

FAS Senate

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

Minutes for the FAS Senate Meeting

Thursday, November 9, 2017

HGS 211, 320 York Street

APPROVED

In attendance:

Senators: Chair Matthew Jacobson, Deputy Chair Karen Wynn, Sybil Alexandrov, Marietta Bozovic, Alexandre Debs, Maria Doerfler, Emily Erikson, John Geanakoplos, Shiri Goren, Emily Greenwood, Jennifer Klein, Ruth Koizim, Reina Maruyama, Mark Moosseker, William Nordhaus, Charles Schmuttenmaer, Ian Shapiro, Mark Solomon

Also in attendance: Dean Tamar Gendler, Deputy Provost Pericles Lewis, and several other members of the FAS faculty

Absent: Beverly Gage, Brad Inwood, Maureen Long, Rajit Manohar and Rose Rita Riccitelli (staff)

1. Update from Chair:

(a) Mr. Jacobson reported that, with help from the FAS Dean's Office in the person of Beverly Zemba, a report on staffing levels (C, D and E levels in the departments) is being produced. Neither HR nor OIR could provide him with the information he sought, he noted. He hoped to have more to report at the next meeting.

(b) He also said the 1st town hall was held in late October, with 2 more slated for the coming term. While it was a 'great success,' there may be changes to the venue and goals, he said.

(c) Mr. Jacobson proposed postponing discussion of the matters presented in item 5 of the agenda for a later date, since time was limited by President Salovey's presentation at 5 pm.

All three of the above issues had come from faculty colleagues, he said.

(d) He noted that members of the Senate have heard about delays on the part of the Institutional Review Board (research on live subjects). It was as yet unclear if delays were a result of recent personnel changes and problems might be expected to resolve themselves, or if there was more at issue.

(e) The Senate would examine at a later date the historical paucity of resources its members experience with regard to support from Information Technology Services, Mr. Jacobson promised. Historically, the University has devoted more ITS dollars to the business side than to its mission side, Mr. Jacobson felt. Faculty were 'quite confused' about what resources were available to them.

(f) He was pleased by developments at the Center for Teaching and Learning, and increased resources there for teaching and learning, but that did not help those who needed help

for research. People in CTL have been reprimanded for helping faculty too much, he said.

(g) And lastly, it would take up at a later date changes proposed at the Bass Library, particularly with regard to reducing the size of the hard cover collection.

2. Acceptance of the minutes of the October 12 meeting was moved and accepted unanimously, with the note that several senators' names were misspelled and would be corrected. John Geanakoplos did say he had a minor correction to make, but it was not substantive and he would forward it to Karen Wynn.

3. Committee updates followed:

- Committee on Faculty Advancement. Co-Chair Maria Doerfler said the committee is working on the faculty Survey, and finalizing any kinks before sending it out.

- Budget Committee. Chair Ian Shapiro reported the committee did meet. It continues to push for more transparency in information on the budget, with an eye to restoring the FAS to the position it should be in. Members of the Committee are meeting with ~10 department chairs in the coming weeks to get their input.

On another front, the Committee has taken up the question of the quality of TIAA services and the fees it charges, particularly in light of ongoing litigation aimed at Yale, MIT and NYU for allowing excessive fees to be charged by TIAA. Separately former TIAA employees recently reported that they were encouraged by their employer to steer clients to high cost products. Recently Janet Lindner, the VP for Human Resources and Administration, issued a statement to the faculty in response to questions being raised about adviser fees and conflicts of interest. Mr. Shapiro has arranged to meet with Ms. Lindner shortly to discuss the situation and faculty concerns, he said

William Nordhaus remarked that there is a strong need to improve the system whereby faculty gets investment advice and pension information. Mr. Nordhaus observed that one problem is that many TIAA advisers do not actually understand the details of the annuities and other products they are selling and therefore cannot explain the details to faculty. Faculty have hundreds of millions of dollars invested in TIAA and do not get high-quality advice. Mr. Nordhaus said and he felt that the administration needs to upgrade the process and quality of financial advice to faculty, and that the FASS should advocate this change.

-Governance and Institutional Policy Committee. Chair William Nordhaus reported that his committee continues to examine a holdover issue from last term on the transition of FAS governance from the old system to the new. In the old system, the Provost served as the 'Super Dean' of FAS. In the new system, there now is an independent Dean of FAS, albeit one without full budget and administrative authority.

The committee also plans to further examine the Faculty Handbook and its evolution. It is thought to be a type of contract, he said, between faculty and the university, but it changes from year to year, without annotations of when, how, and by whom each change was authorized. For example, the Faculty Standards, put in about a year and a half ago, was a case in point, Mr. Nordhaus said. They just appeared, he said, without information about who authorized them. He hopes there is agreement by the Provost and other officers that all changes to the Faculty Handbook should be identified, dated, and annotated with information on whose authority the change was made.

- Some members of the Nominations Committee were due to meet on Nov 16, according to Chair Emily Erikson, including chairs of the committee with Jay Emerson and Alex Coppock, who handled the online election interface.

- Committee on Diversity. Chair Emily Greenwood said a report would be forthcoming soon, following further discussion of a draft.

- Elections Committee. Chair Charles Schmuttenmaer had nothing to report.

- Expansion Committee. Co-chairs Ruth Koizim and Beverly Gage plan to meet with Dean Marvin Chun on November 30 on what's working and not as far as the expansion of Yale Colleges, according to Ms. Koizim. They will report back.

