

FAS Senate

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

FAS Senate Meeting

December 17, 2020

3:30 PM – 5:30 PM Via Zoom

APPROVED

Present: Matthew Jacobson, Sybil Alexandrov, David Bercovici, Howard Bloch, Nicholas Christakis, Aimee Cox, Emily Erikson, Joseph Fischel, John Geanakoplos, Alessandro Gomez, Miki Havlickova, Valerie Horsley, Jennifer Klein, Hélène Landemore, William Nordhaus, Ruzica Piskac, Kathryn Slanski, Meg Urry, Paul Van Tassel, Steven Wilkinson

Rose Rita Riccitelli, Staff

Absent: Timothy Newhouse

Guests:

Aletheiani, Dinny; Alhassid, Yoram; Almeling, Andrew, Dudley; Baines-Ross, Felicia; Rene; Baserga, Susan; Basu, Sarbani, Baynes-Ross, Felisa; Belperron, Alexia; Bonet, Stacy; Brooks, Daphne; Cahn, Sidney; Caines, Helen; Capatina, Oana; Chae, Ria; Cummings, Nandi; da66; De La O, Ana; Doigova, Irina; Dolgova, Irina; Fair, Ray; Fischer, Michael; Gendler, Tamar; Gitlin, Jay; Gladney, Larry; Goren, Shiri; Guillian, Sophie; Jack, Kenneth David; Kaczmarek, Konrad; Klevorick, Al; Koisim, Ruth; Kraus, Chris; KristoNagy, Elka; Kyle; Lim, Hyunsung; Lin, Pauline; Marcus, Millicent; Maruyama, Reina; McCarthy, Jennifer; McDougal, Samuel; Jennifer; Mooseker, Mark; Morrison, Elise; Mudumbi, Krishna; Near, Thomas; Nishimura, Hiroyo; Pogge, Thomas; Pomer, Alysia; Promey, Sally; Raab, Jennifer; Radev, Dragmir; Ramos-Ruano, Juliana; Rankin, Bill; Roemer, John; Rogers, Naomi; Rosenbaum, Joel; Sabe, Lourdes; Schiffer, Peter; Schotland, John; Sipengane, Nandipa; Snowden, Frank; Spangler, Stephanie; Stachenfeld, Nina; Titus, Julia; Toseland, Rebecca; Uskokov, Aleksandar; von Kunes, Karen; Wetters, Kurt; Yamaguchi, Mika; Yeret, Orit

CLOSED SESSION 3:30 PM – 4:00 PM

The closed session of the Faculty of Arts and Sciences Senate (FASS) meeting was called to order at 3:30 PM by Chair **Matthew Jacobson**. **Mr. Jacobson** noted that some people have asked about the ombuds issue and he noted that we will hear more about it in January or February. He said in January, we will hear from the chair of the Committee on the Economic Status of Faculty (CESOF) who said he will have some fresh data to share with us, and in February, **Kathryn Lofton** will talk with us on issues having to do with the instructional faculty. **Sybil Alexandrov** noted that **Ms. Lofton** has streamlined the list of the requests that were presented in the Instructional Faculty Committee report, and has formed a committee of ladder faculty,

instructional faculty, someone from the Provost Office and someone from the Dean's Office, who are working together on trying to determine the key questions and how to move forward. **Ms. Alexandrov** commented that **Ms. Lofton** is doing a remarkable job and wanted everyone to know this.

Mr. Jacobson presented the minutes from the November 19, 2020 FASS meeting for review, asked for any comments or edits, and with none noted, asked for a vote to approve the minutes. The minutes from the November 19, 2020 FASS meeting were unanimously approved.

Mr. Jacobson called on **Paul Van Tassel** and **Meg Urry** to report on the *Science Priorities Forum* held on December 16th.

Mr. VanTassel said that the FAS Senate hosted a very successful Town Hall event focused on Yale science priorities as identified by the 2018 University Science Strategy Committee report. He noted that he and **Meg Urry** were moderators, and there were seven speakers that covered the five academic areas and 93 participants attending. He noted that presentations were informative and the discussions very lively and revealing. He said there appears to be progress in all priority areas and that so far, the pandemic surprisingly has not had a big impact on the progress. One thing that was learned, he noted, is that the priority areas are more diverse than first thought, in particular data science and planetary solutions made the case that these are extremely diverse areas. **Mr. VanTassel** noted that there was a very strong sentiment from presenters and everyone who attended that investment in science at Yale should go far beyond just the priority areas. He also talked about the FASS Science & Engineering Committee's goals for the year, and mentioned that one was to host just such an event, and that we are already talking about hosting another similar event focusing on another aspect of *Science Strategy Report*. He said that the committee has been meeting with the Dean of Science and Engineering **Jeff Brock** and the Vice Provost for Research **Mike Crair**, to discuss hiring and space matters, and will continue to do this. He noted that they have had strong interactions with the Science & Engineering Chair's Council at Yale, and will continue to interact with them. He said that the School of Engineering and Applied Science is going through a strategic planning exercise and our committee has been in contact with that committee discussing strategic plans. The committee will wrap up the year with a report and recommendations on its interactions throughout the year. **Ms. Urry** noted two areas: that there still is a feeling that there are the "haves" and "have nots;" and that there needs to have better communication and integration when plans are being made. **Mr. Jacobson** thanked **Mr. VanTassel** and **Ms. Urry** for organizing the forum. He noted that this is the type of event that the FASS does well and that it is an important way to use FASS convening powers, so he noted that if the other two divisions have ideas of what they want to address in such a fashion, he is happy to help organize such an event. **Jennifer Klein** noted that when the Science Strategy Committee shared their report with the FASS in 2018, she noticed that one of the issues was that the Science Initiative was big science and applied science oriented, and there was a concern about whether people could still do theoretical work, and also whether it would enable people to define their projects creatively from the bottom up, and asked if these issues were addressed at the Science Forum and if they have been addressed and/or resolved. **John Geanakoplos** added that he thought it was a great forum and that the two hosts did brilliantly fielding and asking questions. He particularly liked one of **Ms. Urry's** comments (that is related to **Ms. Klein's** comment): that there was a lot of talk about buildings and not as much about hiring as she expected. He asked, given that we have already opened new buildings, why can't we just squeeze

