

# FAS Senate

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

## Minutes for the FAS Senate Meeting

Thursday, October 12, 2017

KGL 119

APPROVED

### In attendance:

Senators: Chair Matthew Jacobson, Deputy Chair Karen Wynn, Sybil Alexandro, Marietta Bosonic, Alexandre Debs, Maria Doerfler, Emily Erikson, Beverly Gage, John Gianakopoulos, Shiri Goren, Emily Greenwood, Brad Inwood, Jennifer Klein, Ruth Kilim, Maureen Long, Rajiv Manohar, Reina Maruyama, William Nordhaus, Charles Schmuttner, Mark Solomon.

### Absent:

Senate: Ian Shapiro, Mark Moose Ker

Staff: Rose Rita Riccitelli

The Faculty of Arts and Sciences Senate (FASS) meeting, was called to order by FASS Chair Matthew Jacobson at 4 PM. Mr. Jacobson noted that the FASS By-laws has a line or two on how we need to maintain an archive of our election results each year, and the FASS Executive Committee (EC) worked out a way to archive the election results that is technically possible, that meets the letter of the law in the FASS By-laws, and that satisfies what the EC wants in terms of serving the FASS well. Beverly Gage asked if the FASS archives anything else. Mr. Jacobson said this is an interesting question. Charles Schmuttner said that he has not archived the mailman server. Mr. Jacobson said that Emily Greenwood has given him materials – electronic and also paper folders, that falls into this category of archiving, and he will share these with the FASS.

Mr. Jacobson mentioned that divisional deans Alan Gerber and Amy Hungerford have been meeting informally with senators from their divisions to talk about what is going on in these divisions and to talk about goals, about issues and about plans going forward. Mr. Jacobson said that Acting Divisional Dean for the Sciences, Paul Turner, is continuing this practice as long as he is acting dean. Mr. Jacobson mentioned the question that has come up about staffing, especially from mid to low administrative levels in departments, and it is the sense that things are changing across the University and may be a bit uneven. He said that the EC was asked to obtain data on this and he still has not received any useful information and will continue to request information going back 5-10 years so we can see the trends over time. John Gianakopoulos said that he feels it should go back even further than 10 years, and in his case, he came to Yale with a full-time secretary and currently, in his department, one secretary serves eleven faculty. Ruth Kilim noted that this subject is very timely because one of the great concerns in the language department is that moving into a new faculty might present an opportunity to eliminate support positions. Mr. Jacobson said he will continue to ask for this data and make his request to go back more than 10 years. Mr. Jacobson noted that questions have come up regarding the review of President Salvoes and what role might the FASS and FAS faculty have in this process, and said that he has meeting with President Salvoes to address this and will report back to the FASS.

Mr. Jacobson talked about the Town Hall Series that Dean of Yale College Marvin Chun will announce today and the description of the initiative: “Scientific Knowledge in the Public Sphere” is to take place October 30; and two more town halls are planned for next semester: “Humanities Futures,” and “Higher Education and the Social Contract.”

Mr. Jacobson presented the minutes from the May 11, 2017 FASS meeting for approval. There were no changes or edits noted. Ruth Koizim moved to accept the minutes from the FASS May 11, 2017 meeting. Emily Greenwood seconded the motion. A vote was taken and it was unanimous to accept the minutes from the FASS May 11, 2017 meeting.

Mr. Jacobson asked for committee reports.

Mr. Nordhaus reported on the Governance Committee and had no new information from this committee.

Mr. Geanakoplos reported on the Faculty Advancement Committee and reported that the questionnaire that the committee put together last semester is ready to send out to FAS faculty. He asked whether if they should send it to the FASS for review before sending it, or if it should be sent out without a final review from the FASS. Mr. Jacobson said there were various reviews of past surveys by the FASS, however this particular survey had been reviewed many times by the FASS and others. Mr. Geanakoplos said that it could be sent to the FASS as it is now while the committee reviews it for minor changes over the next week, and if there are any major objections raised, the committee will take them into account. He said that he is fairly confident that the survey can be sent out by next week. Mr. Nordhaus suggested a test run. Marijeta Bozovic suggested that there be some preparatory work done with colleagues from departments before the survey is sent out so they recognize that the survey is an important tool for FASS to do its work and it is important for faculty to consider taking the time to complete the survey. Mr. Jacobson agreed that this is a good way to promote the work done by the FASS and the importance for FAS faculty to participate in taking FASS surveys. He asked if there was a target date for sending the survey to the full FAS faculty. Mr. Geanakoplos said that it will be two weeks from now. Mr. Jacobson said that he is happy to send a reminder for people to complete the survey once they receive it through the Yale Messaging Service.

