

FAS Senate

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

FAS Senate Meeting
January 21, 2021
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, Timothy Newhouse, William Nordhaus, Ruzica Piskac, Kathryn Slanski, Meg Urry, Paul Van Tassel, Steven Wilkinson

Rose Rita Riccitelli, Staff

Guests:

Almeling, Rene; Basu, Sarbani; Carby, Hazel; Chalioti, Eva; Davis, Deborah; Dolgova, Irina; Duffy, Thomas; Fischer, Michael; Forster, Susan; Friedland, Gerald; Gendler, Tamar; Goren, Shiri; Haller, Gary; Hickey, Alanna; Iacovella, Anna; Joormann, Jutta; Kemper, Jenna-Claire KristoNagy, Elka; Marcus, Ivan; Marouard, Gregory; Moldawa-Shetty, Anna; Morrison, Elise Najera, Luna; Pomey, Sally; Prober, Daniel; Rosenbaum, Joel; Schiffer, Peter; Schmidt-Camacho, Alica; Snowden, Frank; Washington, Ebonya; Yamaguchi, Mika; Yeret, Orit

CLOSED SESSION 3:30 PM - 4:00 PM

The Faculty of Arts and Sciences Senate (FASS) Chair, **Matthew Jacobson**, began the closed session of the FASS meeting at 3:30 PM. He announced that the FASS will sponsor an open forum in the first half of February devoted to the question of educators, education, educational institutions and the current national crisis, and he asked senators to think about our obligations, responsibilities as educators at this moment where we are close to a breakdown in civil society. He noted that to date, **Emily Greenwood**, **Alicia Schmidt-Camacho**, **Milan Spolik**, and **Kathryn Lofton**, have agreed to speak. These individuals represent different disciplines and different points of view, and will come together to think about what this moment means for our profession, for our scholarship, and for our institution. **Nicholas Christakis** suggested that others be included who represent other perspectives. **Mr. Jacobson** agreed. **David Bercovici** suggested inviting someone from the sciences. **Mr. Jacobson** asked for him to send him suggestions.

Mr. Jacobson reported that he has heard from a chair about her frustrations with the Provost's Office on budgetary issues. He noted that the FASS Budget Committee is polling FAS Chairs to

ask them to provide a list of their concerns so that the FASS can bring them to the Provost at the next FASS Executive Council's quarterly meeting with the Provost on February 1, 2021. He said we continue to push the FAS Dean's Office on questions we raised on the FRC (Faculty Resource Committee) and have asked what the Dean's Office is doing about their accounting of current searches, searches in progress, what last year's count looks like, and what this year's count looks like. He noted it has been difficult to get information about these issues, and we will continue to ask for it at our next meeting with **Dean Tamar Gendler**.

Mr. Jacobson presented the minutes from the December 17, 2020 FASS meeting and asked if there were any corrections/edits. None were given. He took a vote for approval of the minutes as presented. The vote was unanimous to approve the minutes from the FASS December 17, 2020 meeting as presented.

Mr. Jacobson called on **William Nordhaus** to report on the retirement incentive and copyright reports. **Mr. Nordhaus** reported on the copyright issues that were discussed at the fall FASS meeting. He noted that the committee wrote a report that was sent to the Administration, and that the Provost formed a committee to study the issues that was chaired by **Heather Tookes** from the School of Management and included **Steven Wilkinson** from the FASS. **Mr. Nordhaus** noted that the Provost-appointed committee issued a report a month ago, which members of the FASS Executive Council and Governance Committee reviewed and thought was an excellent report. He noted that there are two items that still need addressing, and that our committee will respond with a report (in February or March) that will mention these two items and will also commend the process of the administration in appointing a faculty committee to discuss an important issue and listen to faculty and ask for their comments. This, he said, is exactly what the FASS wants to happen, and particularly when it is in response to a FASS report. The second report **Mr. Nordhaus** mentioned relates to the retirement incentive program. He noted that the Yale Inter-school Faculty Working Group issued a report in the fall, and that the Provost sent a response to that report only to the committee. **Mr. Nordhaus** characterized the response as a "thank you, we'll make a very small adjustment," however there were virtually no changes in the program. The committee prepared a response to the Provost's response, listing four recommendations which are:

- First, the faculty greatly appreciates written responses to the reports of its committees, and we hope this practice will be followed in the future.
- Second, faculty participation in study and recommendations is a key part of devising well-designed plans and providing legitimacy among faculty participants.
- Third, we continue to have concerns about the substance of the Plan, particularly many unanswered questions about details and the lack of a clear and consistent statement of policies on the open questions.
- Fourth, we recommend that, at an appropriate time in the near future, the Provost establish a faculty committee that will work to develop a generous and inclusive plan that will address the issues raised in our report, thus offering different options that will improve both the process and the quality of the retirement plans available to the faculty.