in a lot of great theorists and get on with the hiring. **Ms. Urry** said that **Steve Girvin** responded to this question and said that if you want to hire a lot of people, you have to have a place to put them, hence building first and then hiring. She noted that there were others who said that we do have lots of space on campus, so she feels that these are open questions right now and that **Ms. Klein's** question is about "my stuff doesn't fit into the named priorities and what does that mean for my work?" **Ms. Urry** said she feels there is a way to present this where they could say that "these are the hot areas that we are going to fund raise for, and of course that Yale needs what it already has, etc." However, she noted, it was never put this way and the Provost was asked this directly at the roll-out and he said something to the effect that "your areas are not interesting." This, she said, made a lot of people feel left out, and in her view, this feeling is still there. **Mr. VanTassel** said he agrees that there is that sentiment among the faculty, however he noted that at the Forum, even the leaders of the priority areas recognized this and basically sided with those who said that investment at Yale needs to be broad. He said that it was mentioned if theoretical or experimental work was favored in the strategy, and he said that he didn't feel that much of the talk was along that axis – there is a lot of theoretical work in the quantum initiative, and data science is probably primarily theoretical, so a lot of theoretical people can feel that they belong to one of these areas and the bigger issue is about all of the wonderful work that doesn't fit under these umbrellas.

Before calling on **Hélène Landemore** to talk about Transform'U, **Mr. Jacobson** talked about a procedural issue, recalling that at the beginning of the semester, the FASS voted to change the Senate's monthly meeting time from 4 PM to 3:30 PM. He said that FAS Dean **Tamar Gendler** called him to task on this change and commented that this was in violation of University principle because Thursdays from 4 PM to 6 PM was designated a sacred time that everyone holds for University-wide events. Therefore, he said, **Dean Gendler** proposed, and the EC discussed (noting that the EC was divided on it), that we could continue to do what we are doing today (to hold a closed session from 3:30 PM to 4 PM) and begin the public part of meeting at 4 PM and ending at 5:30 PM. He noted some objections from EC members were that we are an independent body and we made this change for a good reason, so we should not have to change the timing of our meetings. **Mr. Jacobson** noted that running this organization on Zoom is really difficult, and the FASS has become really good at the public-facing things that we do and has used the public forum in a good way, hosting some really good events where we have had good attendance. However, he noted, our internal debates have suffered because senators don't see each other face-to-face and there are some that he has barely come to know. Therefore, he said, he favors carving out the first 30 minutes of the FASS meeting for internal discussions and then move to 1 ½ hours for the Senate's public-facing work. **Mr. Jacobson** asked for comments from senators. **Steven Wilkinson** noted that this particular timeframe (4 PM start time) was (originally) probably arrived at by a much more male-dominated faculty, and today we all have very different expectations that include managing kids and a house. He feels it is okay to say yes for now and make the adjustment, but we also should urge the University to look at which time should be reserved in the future to make sure that it is more compatible with family obligations for everyone. **Aimee Cox** agreed with **Mr. Wilkinson** and also noted that (being a newly-elected senator) she is missing the discussions and debates, so however we decide to move forward, it is important to make sure that we have time for these important things to be part of the experience of being a member of the FASS. **Ms. Urry** made the motion to reserve the first 30 minutes of the

FASS next four meetings in January, February, March and April for closed sessions, and to revisit the timing and structure of FASS meetings at the end of the semester. **Mr. Wilkinson** seconded the motion. A vote was taken and it was passed that the FASS will reserve the first 30 minutes of the FASS next four meetings in January, February, March and April 2021 for closed sessions, and we will revisit the timing and structure of FASS meetings at the end of the semester.

Mr. Jacobson introduced **Hélène Landemore** to report on the Transform'U Initiative. She referred to a discussion that the FASS had in the spring 2020 when the FASS talked about opening up the its decision-making process to the wider faculty. At that time, **Ms. Landemore** said that she knew about a tool that could help with the ability to deliberate amongst a large group and the FASS Chair **John Geanakoplos** had asked if she could design a similar tool for the FASS. She was not able to do so, however she said that she did find a tool that perhaps can help us deliberate in a large group, and suggested that we try it to see if it works for our needs. **Ms. Landemore** said she invited **Sophie Guillain**, the director of a company called ResPublica that helped to organize the program for the Great National Debate in France, and more recently the French Citizens for Climate. **Ms. Landemore** said the company is now trying something that is specifically tailored for universities to help them think about and deliberate about collectively brainstorming on the reforms that universities have to go through and challenges that they are facing. She introduced **Ms. Guillain** who presented the project - "Transform'U." **Ms. Guillain** noted that the project is just beginning and is partly financed by a European organization Climate Kic, a network working on climate issues with European universities, and also by partner universities in France and Europe. She said the project is implemented by her company ResPublica and an international research center based in Paris that specializes in new ways of learning and teaching, and both companies are thinking together about the project and consider that participation is a way of finding solutions under the difficult times that we are experiencing. The idea, she said, is to offer an easy-to-use format to deliberate and prioritize efficient transformation. She noted that it is not easy to find a one-only format, and we are thinking about different phases of implementation to make it useful in different situations, cultures, and types of institutions. She said that they have already structured some tools and will implement them to see if they are working. The tools, she explained, are supposed to help deliberation on strategic changes in universities, to help identify needs, and intend to build and prioritize actions. She said there is a participation kit to organize on-line, face-to-face workshops and there is a platform device, and together they both respond to a call for ideas, which is the important part of the project - to identify those schematics which will help universities or institutions transform and face issues. She explained that in the first phase of the project we are in, the institutions can determine the topics of the debates, and noted that some of those topics have already been identified and chosen from the European universities and that is our base, and we intend to implement it and enrich it with all of the experiences of the different parts that will come into the project in that first phase. She also noted that each university can choose to involve all stakeholders, or only some of them. The idea in the end is to find efficient solutions working together to respond to issues and working with your community to address all of the topics and issues that you would like resolved. She then gave some details of what is included in the tool kit and how it would work on a project that is being deliberated.

Mr. Jacobson thanked **Ms. Guillaim** for her presentation and proposed that the FASS put together a small taskforce to pursue this program in much more detail and arrange a Zoom meeting with **Ms. Guillaim**, **Ms. Landemore** and three or four senators to get more of an understanding of this program and determine how we want to move forward with it and how it can be used.