- Instructional Faculty Committee. There was a brief discussion of some faculty concerns or issues expected to come up, including library privileges and lunches, according to co-chair Shiri Goren. Senator Greenwood mentioned changes several departments, including Classics, have made to how they operate, and Mr. Jacobson hoped the Committee might come up with some ideas to popularize such examinations, and changes.

4. Report from the Senate Ad Hoc Committee on Standards and Procedures. Deputy Chair and Secretary Karen Wynn reported that the latest version of the Committee's report features a fifth recommendation to clarify limits on the outcomes of informal resolutions of complaints at the level of department chair or dean. Ms. Wynn explained that the current recommendation is that there be a sincere effort to resolve disputes less formally. Faculty member and former senator Katie Lofton, chair of the University-Wide committee on the S&Ps, concurred: the faculty from whom she has heard prefer local adjudication first and the paths to the chairs or provost as a next step, if necessary. Ms. Wynn said that the Senate S&P committee recommends that the document clarify that a chair or dean cannot unilaterally impose sanctions on a faculty member as an informal resolution. Sanctions should only be imposed at this informal level of resolution to which all parties agree; if they do arrive at a mutually agreed-upon resolution, the case would then move forward and be brought to the Provost as a formal complaint, to which the formal Procedures for Alleged Violations to the Faculty Standards of Conduct would apply.

Ms. Wynn said there had been considerable faculty input on the ad-hoc University-Wide Committee's latest version of the Standards and Procedures, which included many suggestions, comments and concerns ranging from very small and particular, to larger and more general. The committee therefore focused on a 'finite number of major issues' that the committee members had the most consensus on and felt the most strongly about, rather than providing an exhaustive list of potential edits for every concern expressed by faculty comments or held by committee members. Mr. Schmuttenmaer added that on this point, the Senate S&P committee's first recommendation is, for this very reason, that Ms. Lofton's University-Wide committee list all the faculty input and outline how they responded to each of the individual comments.

John Geanakoplos referred to a current incident in which a faculty member was accused by his chair of unacceptable behavior and threatened with marks on his permanent record, with the possibility of an adverse impact with regard to potential future employers of the faculty member. How public are the records of conduct violations? Will they reside permanently in the personnel files? Ms. Lofton clarified

that this will depend on the specifics of each individual case and finding; not all complaints or findings will enter permanently into a faculty member's personnel file.

Ms. Wynn said that as it stands right now, in the absence of any set of procedures, the question of disciplining a faculty member by a chair or dean is a 'no man's land,' and not all deans are of the same mind as to what is acceptable, and what is not. This is an unanticipated negative side of having Standards printed in the Faculty Handbook in the absence of an agreed-upon set of Procedures for adjudicating alleged violations.

Dean Gendler said her practice at the moment has been to wait on adjudicating cases until the community officially adopts procedures for such cases, since the clarity of the faculty handbook on the subject has been called into question.

William Nordhaus had two points of concern: 1) Will there be a record, after a case has been adjudicated, that the parties can examine? and 2) What will happen to the record/how would it be managed after the procedure for an individual case is completed? Can they be discovered later? Ms. Lofton, in response, stated that she has been working on revising the S&Ps in response to faculty and Senate input and mentioned that since August thirty-eight specific proposed edits to the draft had been received, and most of these have been adopted. There was a consensus on the need for transparency, and the sharing of all available information, but no agreement on the need for transcripts, she said. There will be a review of the new procedures within two years' time, Ms. Lofton added.

Mark Solomon raised worries about records. Inquiries at other peer institutions reveal that most do not keep transcripts of deliberations in a disciplinary process, Ms. Lofton said, but that Yale has a strong principle that all parties must be present to hear all evidence of claims of misconduct (except in cases of tenure hearings).

With that the Report was moved and seconded, and adopted unanimously.

5. With a little time left before the President's address, Chairman Jacobson did raise the issue of delays at the Institutional Review Board: Were there systemic problems, or were recent delays one-offs? Ms. Wynn said there had been personnel changes, resulting in a rough period of transition. Things have improved, she noted. Dean Gendler noted that she has been aware of the problems for the past 2 years and that her office has been devoting considerable attention to resolving.

Mr. Nordhaus remarked that Yale had been far ahead of its peer institutions as far as the Social Sciences were concerned, until the recent past.

Alexandre Debs raised the possibility of a distinct submission stream, wherein proposals that require only a quick approval would be submitted via a separate process and thus not held up in the queue with those proposals needing a more intensive review; Dean Gendler responded that that had been attempted, but that some faculty impatient with the slowness had begun submitting inappropriate proposals via the expedited channel, causing the Institutional Review Board of necessity to abandon that approach.

Chairman Jacobson suggested the Peer Advisory Committee take up the problem, in consultation with Dean Gendler's office.

With regard to next round of changes proposed at the Bass Library, Chairman Jacobson asked for input from members of the Ad Hoc Library Committee. Mark Mooseker was interviewed (as a member of that Committee) from someone at Cornell, relative to the question of better use of library space. She (the interviewer) heard from us that books are important, Mr. Mooseker said, and the issue of students being divorced from them is a worry. He expects the outcome will be that they're going to take a lot of books out of Bass. Ruth Koizim heard from someone in library administration that the removal of books is 'far from a done deal.' Many students were not aware of the effort, she added. She has taken it upon herself to make sure her students are taking out many books, Ms. Koizim said.

Chair Jacobson asked Mr. Mooseker, Ms. Koizim and Ms. Klein to form anew the Ad Hoc Library Committee to continue to monitor the situation.

The meeting adjourning at 5 pm.