Mr. Nordhaus reported on the Budget Committee in the absence of its chair, Ian Shapiro. He said the committee has not met, however he commented on the Budget Report that has come from the Vice President’s Office and said that obtaining a more detailed and transparent budget report from the administration was the central effort of the Budget Committee’s work. He compared the Yale Report with the Stanford Report and pointed to areas where the Stanford report had better information than Yale – Stanford separates faculty from staff and salaries from benefits, and Stanford shows fund balances by school and changes in fund balances, and Stanford has much more quantitative information on non-budgetary items – enrollments, faculty/staff members - and Yale has virtually none of these in its report, and Stanford has information on its capital budget and Yale has virtually nothing on its capital budget. Mr. Nordhaus said that Yale has greater detail on individual units for their expenses and revenues – revenues include tuition, graduate income, endowment income, and expenses including fellowships, interest, facilities. He said the most interesting part is that Yale has much greater coverage of administrative units – Yale has 16 units and Stanford only 2. He is happy with the report and believes that there would not have been such a report if it were not for the efforts of the FASS Budget Committee’s work. Beverly Gage asked what the Budget Committee will do with the report and Mr. Nordhaus said that this question is for the new Budget Committee Chair, Ian Shapiro.

Mr. Jacobson called on Emily Erikson to report on the Nominations Committee. Ms. Erikson said the committee has made suggestions to the EC and these committees will be meeting in the late fall or early spring to discuss these suggestions.

Mr. Jacobson called on Emily Greenwood to give an update on the Diversity Committee. Ms. Greenwood said the remaining task of this committee is to create a retrospective report on the progress made on the recommendations from the FASS Diversity Report. Mr. Jacobson noted that one of the requests that was made to FAS Dean Tamar Gendler as of tonight's meeting was to report on the Diversity initiative so we may get more information later tonight from Dean Gendler.

Mr. Jacobson called on Charles Schmuttenmaer to report on the Elections Committee. Mr. Schmuttenmaer said that the committee has not met and will begin meeting in the spring. Mr. Schmuttenmaer commented on the Nominations Committee, which he is also a member of, and said that this committee needs to begin its work early in the year so that people considering running for senator are given a longer opportunity to consider running for the FASS. Ms. Erikson noted that the list of nominees should be ready in early spring. Mr. Jacobson commented that events such as tonight's reception after Dean Gendler's presentation present a good time to talk with people about joining the FASS.

Mr. Jacobson reported on the Peer Advisory Committee and said that a few issues have emerged and that no action has been taken on either one as yet. He said that it is important that our colleagues found us and in the absence of ombudsman at the University, this is something that the FASS offers that is of value and people are coming forward and asking for assistance from the FASS.

Ruth Koizim spoke on the Yale Expansion Committee and said that Yale College Dean Marvin Chun has agreed to be the committee's direct conduit on any issues that arise and if he cannot answer our questions he will direct us to someone who can. Ms. Koizim is pleased with this form of communication because we really need timely and detailed information on what is going on and what the results have been so far, and what the plans are for going ahead. She said that staffing is still a major priority, including tenured faculty, ladder faculty, and instructional faculty and teaching support. She said there is a plan to poll students at either the end of the semester or the end of the year and receive their feedback on how the process went and the ease with which their scheduling, etc. was processed.

Mr. Jacobson called on Emily Greenwood and Shiri Goren to report on the Instructional Faculty Committee. The committee members Sybil Alexandrov, Spanish and Portuguese, Jennifer Klein, History Ruth Koizim, French, Mark Mooseker, Molecular, Cellular and Developmental Biology; Cell Biology, met in September and also invited to this meeting were two external members from last year's committee who played key roles in the report, Joe Wolenski and Rona Ramos.

An update report was distributed identifying short-term goals of the committee and Ms. Greenwood listed these goals:

1. Increasing access to free lunches in colleges
2. Parental leave
3. Formalizing FAR Reports and clarifying mechanisms for raises
4. Faculty Lists
5. Communication with instructional faculty and chairs as a conduit for information