Mr. Jacobson began the public portion of the FASS meeting at 4 PM. He called attention to an email that was sent from the Provost's office regarding efforts by **Larry Gladney** and the Provost that has given Yale an institutional membership in the *National Center for Faculty Development and Diversity*. He noted that all faculty, postdocs, and graduate students have access to its resources, which include discussion forums for peer-mentoring, problem-solving, and moderated writing challenges; core curriculum webinars; guest expert webinars; dissertation success curricula; and a member library that houses a range of on-line mentoring materials and readings. He also reminded faculty of the Poorvu Center Survey on Yale faculty's experience with distance teaching this term, and that the survey will close on Dec. 22, 2020.

Mr. Jacobson introduced **Frank Snowden**, Emeritus Professor of History to represent esteemed members of the Koerner Center and the Center's Advisory Committee on Social Justice, to present a statement on collaboration in the promotion of antiracism and social justice within Yale, and between Yale and the city of New Haven. **Mr. Snowden** said that the Center has seven members who spent the fall informing themselves about Yale's position regarding diversity, anti-discrimination, racism, and social justice. They have had a number of speakers such as **Jerry Street** (chaplain of the University), New Haven Mayor **Justin Elicher**, and people from the Provost's Office, and plan to have others in the spring such as **David Blight**. He said they have also been doing quite a bit of reading as part of their work. He noted that what has emerged from this is what they hope is a plan to concentrate their resources to try to encourage Yale to do something that would be game-changing for the City of New Haven – this is to assume important allocation of resources on a voluntary but significant way – of time, of personnel, facilities and money – to improve and really encourage excellence in the public schools in the City of New Haven. He said we have begun to work towards that aim and are trying to reach out to other parts of the University – to the Faculty of Medicine, to the School of Law, and to the School of Management. Today, he said, the Committee would like nothing better than to see if there can be a relationship between the Faculty of Arts and Sciences and this group as we investigate the possible role in the future of Yale in dramatically improving education in the City of New Haven as a part of a program of attacking racism and implementing social justice. He concluded by thanking the FASS for giving him time at this meeting and he hopes to be able to talk again on another occasion.

Mr. Jacobson thanked **Mr. Snowden** for his presentation and asked him to give his email information to the group so anyone who wants to reach out to him can. He will also include this information as part of the FASS's newsletter.

John Geanakoplos commented on the timeliness of **Mr. Snowden's** presentation because, since last year, he has been trying to get a program started where retired faculty and alumni would each Zoom with 4 New Haven students for 5 hours a week, one hour with all of them and one

hour with each alone. The idea is to talk about a subject like dinosaurs, or chess, or hip hop music, or the civil rights movements in one on one conversations that might excite the students and create (or recreate) a love of learning. **Mr. Geanakoplos** has been working with the Alumni Office, and will now contact **Mr. Snowden** and said he looks forward to working with him and the Koerner Center.

Jennifer Klein commented that particularly with the pandemic, there has been a lack of resources to provide strong education and resources for teachers to manage the technology of on-line schooling. She noted that teachers do not have a tech support group (like the Poorvu Center), or teaching assistants to help manage a 26 student class online, so there are all these ways that Yale can provide real, concrete support that would augment the ability to offer students the kind of teaching that they need. She said that teachers lack so many of the tools that are needed to give people a quality and substantive education in that context.

Valerie Horsley echoed the enthusiasm for interaction with **Mr. Snowden** and thanked him for bringing this initiative to our attention. She noted that this is an essential initiative not only for social justice, but also for Yale to recruit top talent and making sure that the public school system in New Haven is equitable, and there are many issues in the public school system that she is familiar with and she said she would be in touch with **Mr. Snowden** by email.

Mr. Jacobson said that this is a conversation that will be continuing and he will invite **Mr. Snowden** and his colleagues back to address the FASS in the spring.

Mr. Jacobson said that during the coming two months, the FASS is taking the opportunity to think about the “Covid University,” as we have begun to call it, and the burdens that we are carrying as we do this work of running the University from our kitchens that are scattered across Southern CT and beyond. Today, he said, we will focus on the childcare issue that seems to be a most important and pressing issue for many people. And, he said, we will address the broader issues of what things are sustainable and unsustainable in how we are trying to operate under the Covid crisis, and also how we operate as a 21st century institution that is trying to shed some of its 19th and 20th century structures.

Mr. Jacobson introduced members of the Yale Childcare Consultative Committee (YCCC) to offer comments on Child and Eldercare at Yale – **Naomi Rogers**, Chair of the Women Faculty Forum (WFF); **Valerie Horsley**, Co-Chair of the FASS Diversity Committee; **Nina Stachenfeld**, Co-Chair of Status of Women In Medicine (SWIM); **Krishna Mudumbi**, representing the Yale Postdoctoral Association; **Nandi Cummings & Stacey Bonet**, Co-Chairs of Working Women’s Network; and **Rene Almeling**, WFF Council Member. He noted that the YCCC is a fascinating, great and inspiring coalition, and he commented that he has been at Yale for 25 years and has not known anything like it before. He said that it has already made some accomplishments and the administration has moved in certain ways with some aspects of the issue, however there is still much to be done, and he introduced **Naomi Rogers** to begin the conversation.

Naomi Rogers, Professor of the History of Medicine at YSM and Chair of Yale's Women Faculty Forum (WFF) noted that the WFF's membership is made up of over 2000 women faculty from

across the University, with about 35 women faculty serving on our steering and executive council. **Ms. Rogers** thanked FASS Chair **Matthew Jacobson** and the FASS for graciously allowing the Yale Childcare Consultative Committee (YCCC) to address the FASS today.