Mr. Nordhaus mentioned one disturbing issue – the University’s fiduciary responsibility in this situation, and flagged it as an area of concern. He then asked to move the committee’s report be adopted by the FASS. **John Geanakoplos** made two comments:

1. He noted that the two reports on retirements and copyright have been marvelous –and are an extraordinary example of the usefulness of the FASS. They are important to the University, and the issues were misunderstood by the University and greatly clarified by the reports.
2. He said that the main theme of the report on the retirement plan was that it was flawed because it had so little faculty input in it, and the second report – the response – makes that point again but in the summary, it is hardly mentioned.

Mr. Geanakoplos asked if **Mr. Nordhaus** feels that this point has been heard by the Provost.

Mr. Nordhaus said he thinks the Provost essentially ignored the Retirement Report and didn’t pay much attention to it in the first place, and understandably it would have been a mess to change it. **Mr. Nordhaus** has heard that the Provost has a substantial number of people signed up already and his colleagues and he realized it would be too complicated to change the plan at this point and therefore decided that they could live with what it is now, and can do better next time around. However, **Mr. Nordhaus** noted, that it was quite the opposite with the Copyright Report, and this is an ideal example of the kind of relationship that should exist between the FASS and the top leadership of the University, where they appointed a committee and listened to them. He then noted that the University Committee took all the suggestions from the FASS committee and incorporated them into their committee’s report, which is very heartening and we can look at this as how we hope things will happen in the future. He said that he was not surprised that the Retirement Report did not get the same kind of response as the Copyright Report, and that he is okay with this because all of the issues with the retirement plan would have taken too long and been too complicated to do anything about. So, he feels that the 50/50 outcome on the response to the two reports is encouraging for the future. **Mr. Geanakoplos** asked if **Mr. Nordhaus** means that with the retirement issue, it is a one-time offer that will end soon and that the administration will learn from it and do a better job in the future. **Mr. Nordhaus** said that he feels that the copyright is a key issue that affects the faculty greatly – we’re doing all of these recordings and it will continue to affect us in the future, and the fact that we made it clear that faculty own our digital teaching materials is absolutely critical for our faculty and for other universities. He said that the retirement is a one-off thing that he feels was not well done but he has hopes that they will think about doing it better next time. He feels that the copyright issue is much more important for the faculty and also for faculty in the Medical School. **Howard Bloch** noted that this is not just a communication between the FASS and the Provost – this went to the entire FAS faculty, so anyone contemplating taking the retirement package who has read it, has received the message, and this is an important component of communication that we can’t forget. **Mr. Jacobson** noted that there have been significant responses to this communication on the issues. **Meg Urry** said she got the impression, from the discussions about the retirement package, that somehow the Provost might have thought that it was unseemly for faculty to help design their own incentive – that it would be some kind of conflict of interest. Which, she said, is ridiculous because they (the administration) have a huge conflict of interest in designing it as well. She said she thinks it might be beneficial to say something to get them to understand that it would be beneficial if they did a better job, as pointed out by the report, in

order to get people to retire. Somehow, she said, if we could do this, we could neutralize the idea that it is somehow unseemly. She asked **Mr. Nordhaus** if this idea had been discussed by the committee. He replied it had not, and that the present administration views the FASS as a lobbyist group. He said that he feels we should present ourselves not as a lobbyist group but a group that actually has knowledge and a deep interest in the University and would like to have an enduring presence in the governance of the University. **Mr. Jacobson** said it has been moved that we adopt this report as a FASS Report. The move was seconded by **Mr. Wilkinson**. A vote was taken and the Response to the Provost's Letter on the Report on Retirement Incentive Plan by the Yale Inter-school Faculty Working Group was approved.

