

FAS Senate

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

Minutes for the FAS Senate Meeting
Thursday, December 14, 2017
HGS 211, 310 Street, New Haven, CT
APPROVED

In attendance:

Senators: Chair Matthew Jacobson, Deputy Chair Karen Wynn, Sybil Alexandrov, Marietta Bozovic, Alexandre Debs, Maria Doerfler, Emily, Erikson, Beverly Gage, John Geanakoplos, Shiri Goren, Emily Greenwood, Brad Inwood, Jennifer Klein, Ruth Koizim, Maureen Long, Rajit Manohar, Reina Maruyama, Mark Mooseker, William Nordhaus, Charles Schmuttenmaer, Ian Shapiro, Mark Solomon (Note - absent members not noted)

Guests in attendance: Claire Bown, Melanie Boyd, Michael Denning, Tamar Gendler, Inder Gujral, Bethany Zemba

Absent: Rose Rita Riccitelli (staff)

Faculty of Arts and Sciences Senate (FASS) Chair, Matthew Jacobson, called the meeting to order at 4:00 PM.

1. Update from Chair Matthew Jacobson:

Reminder that the first meeting of the semester has been moved from Thursday, January 11, 2018 to Thursday, January 18, 2018 and Claire Bown, chair of the Women's Faculty Forum, will be speaking on gender equity issues at the University.

Standards and Procedures process: there will be comments from Karen Wynn and her committee during the Committee Updates section of this meeting. Dean Tamar Gendler will hold open discussion meetings regarding Standards and Procedures from now and through January 25, 2018, to receive comments from FAS before submitting her decision to President Salovey. Dean Gendler will also hold open office hours on January 25, 2018, and then meet with the FASS. The FASS will have an open meeting on Tuesday, January 30, 2018, on the Standards and Procedures, and conclude with an advisory vote of the draft. Mr. Jacobson noted that a process has been put in place where the strived governance that the FASS has been working towards, and that has been effective in the last few months with reviewing the Standards and Procedures, is an achievement in itself and is a resource that the FASS will carry forward as we address other issues of importance to the FAS. He thanked the people responsible for the work that went into this process on both sides of the table – notably Kathryn Lofton, and the FASS's past chairs Emily Greenwood, Beverly Gage and William Nordhaus, and the Standards and Procedures Committee chaired by Karen Wynn. He noted that there will be two more FASS-sponsored Town Halls – one before spring break and one after spring break. He also wants to include a Town Hall presentation on campus climate and gender and sexuality issues and will be asking for other topics that FAS members would like to see addressed.

Mr. Jacobson presented the minutes from the November 9, 2017 meeting for review and approval. There were no corrections or edits. Emily Greenwood motioned to approve the minutes from the November 9, 2017 FASS meeting. Charles Schmuttenmaer seconded the motion. All approved, and the minutes from the November 9, 2017 FASS meeting were approved.

Mr. Jacobson called on the chairs of the FASS Committees for updates:

Election's Committee Chair Charles Schmuttenmaer noted that the committee will slightly change the way votes are counted and said that Emily Greenwood met with Jay Emerson. He explained that the committee has been using single transferable votes and will continue to use this method with the only difference being on how votes are redistributed when someone has already had enough to be elected (i.e.: if you have an election for three people and 100 people vote, this means that anyone getting one vote over 25% will be elected. If someone gets 42 votes, there are 16 votes that they don't need and part of the system that the committee is already using is that they redistribute these votes to other candidates. William Nordhaus noted that this is the method of choice from the Committee.