Ms. Rogers noted that the YCCC is an extraordinary, University-wide coalition of existing Yale faculty and staff groups (including Yale Women Faculty Forum (WFF), the Yale FAS Senate, the Committee on the Status of Women in Medicine (SWIM), Working Women's Network (WWN), Yale Postdoc Association, Yale Black Postdoc Association, and Local 34) and is committed to promoting more support for working families at Yale. She said that YCCC published an op-ed on December 1, 2020 in the *Yale Daily News* titled "Yale Needs Pandemic Plan for Working Parents." A longer research briefing was distributed that same day to the President, the Provost, the Deans of the graduate and professional schools, and senior administrators, outlining the action plans and structural policies that the Provost's Office/Worklife should take to provide additional relief for Yale staff, faculty, and postdocs weathering the pandemic during this term and the next. The brief also highlighted the need for long-term solutions to address pre-existing childcare inequities at Yale. These inequities will persist long after the pandemic subsides unless comprehensive and structural policies are implemented.

Ms. Rogers said that we are deeply appreciative of the Provost's recognition of the YCCC and the collaborative approach the Provost's Office and the FAS Deans have taken to identify caregiving concerns across the Yale community, and noted that recently the Provost announced the expansion of the Bright Horizons Back-up Care program by providing 20 additional Crisis Care Assist Days for eligible staff and faculty effective January 1, 2021, and prior to this week's announcement, the Provost had increased the number of CCA days from 20 to 25 through the end of the 2020 year. She noted that the YCCC advocated for these expansions in our brief, and as Chair of WFF she highlighted two key policy proposals mentioned in the YCCC's brief that are directly pertinent to faculty, especially women faculty with children and family responsibilities: 1. (action item #2 on the agenda): Though faculty are grateful to have the Dean's support for maximum flexibility during this unprecedented global health crisis, flexible accommodations so far have varied widely from department to department. Yale should offer detailed, clear guidance to department chairs about what it means to be "flexible," such as reducing teaching loads and class sizes wherever possible, as well as postponing non-essential service until after the pandemic. Moreover, junior faculty should not have to bear the added weight of negotiating their needs and concerns with their Chairs, especially since many junior women faculty are wary of how requests for accommodations may negatively impact their promotion reviews. 2. (action item #3 on the agenda): While extending the tenure clock provides more time to complete research before review, many junior faculty are concerned about a rise in expectations, especially tenure review committees that do not take into account women faculty's often-greater caregiving burdens. We are urging the Provost to incorporate clear guidance to tenure review committees about how to assess productivity during this pandemic year and give junior faculty the opportunity to include a "Covid statement" about interruptions to their research. Further, we advocate that all junior faculty be provided with one additional

semester of paid research leave (or two course releases) prior to tenure. **Ms. Rogers** turned the conversation over to **Ms. Horsley**.

Valerie Horsley, Associate Professor of Molecular, Cellular & Developmental Biology and Associate Professor of Dermatology, and member of the YCCC, echoed the comment on the amazing work that this coalition has done and hopes it continues to address these issues in the future. **Ms. Horsley** explained that she came to Yale in 2009 from her postdoc in New York city. At that time, she had a 2 ½ year-old whom she was able to have in NY city because she had subsidized childcare at Rockefeller University, and paid \$700 per month, which is a deal for childcare especially in the city. With her 2 ½ year old child, she said she was excited to accept a tenure-track position in Molecular, Cellular & Developmental Biology at Yale. She then needed to find a full-time daycare slot for her daughter, however there were none that she qualified for that were available, so together with Meagan King from the Medical School, they advocated for starting a new center at Yale that became “The Nest.” “The Nest” now has three classrooms of 8 children each who are under 3 years old, and **Ms. Horsley** was able to use this center for her second daughter who is now 9 years old. **Ms. Horsley** wants people to know how difficult it is for those of us who want to be working parents. When she grew up was told that she could do it all, and she is, but she needs some support to be able to do it! She noted that since “The Nest,” Yale since has purchased West Campus, and the company that ran that facility had the insight to know that if you provide childcare for your workers and people who are associated with you, they will be more productive. So, she noted, Yale incorporated the “Bright Horizons” facility, which has 144 spots, into Yale’s daycare centers list. However, she said, it is located in West Haven which is inconvenient for parents to use who work on main campus. Also, **Ms. Horsley** pointed out, most of these facilities were formed in the 1970’s so they need to be transformed into facilities that meet the needs of today, and the Covid crisis has amplified these needs. In studying this issue, **Ms. Horsley** has learned that there are some universities that are doing a better job than Yale, and even though we have opened some new centers, the cost of childcare is astronomical – about \$2,500 for one child for a month in most centers. She said what we are asking for is high quality, convenient childcare that allows us to be able to do our work for Yale, and this is issue #7 on the coalition’s report. **Ms. Horsley** introduced the next speaker, **Nina Stachenfeld**.

Nina Stachenfeld, Senior Research Scientist in Obstetrics, Gynecology, and Reproductive Sciences at the Yale School of Medicine (YSM), and Co-Chair of the Committee on the Status of Women in Medicine (SWIM) at Yale School of Medicine (YSM) spoke. She noted that SWIM was founded in 1979 to address issues related to gender equality at the YSM, and in the early years, SWIM members were active in addressing issues around maternity leave and childcare, and in 1999 SWIM created a “Bill of Rights” to address salary and other inequities around women at YSM.

Currently, she noted, the overall goal for SWIM is to improve climate and culture at the School of Medicine. She noted that it is our firm belief that this will not happen without increasing the number of women, Underrepresented Minorities (URM) and other marginalized groups in

leadership roles. We see small changes and we are very excited, for example, about welcoming our first woman dean Nancy Brown.

SWIM represents the women faculty at YSM, and we have an executive board of 15-18 women and liaisons to each department at YSM, with total liaisons of almost 60. We work closely with Darin Latimore, our Deputy Dean of Diversity and Inclusion and with the Minority Organization for Retention and Expansion (MORE). We meet quarterly with Dean Brown to discuss issues of concern to women at YSM. This is our first opportunity to present to Faculty of Arts & Sciences, so thank you very much.

Ms. Sachenfeld said:

1. There is underrepresentation of women at the full professor level relative to men and underrepresentation of women in leadership positions, like vice chairs and section chiefs. The disproportionate burdens of childcare due to Covid are poised to magnify these disparities, and we are looking for ways to address this.
2. She said that she is able to talk about the following because she is at YSM, but by no means does she suggest the pressure of Covid has fallen entirely on us. Each school or department has its own pressures and Covid has hit us all very hard. Working with this coalition has meant a great deal to her as she has learned more about how Covid has impacted her colleagues throughout Yale.