Ms. Greenwood said that she and Ms. Goren had a meeting with Bethany Zemba, Senior Associate and Chief of Staff, and Senior Associate Dean John Mangan and Associate Dean Bob Burger who are members of the FAS Dean's Office. Ms. Zemba has been working on improving faculty messaging and there are much more accurate lists as a result. As part of the overall FAS Dean's Office web site, the launch of instructional faculty are going to be more visible on the web site, there will be a quarterly newsletter that will have instructional faculty profiles featured as well, and the FAS Dean's office is going to get a large part of a new colleague in the Office of Institutional Research (OIR) who will be able to focus on things like faculty lists. She said they were told that former senate colleague Kathryn Lofton, Deputy Dean for Diversity and Faculty Development, in her meeting with new chairs, had a discussion on instructional faculty and inclusivity and departmental climate. She said that there are conversations in the FAS Dean's Office about improving opportunities for careers for instructional faculty. She said an update from John Mangan is that the pilot project that offers \$500 per year to instructional faculty for career development and to attend conferences and workshops is going to run again, and there were 6 applications last year and all received funding. She said that Mr. Mangan said that faculty would like this to be a larger sum but it will remain the same for now. Regarding the College Expansion, there will be an open house at the end of the semester where faculty can give their feedback on how the college expansion has impacted teaching. She said in relation to lunches in colleges, although there is no change at the moment, it is an issue that is under review. She said there has been some feedback that some departments have already made progress in changing their culture with increased openness to inviting instructional faculty to meetings and that there is better support for instructional faculty. Ms. Goren noted that there is work being done on retirement benefits for instructional faculty to be the same or similar to all other faculty. Ms. Greenwood thanked Ms. Zemba, Mr. Mangan and Mr. Burger from the FAS Dean's Office for their work on addressing the FASS recommendations. Jennifer Klein asked if there is standard language and description to use for submitting travel grant requests that can be easily circulated. Ms. Goren said that there is and it has been circulated in the past and we can circulate it again. Mr. Nordhaus asked about the extension of the Emeritus status – and Ms. Greenwood and Ms. Goren said that Ms. Zemba should be asked about this.

Mr. Jacobson introduced Karen Wynn to speak on the ad hoc Committee on Standards and Procedures' draft response to the most recent (August 2017) draft of the Faculty Standards and Procedures produced by the University-Wide Ad Hoc Committee on Procedures for Resolving Complaints of Faculty Misconduct chaired by Kathryn Lofton. Ms. Wynn pointed to two handouts – one with comments from faculty that were posted publically, and the other a two-page draft report from her committee. She noted that the committee's first recommendation is that the University-Wide committee provide a full accounting of how they have chosen to incorporate, think about and respond to the faculty comments. She noted the committee's second recommendation is to provide a fuller characterization of the standards, including not just what comprises the aspirational standards, but also characterizations of behaviors that fall sufficiently below the standards to be viewed as misconduct; this is not sufficiently spelled out yet. Mark Solomon said that there are not descriptions of what cases have actually gone before the tribunal and been considered and resolved. This, Ms. Wynn said, conveys the need for more description to convey the intent of the standards; she also said that the procedures specify that all attempts should be made initially to resolve issues informally first and that part of the task of the dean bringing the complaint forward to the Provost, which would be the normal chain of command, is to articulate what was attempted at a more informal level. Ms. Wynn said that a third recommendation is increase joint decision making of the faculty elected review committee and the Provost – right now there are things that are ultimately decided by the Provost (e.g. whether or not a case goes before the review committee) and it is preferable for the burden of decision-making not to rest solely on the Provost. Ms. Wynn said the final recommendation is that the proposed annual reports that the review

committee craft each year contain more information in it. She said that it has come to their attention that when we have been talking about the standards last year and in 2015, many thought the standards would only be actionable when accompanied by a set of procedures for adjudicating complaints of violations to the standards, and it turns out that in some instances, there has been a dean taking actions on the standards without an approved set of procedures in place and therefore that procedures are being created as necessity dictates, which is not a desirable situation. Mr. Nordhaus noted that he feels that the committee has not gone in the right direction and that there is no clear statement of misconduct. We need to avoid vagueness and we need to avoid standards that do not state a clear statement of what misconduct constitutes. Mr. Nordhaus also is concerned that we have used the wrong starting point on thinking about the procedures and he believes that it would be better to use procedures designed for faculty discipline. Beverly Gage said that it is important that whatever standards and procedures are decided on, that they should not go into effect until they are subject to a vote of the FAS Faculty. Mr. Jacobson asked Ms. Wynn if it would be okay to have anyone with other questions to direct them to her and her committee and she agreed that it would be appropriate and her committee will consider all comments with the goal of voting on the committee's report at the next meeting and forwarding the report to Ms. Lofton's committee.

Mr. Jacobson adjourned the meeting at 4:58 PM and all proceeded to the auditorium for Dean Tamar Gendler's presentation.