Ruth Koizim reported on the Yale College Expansion Committee. Ms. Koizim said that she and Beverly Gage met with Dean Marvin Chun of Yale College who noted that the three new colleges were opened on time, were developing their own personality and that from his perspective, things were going well. However, Ms. Koizim noted that this information was not totally accurate and that there were indeed problems that were not accurately reported, such as difficulty for students getting into first-year seminars. Ms. Koizim and Ms. Gage asked if it was possible to have a report on the findings from the consultants who were hired to look at scheduling and the shopping period, as well as the committee on 21st Century Education. She said that they were told that both of these committees are still working and their reports have not been studied by the central administration, so none of the information is available. However, he said, in the preliminary report, it was stated that there are enough classrooms to accommodate students. She and Ms. Gage did express some skepticism on that statement. Dean Chun expressed interest in allowing more flexibility and faculty sovereignty on how courses are described in the on-line course descriptions and he also feels very strongly that we need to collaborate in a more productive way to encourage students not to sign up for more courses than they intend to take. Ms. Greenwood asked Bethany Zemba about an open-house meeting for FAS faculty to discuss problems with the expansion of the college that was mentioned earlier, and if this meeting is still being planned? FAS Dean Tamar Gendler said that she will make sure this meeting takes place. Dean Gendler noted that things have not been worse with the college expansion than they were before the expansion. Jennifer Klein said that we should not consider it a problem if students do not get their first-choice seminar, because choosing outside of that seminar encourages them to try all kinds of new and interesting courses that do not have these long-standing reputations. Also, Ms. Klein said that she is concerned about study space, which Mr. Jacobson noted is going to be addressed later in this meeting. Ms. Koizim spoke of issues her committee is concerned with: staffing sections, things that relate to instructional faculty, and receiving overall information. Mark Solomon commented that he is on the CAPE Committee (Committee Advising Placement and Enrollment) and the first thing they were told was that they were sworn to secrecy. He noted that they will come out with recommendations in the spring, and that so far, he is happy with the progress that the committee has made. The committee

knows the issues with shopping and will address as many issues as they can, and he feels that it is going well.

Emily Erikson spoke on the Nominating Committee and asked everyone to encourage their colleagues to consider running for election. She said the nomination process will begin in February and Mr. Schmuttenmaer said that he created a power point presentation on what the FASS is all about and presented it at his (Chemistry) faculty meeting, and he is happy to share it with others who may want to use it.

Ms. Greenwood and Shiri Goren talked about the Instructional Faculty Committee, noting from their list of five priorities outlined at the beginning of the semester, they plan to focus on two: 1) the question of the climate of inclusion, specifically in faculty meetings. They noted that they are grateful that immediately following the publication of the Committee's report, the FAS Dean made an announcement at the FAS Chairs' Meeting that one area that could be addressed, and that departments could take an immediate role in, is in the kind of atmosphere that is fostered in departments, particularly who is invited to faculty meetings. They noted that there are still inconsistencies across FAS departments on how this is being done – in some departments all faculty have been and continue to be invited to faculty meetings, and in others, instructional faculty are not invited nor informed of faculty meetings. Ms. Greenwood said that she has requested a small speaking slot at the next FAS Chairs' Meeting to advocate on the practice of inviting all faculty to departmental faculty meetings and they will also survey the Chairs and ask what their current practice is in their departments for including all faculty in their faculty meetings. The second area of concern is access to lunches in colleges, and Ms. Goren said that it is the understanding that there is a committee in the FAS Dean's Office that is working on trying to resolve these issues. She said that we hoped for a more immediate solution and are waiting for reports. Mr. Schmuttenmaer said that he dines at one of the residential colleges once a week and sees the ROTC people eat at the residential colleges and wonders why the instructional faculty do not have the same privileges as the ROTC group. Ms. Klein said that there are postdocs who are also fellows in the colleges and may be getting the privileges through their fellowship status. Ms. Koizim noted that, to her knowledge, there are no free lunches for fellows in residential colleges. Ms. Greenwood said that the issue of free lunches in residential colleges for instructional faculty is being reviewed by the FAS Dean's Office who agrees that it is a priority, and her committee is anxiously awaiting the results. Ms. Zemba said that the FAS Dean's Office has a working group that is specifically looking into this issue. Mr. Schmuttenmaer emphasized that this issue is *not* about free lunch, it is mostly about interacting with the students and being there with the students. Mark Mooseker reaffirmed what Mr. Schmuttenmaer said – its purpose is to encourage informal interactions with students and with colleagues. Mr. Jacobson thanked the committee for their continued work on this issue and to Dean Gendler and Ms. Zemba for their continued efforts in addressing this very important issue.