At YSM and Yale New Haven Hospital (YNHH), our clinical staff are now conscripted given the new surge. They are doing the University's work. These are our first line workers. They are taking care of Covid patients, and feeling the stress in the hospital as they take care of other patients and are putting themselves and their families at risk.

3. Physician scientist faculty who are doing increased clinical work, cannot work in their labs, human subject studies have been disrupted and we don't have clear answers from NIH yet. All of the data show that these changes have been worse for women. We are asking:
 - i. Does Yale or YSM have plans to support women who may find themselves in need of paid research leave or other similar support?
 - ii. How might this be addressed in promotion/appointments now and in future years?
4. At YSM each investigator or center director is responsible for paying employees via soft money, or by raising elusive grants. This means that when a M&P, postdocs or other people within the lab are given raises and benefits during this emergency time, we must be sure that Yale plans to pay for these raises out of University funds so as not to add even more to faculty stress.

#7: There was already a childcare crisis at YSM before the pandemic and offering a few spaces at Bodel and Bright Horizons is not sufficient, given that many people cannot afford the spots or commute there easily. Our leadership has interpreted open slots at these daycare centers as lack of need. The main point repeatedly expressed is that parents want the administration to hear that one size does not fit all for childcare. However, the same offers keep coming with no input from the community. We hear from our parents that it is because these are not the options that work for

them. Thus, we are still searching for answers on how best to meet the increasing homecare needs for our employees at YSM.

Ms. Rogers introduced **Krishna Mudumbi**, a postdoctoral associate in the Yale Cancer Biology Institute and the Department of Pharmacology at the Yale School of Medicine. He thanked the FASS for the opportunity to speak on behalf of the Yale Postdoctoral Association and wants to talk particularly about Yale Postdoc parents, pointing out that there are 1200 postdocs at Yale, with 20% of them parents, and so just like faculty, many of us are facing extraordinary struggles trying to balance our research and our increased responsibilities at home. He noted that even before the pandemic, postdoc parents have been struggling to pay for childcare, especially if the postdoc is the sole earner in the family or if there are two postdocs in the family. He said that unlike graduate students and medical residents who are parents, there is no stipend given to us for childcare. He said they truly believe that this burden can be eased if we get a stipend to help pay for childcare. He pointed out how much postdocs earn and the cost of living in New Haven: Using a best-case-scenario, if a postdoc makes around \$52K per year, adding in monthly expenses (housing, childcare, groceries, utilities and other), he calculates that there is a deficit of \$180 at the end of each month that postdoc parents have to deal with. He feels that this can be dealt with by offering postdocs a childcare stipend similar to the one that graduate students receive, which is \$4,700 annually. Another issue that postdocs deal with is the transient nature of the position – which can be anywhere between 1 year to 6 years, thus making it difficult to enter the job market. And, he pointed out, that Covid has made this issue even more difficult because it has stopped us from going into the lab and collecting the data necessary to provide vital information to our PI's. This situation has set us back at least a year, and therefore we would really like to see an extension of our contracts, similar to the ones given to graduate students who were preparing to defend their thesis's, and similar to the one given to faculty who have a one-year extension on their tenure clock. Finally, he said, something that would really help is if we could have access to research funds that they can apply for. About 20% of Yale postdocs bring in their own money, and some PI's have money to support their postdocs, however these funds are running out, so having a way to apply for a fellowship can give us the job security that we need. In a recent survey of Yale postdocs, 80% are extremely worried about their future job prospects and don't know what to do because they don't have another postdoc lined up and there are no faculty or postdoc openings to apply for.

Ms. Rogers introduced **Nandi Cummings** and **Stacy Bonet** co-chairs of the Working Women's Network (WWN).

Nandi Cummings noted that she and **Stacey Bonet** are the current co-chairs of the Working Women's Network also known as WWN, a volunteer organization representing approximately 7,000 women on campus. We would like to discuss Covid days, flexible working arrangements for staff, and the 1.5% wage increase for part-time M&P employees. She explained that Covid days would be a category added to the staff member's sick time/PTO bank. She said that Covid has changed the way things work in our world, including how people get sick. So, she said, we feel that having Covid days would be very helpful.

When the Center for Disease Control (CDC) recommends a 7-10 day quarantine period, and employers, schools, and daycare centers are still requiring 14 days of quarantine, parents then face ultimate challenges of how to get work done. We have also run into situations where staff have gone through their PTO days, or have not built up enough days, during this Covid crisis. **Ms. Cummings** said that Covid days would allow the employee the option to use these days for Covid-related situations such as when a Google classroom crashes like it did on Monday, or when snowstorms like the one that happened today upend the best laid plan for childcare, and when one experiences the above-mentioned quarantine period when a child's class cohort is exposed.

She noted that people, including children, get sick and employees have to use their sick time, so it is unconscionable for the University to expect employees to use the same sick time/PTO for matters that are related to Covid.

She said that through our research, we have learned that other peer institutions have granted at least 14 Covid days to their employees. She said that we know our initial ask of unlimited Covid days through February 2021 was aggressive, and having a better understanding of the potential length of time that we will be away from campus, we have amended this ask to 50 days through June 2021. However, the University does not seem to want to address this option. She said that it is also important to note that this ask is not simply a parent problem, this is a University problem. If parents do not get the support they need, such as Covid days, then their work falls to their co-workers and this does not provide an equitable workplace environment.

Stacy Bonnet spoke next and focused on flexibility. She said that after 9 months of Covid, the University has asked managers to be flexible during this Covid crisis. Staff are more fatigued and more distressed than we ever have been before. This, she said, is a matter of equity and the University needs to revisit specifically what flexibility means for staff who are trying to care for their families. She noted that managers and supervisors are struggling to understand what flexible options for families actually are. She said that there is an over-emphasis on flexible hours, and flexible hours are not working in many cases. In practice, it means that people are working very late or very early, and some are working weekends. In between, she said, they are taking care of their family – small children or elderly parents – and are on a constant 24 hours a day, non-stop cycle with only a few hours of sleep, and 9 months later it seems like it is never going to end. She said there is an unfair burden placed on employees to initiate these conversations with their managers regarding the shifting responsibilities that they are experiencing, and many staff feel uncomfortable having to broach this topic with their supervisors, but too often a change in the pandemic requires a change in personal home situation. So, she said, managers have to take an active role in recognizing that staff have dynamic needs, and they should be checking in with their staff with some frequency, to ensure that whatever arrangement they've made with employees is still working, this shifts the onus back to the supervisors and alleviates the burdens on the employees. Staff has been working under the impossible conditions since March, and many are at the breaking point.