Jennifer Klein gave a report on the Faculty Advancement Committee's meeting with **Costas Arkolakis**, Chair of CESOF (Committee on the Economic Status of Faculty). She noted that **Mr. Arkolakis** said that the data is still being processed because there has been a methodological change in the data that is being compiled by the OIR (Office of Institutional Research), so other elements are being included in what constitutes faculty salaries and compensation. She said the conversation centered on the lack of access to this information, because much of what **Mr. Arkolakis** would say to us is that he could not share information on whatever we were discussing, and he had been told by the deans and by OIR, that this information is confidential and not available to the public. This remark, she said, makes it clear that there is no distinction between information that is available to the public and information that is available to us as faculty, and we could not get to the bottom of why we are not allowed to have information that is integrally related to us. She said that these are faculty salaries we are talking about, and that OIR people, who are not faculty, have this information, but we as faculty do not get access. She said that **Mr. Arkolakis** will come to the FASS and present us with his charts and graphs and some data, but the information he provides will be restrictive. **Ms. Klein** asked if the EC or the Faculty Advancement Committee can approach the Provost and the Deans and ask that why is it that something that is very particular us – faculty salaries – is still considered off limits. Also, she said, she feels that year-after-year, the Executive Committee has made these pledges of confidentiality to the Dean, and yet somehow we are still not trusted to hold information confidential. **Mr. Jacobson** said that the EC will definitely bring this up at our February 1, 2021 meeting with the Provost, and it should also be a topic of conversation when CESOF makes their presentation here next month. **Alessandro Gomez** noted that the Budget Committee has never met (with the Provost) after it was decided that there would be a small group meeting with the Provost monthly, and as far as he knows, these meetings have not taken place and could this be another stalling tactic from the administration? **Mr. Jacobson** said that he feels that it is too early to tell, and we have pushed for quarterly meetings with the Provost and we've only had one so far. He said there is reason to be skeptical or cynical, however he is willing to keep pushing through at least one cycle of these meetings. **Mr. Nordhaus** noted that there is this inner university consortium of chairs of Senates, and he proposes to ask them whether they have access to these data – whether other universities share this type of data with their faculty councils or faculty senates and the like. **Ms. Klein** said the OIR data does not reveal personal data and is done by rank and division so it is generalized in that sense. She said we are also doing some reading about other universities who are trying to use collective, organizing responses to push their administration towards action on salaries and compensation, whether it is unionism or a direct action tactic, and then use findings in a Town Hall conversation.

Mr. Jacobson gave an update from the Nominations Committee and said that the committee has begun recruiting for people to run for the open seats. He reported that so far we have 12 people who have said they would run if nominated. He also noted that we need twice that number so he urged everyone to encourage friends and colleagues of every rank to stand for election. **Mr. Gomez** asked if there were some divisions who are underrepresented in terms of the slate of candidates, and **Mr. Jacobson** said he will check the list and send out that information via email.

OPEN SESSION 4:00 PM - 5:30 PM

FASS Chair, **Matthew Jacobson** began the open session at 4 PM and welcomed everyone entering to the meeting. He noted that our country has been through quite a lot in the past few weeks and wanted to begin this meeting by offering his own thoughts and said it is an invitation to future conversations in thinking together as educators.

Opening statement by FAS Senate Chair Matthew Jacobson at the January 21, 2021 FAS Senate meeting:

Acres of print have been spent on the horror that was the attack on the Capitol on January 6th. This dangerous moment did not break upon us overnight: some would look all the way back to the traps laid for American democracy when Reconstruction was crushed in the 1870s. Yale Ph.D. and noted Harvard historian Jill Lepore dates the beginning of our current plight to sometime around the emergence of abortion as a defining issue in American politics a half century ago: once you believe your compatriots truly to be murderers, the idea of “loyal opposition” is bound to give way to all out enmity and warfare. In the years since, we have seen culture wars; a widening polarization between red and blue America to an “across the aisle” chasm nearly unbridgeable; the assault on presidential legitimacy that was “birtherism”; a scorched-earth evisceration of the Voting Rights Act; the resurgence of a frank white nationalism that had long been in hiding; and the conspiracy mongering and “alternative facts” of Q-Anon and others. This has ceased to be a matter of political ideology, of conservatism vs. liberalism, and we should not be fooled into treating it as such. What once was mere partisan division has metastasized into a question of autocratic impulses opposed to the core principles and practices of democracy itself. And so, we see a confederate flag brazenly marched through the Capitol rotunda as chants go up for the hanging of the Vice President. As our colleague Timothy Snyder puts it, a generation of “gamers” who thought they could nullify the opposition and bend the system to their will prepared the ground for a rising generation of “breakers,” who have no belief or faith in the system at all, and no real allegiance to it.

This month’s violence in rejection of our democratic election may have been long in the making, but it does mark ours as a moment of unique urgency. The FAS Senate calls on colleagues here at Yale and across the country to consider what the present crisis requires of us. What does it require of us as educators whose classrooms are devoted to the empiricism, the spirit of intellectual honesty, and the reverence for truth that have come under assault? What does it require of us as guides to the young people in our care? What does it require of us as stakeholders in the university, an institution so central to the civil society that has become dangerously frayed. We are mistaken, if we believe that our obligations, our roles, and the nature of our work remain unchanged by this unspooling national crisis. Like very few moments in a generation and more, this one requires us to rise to the full responsibility – I might even say nobility – of our calling.