Mr. Jacobson introduced Ian Shapiro to speak on the Budget Committee. Mr. Shapiro said the committee will be gathering information from Department Chairs on budget-related issues that require the committee's attention. He noted that there is also new data on competitive salaries that indicate that Yale is falling behind in this area and he asked Mr. Nordhaus to speak on this. Mr. Nordhaus said that Yale has fallen behind in the last decade with the salaries in the ranks of full professors in FAS. He noted that CESOF (Committee on the Economic Status of Faculty), has looked at faculty compensation and said there is not much data – the only data that is publically available is

the AAUP (American Association of University Professors) data. However, he noted, that the data from the AAUP contains schools other than FAS so it is not an accurate representation on FAS salaries. The results that he obtained from CESOF indicated that in 2007-2008, during the financial crisis, Yale was in the middle of its major competitors on faculty salaries (Harvard, Princeton, Columbia, Stanford, Chicago, Berkeley) and at the end of this period – 2016-2017 – Yale was second from the bottom to Berkeley and he calculated that Yale has fallen from 2% behind the competition (full professors) to about 7.5% behind the competition (in 2007-2008 that would be \$3,200 and in 2016-17 it would be roughly \$16,000). He said that in a budget crisis, it appears that the FAS gets the brunt of the cuts and this translates into cutting faculty numbers and faculty salaries. Mr. Nordhaus also believes this has to do with governance, and noted that in the earlier days, there was a person who had budget authority and was also in charge of the FAS salary budget. We now have the Provost in charge of the University budget and the FAS Dean in charge of the FAS salary budget, and this committee will be looking into the effectiveness of this structure. Mr. Jacobson asked Brad Inwood, who is on CESOF, if he had any comments. Mr. Inwood said that the data from the AAUP, which is publically available, is indeed distressing, and that CESOF will be given data that is not publically available that we will use to validate trends and will publish information that will validate these trends and confirm or not, the problem. He said the goal is to have this information available by the end of the year. John Geanakoplos noted that these numbers do not surprise him and said that if one were to go further back to the mid-sixties, you would find that Yale was not in the middle of the pack but actually at the top of the pack, and that we lost ground through three budget crisis's in the last 50 years – one in the mid-seventies when there was tremendous inflation and the Yale endowment lost a lot of its value and Yale faculty salaries lost a lot of its ground and Kingman Brewster left the Yale Presidency abruptly and the interim President immediately instituted a two-year hiring freeze. Then, Mr. Geanakoplos noted, in the early 1990's when Benno Schmidt was president, he discovered that the colleges needed repairing, and in his third year of presidency decided to fire 15% of the faculty and he was subsequently let go, but the damage was already done to faculty status and now we are seeing, in this third crisis, how faculty status and salaries have been met with an exaggerated response that has harmed our University and its faculty. Ms. Koizim asked if there was representation on the CESOF committee of instructional faculty – and she received a "yes." Ms. Klein suggested determining what the gender differential is and if there are any differences in women vs. men's salaries. Mr. Inwood noted that the CESOF committee is looking into various aspects of the data, including Ms. Klein's suggested information in their reports.

Mr. Jacobson called on Mr. Mooseker to give a report on the Ad Hoc Committee on the Bass Library. Mr. Mooseker said there has been an effort to hire a cultural anthropologist whose job is revising how library space is being used and said it looks like the collections in Bass will be reduced and the focus will be how to maximize the negative impact of this. Mr. Mooseker stressed that we do not want students to lose physical contact with books. He distributed copies of an update on this topic. Mr. Jacobson asked if input from faculty is welcome by this committee. Mr. Mooseker said yes, however an attempt last fall to seek input did not generate interest of faculty, and another attempt will be made this spring and he encouraged everyone to talk with their colleagues to provide this input, and Mr. Jacobson offered to send information through the FASS as well. Ms. Greenwood suggested that the FASS write a letter with information on the input that the FASS has received from faculty on the impact this has had on their students – such as a sophomore who wrote that she does not know how to check books or find books on the shelves of the library. Ms. Greenwood feels that

this is a threat to the quality of education we provide students. Melanie Boyd said that she works on the first-year orientation project in the FAS Dean's Office and noted that they are putting together a series of videos for first-year students as well as for graduate students on resources, and one of the areas that we are working on is the library. Ms. Klein noted that this relates to the Faculty Governance issue because the Bass Library plan is directly connected to our teaching and our ability to teach, and yet by the time this issue was brought to faculty attention, it was a done deal – there was already a plan. Mr. Jacobson noted that one of the crucial, unwritten rules of academic research is that a light can go off when you find the book next to the book that you were looking for, and students don't know this without having the experience. Ms. Koizim referred to the Center for Teaching and Learning (CTL) and said that she finds it difficult to believe that we can give 24,000 sq. ft. and a large number of employees to an entity that seems to be struggling to serve some constructive purpose and immediately be told that we need to get rid of books in the library. She said that there is no long-range plan and we need to start thinking about the consequences of decisions made about the library and the formation of CTL.