Ms. Bonnet highlighted the following flexible suggestions:

1. -a compressed workweek or workday without a reduction in pay [“as positions allow”]
2. -a reduced workload and relaxed expectations (with attrition and a hiring freeze, these have increased if anything for many staff)
3. -recourse for M&P employees to appeal if their managers are not providing workable options or their concerns are not being addressed(i.e. an ombudsman)
4. -the elimination of all staff reviews for the 20-21 FY due to this unprecedented pandemic, and further request all M&P and other non-union employees (union employee will be dictated under contract and again hopefully without reviews) receive a wage increase reflective of the cost of living/inflation increases across the board.

We also request:

-Best practices be distributed for working efficiently in a remote work environment
 --For example, eliminating unnecessary meetings or reconsidering meeting cadences, distributing an AGENDA for all meetings, reducing the extreme volume of emails, better utilizing available technology such as TEAMS or Basecamp to streamline work.

M&P Part-time wages

During the summer the University noted that there will be wage freezes, and it also offered the option of part-time work at lower pay and/or leave. However, leadership recently changed the wage freezes and granted any M&P making less than 85K the 1.5% cost of living wage.

However, the employees who took the part-time work and/or leave were excluded from this change.

By denying part-time employees raises (especially in light of the majority of part-timers being women) disproportionately impacts the gender wage gap and adds to the wage disparity. While we believe unintended, not giving raises to part-time M&Ps is a discriminatory policy disproportionately affecting women.

Lastly, **Ms. Cummings** noted that although our Union colleagues could not join this conversation, they have the same worries about how caregiver concerns are affecting their members.

Ms. Rogers introduced **Rene Almeling**, associate professor of sociology and member of the WFF Steering Committee and Council. **Ms. Almeling** said that she will pose some thoughts and questions to the FASS regarding childcare and eldercare at Yale, and noted that it is clear from the research presented in the brief circulated to the administration, as well as from each of the presentations today, the “second shift” of caregiving on top of full-time jobs has long weighed heavily on many members of our community, and the burden has grown increasingly difficult as the pandemic drags on. She noted that it is disproportionately affecting women, but as our speakers have made clear, it is not only women who are suffering during this time.

In coming together as a coalition of faculty, staff, and postdocs from across campus, she said that the coalition has done a lot of work to brainstorm potential solutions to what seems like an intractable problem. Many of these ideas have emerged in our conversations with our colleagues, and they are enumerated on page 4 of the brief.

She said that we recognize that there is no “one size fits all” approach, but we do believe that it is important for the University to focus on structural and institutional approaches developed in conversation with faculty and staff, because leaving those to individual department chairs and individual managers is not working.

She noted that opening up for discussion, we would like to hear from Senators about other potential approaches to these issues. For example,

- Have your departments developed creative approaches for supporting staff and junior faculty that could be shared more widely?
- Are there discipline or field-specific concerns that we should also be considering?
- Given your experiences as committed university citizens, are there other things you think Yale could do to support working parents and other caregivers for the duration of the pandemic and beyond?
- And how can we be sure to build in processes, especially for tenure and promotion, that will ensure those coming up in 3 years, in 5 years, or in 7 years, will be evaluated in light of the profound interruptions of this pandemic year?

She concluded by saying that we look forward to thinking with you and working with you to address these challenges so we can best support all the members of our extraordinary community here at Yale.

Mr. Jacobson thanked the presenters for being here and for the work that they are doing. He noted that one of the really important aspects of this coalition is that it has been a rare opportunity to hear from people across all of the different occupational niches and structures at the University, as a way of understanding their commonality of our experience, and also ways of understanding the particularities of what certain people are up against in terms of their position in the University or even the unique effects of their disciplines. He said that it has been a great learning experience hearing from each other. He noted that as faculty, we’re all well aware of the ways in which the world of Zoom adds to our burdens, and we now know that about 60% of the University work gets done on the fly and through important conversations in hallways (before and after meetings and the like), and when we’re robbed of that, we all end up working ten times harder. And he stressed that it turns out that this is true for staff as well, and it’s really important to know that about staff where the same extra burdens are at play, and who really make the University run. He also noted that the coalition may have the look and the sound of a kind of political coalition, something like a union almost, and their asks might sound like a fight for extension of benefits, and there is some aspect that is correct, but he noted that what we are really saying here is how the University’s work is getting done, and so this is really about a University core set of issues.

Mr. Jacobson opened the floor, to senators first, for questions.

Senator Paul VanTassel asked how the Yale Administration responded to the work of the YCCC and how long have they known about what you are doing?

Ms. Almeling responded that the YCCC began meeting in August 2020. She said that the group

had a very productive and collaborative meeting with the Provost and FAS **Dean Gendler** on September 11, 2020 when we began naming some of our concerns, and it also was a time when we were not clear what the fall was going to look like – would New Haven schools reopen and what would be the situation with daycare centers. At that point, we were told that we would have future, quarterly meetings with **Debbie Stanley-McAuley**, VP for Human Resources. This past week, she noted, they had a follow-up meeting with **Ms. Stanley-McAuley** and **Nilakshi Parndigamage** from the Provost's Office. Since our initial meeting, she noted, there have been a number of steps taken to look at the possibility of adding another childcare center as well as additional childcare options. The YCCC wrote the brief and the op-ed with the idea that if we could do the brainstorming and be as clear as possible about what we saw as the top priorities, this would be the best way to communicate with the administration. **Ms. Almeling** noted that this is an ongoing conversation and it is our hope in bringing it to the FASS meeting today, is to add to that list of potential ideas.

Mr. VanTassel said that it seems that childcare on campus would not only be beneficial for the working parents, but also for the entire community. Parents could interact with their children, they would be right next to them, they could take breaks and lunch breaks and be with them, etc. Another alternative would be to have childcare at a more distant site where there may be some economic advantages, but it seems that we would be missing an opportunity to create some community around childcare and some convenience. He asked if the group has thought about this.

