2016-17	56%	58%	32%	23%	2%	11%	32%

Table 10: Proportion Serving on University Committees by Year, Rank, and Gender

Notes: This table shows the proportion of FAS faculty, by year, rank, and gender, serving on at least one university committee. OIR and the FAS Deans's Office collected and organized the data. For additional explanation, see [Section 7.3](#).

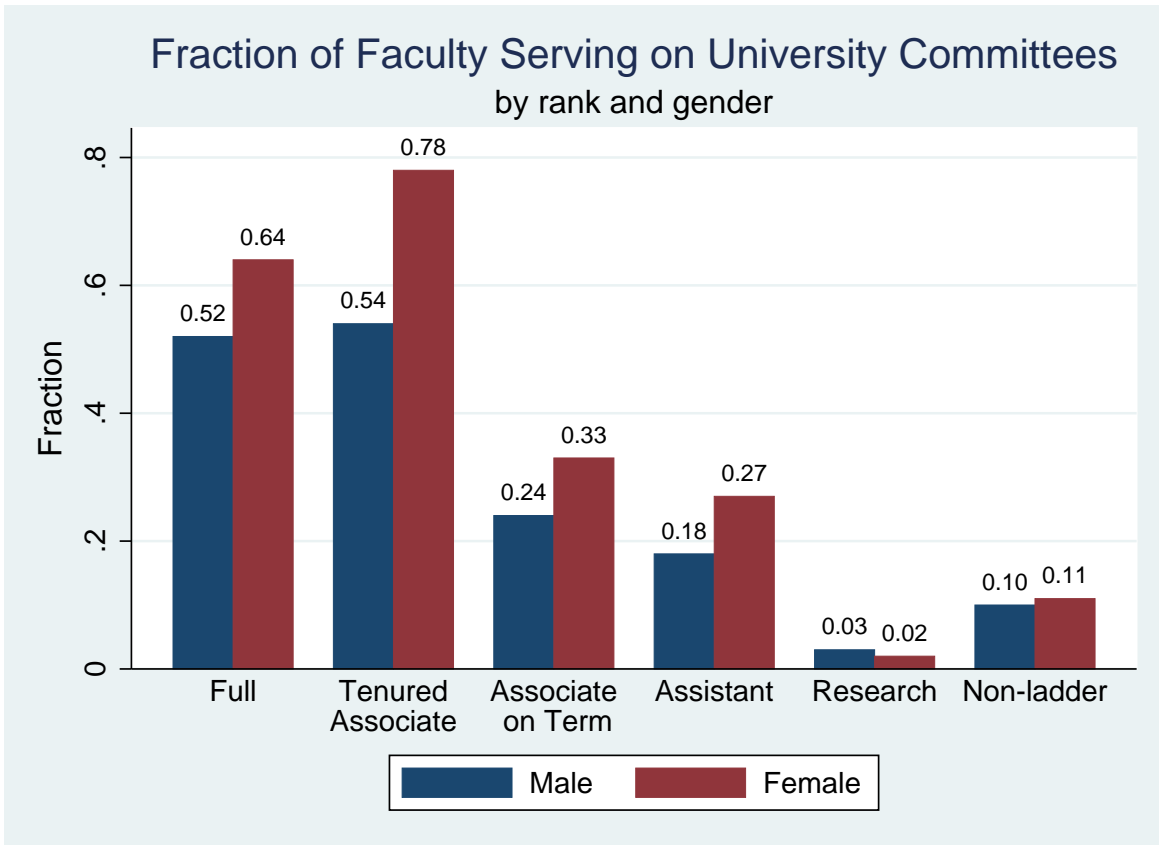


Figure 15: Fraction Serving on University Committees by Rank and Gender

Notes: This figure uses data from [Table 10](#) to display the average fraction of FAS faculty, by rank and gender, serving on at least one university committee in any given year.