Mr. Jacobson introduced Ms. Wynn to speak about the Standards and Procedures University-wide Standing Committee chaired by Kathryn Lofton. She noted that the committee received comments from faculty and also received the FASS report and addressed most of the FASS recommendations. The FASS recommended that the committee present a summary of faculty input that they received and the responses. She said they gave a brief summary of the process and also suggested that there be more articulation of what types of behavior constituted violations, however they did not want to address this area in such detail. She said the FASS committee also recommended the distribution of power of final decision-making on which cases would go forward or not, not solely with the Provost but to distribute them equitably with the Faculty-elected Review Panel and the committee has fully adopted this procedure. She said that they also responded to the role that deans can play in unofficial attempts at resolution of a problem before it comes up, clarifying that deans cannot unilaterally impose sanctions – that sanctions must be agreed upon, and if there are differences in agreements, this is when they are held to these Procedures to consider due process. She noted another recommendation was to have more details in the Annual Report, which they modified to have the report include more details on the number of cases that are brought to the Provost, the number of cases that are heard (how many the Provost and review board decide warrant being heard), the number that were heard that violated one of the Standards, and what Standard was violated. She noted that the committee also requested more information on the nature of the violation and what sanctions were imposed, however these were not addressed yet by that committee. She noted that the committee has not addressed all that the FASS and faculty have asked them to, however there are opportunities for the FASS and FAS faculty to offer more comments going forward, and personally, Ms. Wynn is feeling good about the S&P Standing Committee's response as a first step, and one of the points stated is that the S&P are to go through a full review after three years, which is sooner than Yale usually goes through a review of policies and initiatives. Mr. Schmuttenmaer was concerned that the Annual Report will now be less detailed and asked if the Committee gave a reason for this. Ms. Wynn responded "no," and this is where she will make the case for more detail. Mr. Jacobson noted that there is a period between now and the FASS's January 30, 2018 meeting where the FASS will be fielding input from faculty and that the FAS Dean's Office will be doing the same and include in-person meetings at Warner House on January 25, 2018.

Mr. Geanakoplos talked about the Faculty Advancement Committee survey, noting that the survey has been distributed. He said that as of a week ago, 238 individuals have responded and he is aiming for a higher response and asked FASS members to talk to their colleagues and encourage them to take the survey. Mr. Schmuttenmaer asked what the deadline is for submission. Mr. Geanakoplos said the deadline is January 15, 2018, however this is not the absolute deadline.

Mr. Jacobson moved the conversation to the Diversity Report and introduced Ms. Greenwood who explained that last year's FASS Diversity and Inclusion Committee Chair Mr. Schmuttenmaer planned to present this report at the end of last year, however was not able to do so because the Office of Institutional Research (OIR), on which the committee relied for data, had lost key personnel and could not provide the information necessary for the report. However, she noted, this year a new post has been appointed in the FAS Dean's Office - an Institutional Research Associate – and this person will track data on diversity for our committee. Ms. Greenwood said that in 2015, the University announced its current diversity initiative with \$50,000,000 in funding (\$25,000,000 of new funding and \$25,000,000 to come from individual schools,) and this was taken as a serious sign of commitment by the University to this effort. She said that one of the challenges that the FASS Diversity and Inclusion Committee identified is that there was a marked degree in vagueness on what diversity meant, and in the absence of a clear definition of diversity, how could we achieve a diverse and excellent faculty. In April of 2015, Kathryn Lofton was appointed Deputy Dean of Diversity, and Ms. Lofton has exceeded all expectations of what this position represents. The FAS Dean will be appointing a new Dean of Diversity and Inclusivity, so it is our hope that this position receives adequate support and resources, and we believe that there should be an Associate Dean for Diversity and a full-time staff member to support this position. She noted a series of recommendations are listed on page four of the report and noted that this is not an official FASS Report but an advisory document on the part of this committee for the Provost for Diversity, Richard Bribiescus and the Deputy Dean of Diversity and Inclusion.):