Ms. Horsley answered that she has been asking for this type of facility on campus since April 2020, and it has been in our report. She said that is what MIT did – to increase childcare and every new building has a daycare put in. She noted when Yale Science Building was being built, she asked where the daycare was going to go, and she was looked at as if she had three heads.

Jennifer Klein noted that **Stacy Bonnet** mentioned in her comments about the advantage of having an ombudsmen to help with this type of situation and noted that the FASS has been pushing for an ombuds position at the University for 5 years. She said that the FASS has done extensive research on the subject and has met with the administration over this period of time and has been faced with significant resistance with the claim from the administration that there are many people already who can resolve issues. We were thinking of that role to be someone who faculty and staff could go to with unresolvable complaints. **Ms. Klein** asked how the YCCC sees the role of an ombuds person. She also said perhaps we can join forces to address this request to the administration.

Nina Stachenfeld responded that the Medical School has had an ombudsperson for a long time and she has heard that they are abolishing that position.

Nandi Cummings said the reason why YCCC has thought about having an ombudsperson, is that she and Stacy are C&T's and part of the Union, and therefore can go to the Union to have them negotiate for them. However, she noted, that M&P employees do not have that same option. When we thought of this position, we were thinking it would be someone who would serve in this position in addition to their current position, and it would not last beyond the Covid crisis. However, we could certainly think more about it and perhaps partner with the FASS on thinking about this position as a permanent one.

Nina Stachenfeld noted that the trouble with the ombudsperson at the Medical School is that it is not an independent position and is someone who is part of the Dean's office. She is not sure if

this position will be vacated, but she said she is interested in knowing more about hiring an ombudsperson for the University.

Kathryn Slanski thanked the members of the YCCC for the amazing report. She asked that in addition to the ombudsmen question, how else can the FASS support the efforts of YCCC?

Ms. Almeling said that it would be helpful for the FASS to review the suggestions contained in the report, and also include the ombudsperson issue, and to endorse them and perhaps suggest to the administration that the YCCC be formally recognized and incorporated into decision-making about childcare-related policies including potential development of new centers on campus, and that the process be more transparent and include feedback from the different sectors on campus to make campus childcare more likely to succeed.

Sarbani Basu thanked YCCC representatives for their eye-opening presentation. She noted that although she does not have children, she is aware that working parents are facing challenges, and the stories solidified this for her. She asked about postdocs, and noted that they are critical to science departments as it is their work that makes or breaks a department, and she sees no reason why postdocs do not receive a supplement for childcare, especially that grad students and Medical School residents receive it. She wonders if departments can help with this issue.

Krishna Mudumbi responded that flexibility varies from PI to PI, and it is generally thought that postdocs are expected to be as productive as they were before the Covid crisis, and this applies to postdocs with or without children. So, he said, there are things that we do that are expected of us to do, even though because of Covid we simply cannot deliver. He noted that it would be good to hear from individual PI's that they understand the constraints put on us from Covid and therefore will be more flexible with their expectations under these conditions.

Mr. Jacobson noted that one of the things that we're learning, in thinking about things differently since Covid, is that faculty never think of themselves as managers, and in a setting like this we actually are, and there are people who are at our mercy. So, he said, it is important for faculty members to understand the burdens that are being suffered by the people who surround us, and by the ways that we may be making those burdens worse by making those individuals responsible for coming to us with the "big ask" rather than structurally, these should be coming from the top down.

Mr. Jacobson moved to the next topic on the agenda and said if there are any residual questions on the Childcare and Eldercare subject to contact **Naomi Rogers** or **Rene Almeling** from YCCC, or himself directly.

Mr. Jacobson introduced **Stephanie Spangler**, Vice Provost for Health Affairs, **Dr. Madeline Wilson**, Yale Health Chief Quality Officer, and **Dr. Jennifer McCarthy**, Yale Health Chief Medical Officer to offer updates on Covid.

Ms. Spangler noted that **Dr. Wilson** will not be able to join us today, however **Dr. McCarthy** will give us an update on the vaccine implementation for Yale. **Ms. Spangler** thanked everyone for all that they did to allow us to have a fall semester at Yale. She noted we had a relatively successful experience for undergraduate students with fewer infections than we had anticipated in how we set up our testing program, and most students departed on November 21st or before. She said

around the beginning of November, along with the rest of the state, we began to see an increase in cases and we are continuing to operate our asymptomatic and symptomatic testing programs and will be available through the holiday break. She said that we continue to see infections, largely among staff and dependents every day, and the situation in the state and around the country is one of relatively higher transmission than we saw at the beginning of the semester. She said the admonition for all of us is to wear masks, socially distance, watch gatherings – the cases that we do have, many of them we can map back to a family or social gathering, or travel, and as harmless as they may seem, they seem to be the source of infections right now. She noted that the Pfizer vaccine has been approved for emergency use authorization and hopefully today or tomorrow the Moderna's vaccine will also be approved, and she noted that there are many other vaccines in the pipeline. For distribution of the vaccine, she reported that the Center for Disease Control (CDC) has recommended a prioritization of allocation of the vaccine based on a morbidity-mortality risk basis, meaning giving vaccines to those who might be most vulnerable, and it has not been decided whether the most vulnerable will be vaccinated before the most essential workers. It has not been determined if once you are vaccinated, if you can still transmit or be asymptomatically infected with Covid, so the advice is to continue with masks and distancing until more data is in. She explained that the way vaccine allocation occurs is the Federal Government supplies vaccine to the state, and the state allocates it to approved vaccine providers, and the vaccine providers distribute vaccine to individuals based on priorities set by the states, and our state has largely honed to the CDC priorities. She said the first phase in CT will be for healthcare workers – paid or unpaid individuals who have direct patient care exposures or the potential for patient care exposures, or who support direct patient care activity, also residents of long-term care facilities and those members of first responders (EMT's) are in the first wave of the CT plan. That plan, she said, has already started with Pfizer vaccine arriving over the past week and being distributed to the hospitals. She said that Yale Health is an approved vaccine provider as is Yale New Haven Hospital (YNHH), and Yale Health will be representing Yale University as an employer, distributing vaccine to the community. She said for this first phase, where many of our healthcare providers are also on the medical staff at YNHH, there is a very tight collaboration to make sure we identify everyone and don't have redundancies. YNHH has already begun to vaccinate healthcare workers, Yale Health will follow and begin the week of December 28th. She said people will receive an invitation and it is good to sign up on MyChart, and invitations will likely come via email asking that you go to MyChart to make an appointment. Phase 2 is yet to be determined – she believes it will include essential workers, and then vulnerable populations including those 65 and older and those with at-risk health conditions, and there are still conversations as to which order those go in. She said it probably will not be available to the broader public until mid to late spring, and the time period will be determined depending on supply. There will be FAQ's on the web site at <https://yalehealth.yale.edu>, and she said to keep in mind that this is such a fluid situation that information can change day-to-day. **Dr. McCarthy** said we are really excited to have this vaccine available with the amazing technology that stood up so quickly, and to have the ability to make the product so much faster. She said they also have a lot of experience with mass vaccinations – we gave nearly 30,000 flu vaccines this semester so once we get the vaccine, we feel we can get it out as quickly as possible. As **Dr. Spangler** said, it is quite fluid. We were originally told we were going to get Pfizer and the next day we were told we were getting Moderna. She said that they