- The process of diversity search processes and the ways it is implemented in search processes is an obstacle to diversity hiring, and one requirement is the “Faculty Search Questionnaire” which committees are required to fill out at the conclusion of searches to make sure that diversity was represented in the search process before they are allowed to approach candidates. This committee agrees with these criteria, however something is not working, so we suggest that this is an area that needs a rethink.
- This committee worries that the focus on diversity training workshops are usually for representatives on diversity search committees. We would like to see that the FAS Dean's office reimagine current workshops for search committees as compulsory workshops on “How to Run an Ethical Search”, that will highlight various patterns of behavior that reinforce and reproduce a homogeneous faculty. We envisage that these robust workshops would involve certification and that to be eligible to serve on search committees, faculty should have attended a workshop and received certification.
- Another recommendation concerns Faculty Annual Reports (FAR) to provide a box where faculty are asked to document activities in support of diversity (mentoring, programming, etc.) This will facilitate monitoring of diversity work and, secondarily, will also signal to faculty that this is an expectation in our academic culture. We were struck by the view that in the five-year report of the Women's Faculty Forum, if we go back ten years, the increase in the

number of women faculty at Yale in the tenured ranks stands poorly at 27%, and the University has not made up any of the ground that was projected ten years ago.

- The FASS committee looked at more steps we could take to address gender representation by introducing targets that would say that in year 2025 or 2028, that we would have a certain degree of representation of women faculty. Ms. Greenwood said that Rajit Manohar read the report and has some ideas on how to do this. Mr. Manohar said that at his previous institution, they collected statistics on diversity across departments and saw that some departments were doing well and others were not. Then, he said, we actually collected pipeline data that provided data for us to use for reasonable targets.
- Ms. Greenwood noted that early in the semester, we received an update from the Faculty Resources Committee on the number of searches that have been authorized and searches in progress, and the new positions hired in the last year, and we thought it would be helpful to have information included on diversity and inclusivity.
- We would like information on the web site to support diversity efforts that is FAS-specific and specific to our individual divisions. We want the FAS Dean's Office to work more intensely with departments that have underrepresentation of women and minorities.
- We are also concerned about the length of time it is taking to review parental policies, which has an impact on diversity and equality. We note that there is still not a focus on disability issues, which is a problem.

Ms. Greenwood noted that the interim Deputy Dean for Diversity and Faculty Development chairs an advisory committee on which some FASS Senators sit and is doing great work on the search for the Dean of Diversity. This committee produced a report in April 2017 which is not publically available and it would be good to have a digest of that report that can be publically available. We noted that in the Women's Faculty Forum report that they had a recommendation that the University consider academic (?) for faculty who have been found guilty of sexual harassment and other serious conduct violations, and as a committee, we want to support that recommendation. We have ideas on how we can work with the new institutional research associate in the FAS Dean's Office to relay the kinds of data that we think should be tracked. Ms. Greenwood concluded the summary of her committee's recommendations and asked if there were any questions. Mr. Jacobson noted that this summary is a model of what FAS Senate follow-up should be. Mr. Schmuttenmaer said that he is on the junior faculty search committee for a biophysical chemist in the Chemistry Department and he is the diversity officer and he was not given any individual demographic information – just received aggregate demographic information – and if you do not have the individual demographic information, what is one supposed to do? He said to Dean Gendler, as of 2012, we are not allowed to “guess” if someone is “this, that or the other.” So, Mr. Schmuttenmaer said, he feels search committees need to be provided information on individual candidates. He noted that on graduate admission forms, the individuals check off the boxes (if they choose to) so that we have that information. He also asked if the Dean for Diversity will be an internal or external hire, and Mr. Jacobson said that the candidates are all external. Mark Solomon noted that the percentage of tenured women faculty has not changed significantly in decades, yet the representation of women among the junior faculty has been a higher number during this period, and asked if women are being tenured at a lower frequency, or are tenured women leaving at a greater frequency? Ms. Greenwood said that it is her recollection that there was not a discrepancy between women and

men's tenured rates and problems occurred in retention and recruitment, and also unevenness across departments. Mr. Jacobson noted that the Diversity Committee will continue to accept comments on this briefing document via e-mail and the FASS will address the diversity issue sometime in the spring.