are ramping up their procedures, and hopefully by the time Phase 2 arrives, it will go seamlessly. She said they are looking closely at the mass vaccinations going on, and we are aware of the two antiphallergic reactions in the UK and one in Alaska that were in the news, however they were not reported in the clinical trials, so when they start rolling out we will keep watching for safety and modify our protocols as needed. She noted 3 people having anaphylactic reactions is a small number and they are not expecting many problems and are continuing to watch the data. They are also watching the pregnancy data which presently does not have much information. It appears that people with immune suppressant issues can safely get the vaccine however should be careful to strictly follow the guidelines of wearing masks and maintaining social distancing because we don't know the efficacy with people with suppressed immune systems.

Alessandro Gomez asked if patients are given a choice of which vaccine to get.

Dr. McCarthy replied that at this time there is no choice. We are receiving just one vaccine and there is not enough to go around so if people want it now, they have to take what we have. She noted that with things changing so rapidly, she does not know where this issue will be by the time we get to Phase 2. Right now, she noted, that the Pfizer and Moderna vaccines are not interchangeable, so if you get one for your first injection, you need to get the same one for your second.

Valerie Horsley asked if Yale Health will partner with others, for instance CVS or Walgreens, to give vaccinations.

Dr. McCarthy said that if we have that option, we will take it to make it more convenient. Right now, we are receiving our own supply of vaccine to vaccinate.

Dr. Spangler noted that right now, CVS and Walgreens are being deployed to vaccinate people in long-term care facilities. She also said that someone in the chat asked if we are going to vaccinate undergraduates, and she replied that we will expect undergraduates to be vaccinated when they become eligible to receive the vaccination, which right now could be after the spring semester - sometime in June 2021. However, things are changing rapidly so this also can change.

Mr. Geanakoplos asked whether we on the faculty needed to be part of the health plan or even to have a doctor in order to get our names on the vaccination list, or do we just wait until we are contacted?

Dr. Spangler said the current plan is that you wait to be contacted. However, she again pointed out that things are changing rapidly from day-to-day so this also may change. Right now, employers are responsible to supply the list of who should be vaccinated.

Dr. McCarthy noted that invitations will go out through MyChart and people can schedule their vaccination through MyChart. Also, once vaccinated, people will get proof of their vaccination.

Ms. Klein, asked how people in the city get vaccinated, and are teachers being considered front-line workers? And, once we get to the general population, how will who receive vaccinations first be prioritized?

Dr. McCarthy said that people over 65 will be in the high priority list. The vaccination has only been approved for people 16 years of age and older, so we still don't know what is going on with younger children, and people 18-65 will only be prioritized if they have a high-risk condition.

Dr. Spangler said that teachers may be considered essential workers in Phase 1B (time range is end of January through May); however, the state says that they will have more information on who will be in the essential worker group next week.

Mr. Jacobson asked if one of the senators would like to move that the meeting be extended to 5:45 PM. **Ms. Horsley** so moved and the FASS meeting was extended by 15 minutes.

Dr. McCarthy noted that YNHH is going to be involved in vaccinating the New Haven community and Yale Health is in discussions with whether we are needed to help, and most certainly will help if we are needed.

Mr. Jacobson asked what the metrics are that will be used to assess what the spring semester will look like as we move through the winter months of the pandemic.

Dr. Spangler said they will look at the rates of transmission, both in the New Haven area and the states that students are coming from. We will also look at what our experience was last semester. Last semester, she said, we assumed it would be the students who would be the source of infection for the community, and actually because of their behaviors and the testing we put into place, it was likely the community that was the source of the infection we experienced. We will also look at the capacity of the Health Plan and YNHH for treating flu and Covid and look at what isolation capacity we have, and based on the rates of transmission and the status of New Haven and Connecticut, whether we think that students on campus maybe kept on campus and not allowed to go out to restaurants or retail establishments, and we'll look at measures that will be protective. We look everyday (except Sunday) at a large collection of data that includes everything including the sewage from New Haven and what the viral particles are, to the infections we've had on campus to the hospitalization rates, to the capacity that we have. We are happy that the return to campus for undergraduates is February and not January, and we will be super careful in February because of the cold and because flu will still be around. As for decision-making, she deferred to **Dean Gendler**.

Dean Gendler said that making decisions about the future requires balancing and giving people good warning with having the right amount of information to make a reliable decision. And, she said, the spring semester is at this point about 6 ½ weeks out. She said that if conditions change radically, in the way **Dr. Spangler** describes, it might be necessary to revisit the current expectation, however the decision about what we would do in February was made in October with the assumption that rates would be increased as a result of the winter and in fact at a time when we were not even sure we would be in a situation of political stability. So, she said, in some cases the circumstances in which we find ourselves are better than they might have been under certain scenarios. That said, the world changes very quickly and no one wants to do anything yet.

Mr. Jacobson thanked everyone for their great work, their hard work, and wished everyone a happy and quiet break, and health and happiness. He adjourned the meeting at 5:40 PM.