Mr. Jacobson asked the audience to think about and suggest agenda items that they would like the FASS to address in the future. Mr. Solomon noted that when he was a DGS a few years ago, there was a national survey regarding sexual harassment among universities, and our university did not come out well. One topic discussed was faculty awareness and it seems to Mr. Solomon that if there was a mandatory on-line training for everyone to take annually on sexual harassment similar to the one we were required to take on fire extinguishers, it would serve to increase faculty awareness of what issues are involved in sexual harassment. Ms. Greenwood noted that Chairs are required to do a similar exercise annually. Ms. Klein noted that things happen in the classroom and at department meetings that are allowed to slip by, so there needs to be a clear set of iterations of things that are problematic and hold these accountable if they occur in department meetings. Mr. Jacobson noted that in a place like Yale, that power plays a role in almost every interaction that go on and that there are people who use their power and others who simply don't realize how hurtful they are. Mr. Schmuttenmaer commented that it is the responsibility of faculty to say something when inappropriate behavior happens at faculty meetings, and it should be senior faculty who raise the questions and not junior faculty who may not want to raise questions about the behavior of senior faculty. Ms. Wynn commented that she does not necessarily see that an annual required on-line training is the answer. Mr. Geanakoplos said it might be useful for the FASS to commission an interview with someone who has experienced harassment so that faculty would hear, first hand, the kinds of pressure one experiences and how it affected them. Mr. Jacobson called on Melanie Boyd and Inder Gujral to talk about what has been going on within the University that we may not know about and that we can learn from. Ms. Gujral said there have been 2,000 plus people, including professors, post-docs and graduate students, who have spoken out about what happened to them, and she noted, as she read their testimonies, they included a spectrum of occurrences and experiences such as harassment and aggression, across departments. She hopes that we can begin to nurture a climate at Yale where people do not feel that they have to tolerate being harassed. She noted that it would be good to look at attitudes, not only of faculty but of students as well. Ms. Boyd said that she runs the undergraduate prevention education program, and one of the things we are in the process of implementing is an annual on-line training program. She noted that there have been many non-effective programs of this type, so they are reviewing many of the existing programs in the hope of creating a mild, short and effective one that will prove to be a helpful tool in addressing this problem. Ms. Boyd said that if the FASS decides to take on this issue, she would be happy to help. Ms. Greenwood noted that the FASS can play a role as a representative body of FAS faculty that is cross-divisional, diverse and has a huge amount of moral authority that would seek the input and advice of colleagues who have the expertise in such matters to try and come up with some events and strategies and discuss it as a senate and come up with ways that we can use our influence. Mr. Jacobson said we need to think about how we can come up with something that will work and then figure out how to reach the people who need to hear the message. Mr. Jacobson noted that this conversation will continue at the FASS January 2018 meeting with Claire Bower, Chair of the Women's Faculty Forum who will be presenting the report that Ms. Greenwood referenced earlier in this meeting. Ms. Klein noted that there has been a first-round of the search for the role of Dean of Diversity and Inclusion. Dean Gendler said there have been six candidates who have visited campus, and there will be two or three who will be invited back during the spring semester. Ms. Klein asked if there will be planned

interactions with these candidates, and if so, for whom? Dean Gendler said that in their fall visits, they met with faculty, students and members of the administration for a total of eight half-hour meetings. She said that when they return, they will be considered for the position of the Dean of Diversity and Inclusion and for a position in the department of their discipline and they will have a full slate of meetings scheduled. Ms. Goren noted that there will be public lectures by each of them scheduled in their department. Mr. Jacobson asked Dean Gendler to carve out some time for each candidate to meet with the FASS's diversity committee and the executive committee, and Dean Gendler agreed to do so. Ms. Boyd asked people to please read some of the testimonies that will shed light on what types of harassment is happening on campus. Michael Denning was introduced and noted that a "world-class" university should have a "world-class" book store, pointing to the ones at the University of Chicago, Harvard and Princeton, and others of the same caliber that are serious, independent book stores that have large stocks of scholarly books published largely, but not only by university presses and display research across the social sciences, natural sciences and the cultural sciences. He said that Yale's Book Store is an embarrassment, and we need a genuine bookstore where students, faculty and visitors see that we value and support serious, scholarly books, and not a bookstore chain store. He proposes to form a cross-divisional committee of faculty to explore having such a store at Yale and has sent a message to President Salovey who has responded that he would be happy to meet and discuss this further and Mr. Denning hopes that the FASS will be part of this discussion and bring this idea to fruition. Mr. Jacobson said he would get back to Mr. Denning on the role that the FASS could play in this initiative.

Mr. Jacobson noted that the conversations over the last two hours represent an extraordinary kind of work and thanked everyone for their participation as the work that is being done by the FASS is moving and very powerful and likened it to cooking pancakes, meaning that the one you make before the grill is hot gets thrown out, and it's okay. However, he said, the grill is really hot right now so we will be cranking out some really good pancakes next semester! With that comment, Mr. Jacobson adjourned the meeting.