Mr. Jacobson said that in the coming days, the FASS will host a faculty-wide discussion of these questions – an opportunity to think together and to hear from one-another on ways in which scholars and educators and educational institutions can best meet such moments of societal stress and crisis. He said we will sponsor a full forum or Town Hall in early February, and speakers so far include our colleagues **Emily Greenwood**, a classicist that works on democracy, **Alicia Schmidt-Camacho**, Chair of the Ethnicity, Race, and Migration, and works on immigration, race, and social justice, **Milan Svolik**, a political scientist who works on breakdowns in civil society, and **Kathryn Lofton**, who works on religiosity and ethics in everyday life. He said that earlier this afternoon, it has been requested that we add to that list a scientist and perhaps others representing different temperaments and viewpoints, and he is happy to do that, and will do that. He noted that the point in doing this exercise is not to rail against the insurrectionists, or interpret the crisis, but to think with one another about higher education, about this institution, about the work we do, and about our obligations in this.

Mr. Jacobson introduced **Frank Snowden** who will introduce his colleagues from the Koerner Center to give a report on their initiative

FASS chair recognized members of the Koerner Center Advocacy Committee to elaborate on the report of their work presented at the FASS meeting on December 21, 2020. **Professor Gary Haller**, Professor Emeritus of Engineering and Applied Science, and a member of the Koerner Center Advocacy Committee, spoke first and reported that in the spring of 2020, he suggested that the Koerner Center and its members expand its purview to address issues of racism and social injustice. To support this initiative, an advocacy committee was assembled to develop a program, with members **Hazel Carby**, **Deborah Davis**, **Susan Forster**, **Gerald Friedland**, **Frank Snowden**, and chaired by **Tom Duffy**. He noted that he is an ex officio member, and **Jenna-Claire Kemper** serves as the executive director of the Koerner Center and is its convener. **Professor Haller** highlighted the mission of the committee: “It seeks to deploy the Center’s reputation and abilities to generate substantive steps to promote racial justice. Our community and our committee seek a deeper understanding of histories and structures that have led to and maintain racial inequalities in our society. In its first programmatic step, the Center is hosting a series of conversations and talks with speakers invited from within our community and the University. There is a monthly book session and a film series. The Center’s web site will contain pertinent essays, articles, and pod casts. Information and suggestions that are gleaned from these deep listening encounters will be used to guide the committee in subsequent advocacy. The committee expects that these activities will result in the identification of those areas where the Center’s influence and actions can best be exerted to promote change. It hopes that its initiative will interest and involve the whole community while challenging the ethical and political will of all.”

Thomas Duffy, Professor Emeritus of Medicine and the committee’s chair, offered a summary of the committee’s work to date. **Professor Duffy** said a major aspect of the committee’s work has been a series of conversations with people who could give us facts regarding the community, as well as the University. There have been conversations with the **Reverend Jerry Streets**, a former Yale chaplain and now the pastor at the Dixwell Avenue United Church of Christ. They have

spoken very productively with New Haven Mayor **Justin Elicker**; **Will Ginsberg**, the head of the New Haven Community Foundation; and Yale's **Hazel Carby**, Professor Emeritus of African Studies and American Studies, and **Emily Bakemeier**, Vice Provost. These conversations helped the committee understand what the major issues are for all of us. **Professor Duffy** introduced two physicians, **Dr. Susan Forster** and **Dr. Gerry Friedland**, to address how the Covid epidemic has told us what the racially poverty areas are in the City of New Haven, and how these have affected the striking difference in morbidity for different racial groups in the city. Additionally, **Professor Carby** will speak about information she helped developed which compares our institution with other sister institutions, not only in this country but also in Britain. This particular material addresses how racism is confronted by a community, as well as what reparations are in progress to compensate for them. Also, Professor **Deborah Davis**, a sociologist, will address Yale's relationship with the community. Much of this, he noted, was precipitated by the description by **Mayor Elicker** about the strangling of financial shortfalls in the City of New Haven. **Professor Duffy** told of three incidents near Yale New Haven Hospital, where in the last three years, three lives were lost (one was a worker at the hospital; one was a medical student; one was a law student) as a result of traffic accidents. When **Mayor Elicker** was asked why nothing had been done about these occurrences, he responded that the cost of \$52,000 for investigating was more than the city could afford. **Professor Duffy** noted that it is unavoidable to recognize that the poverty of the city affects the lives of all of us, as well as that of our students. He noted that the last presentation will be by **Frank Snowden** who will talk about the educational initiatives – a poverty of a different kind in this city, and mentioned Tim Snyder's book "Our Malady" and said that reviews describe this book as "dripping with rage on every page" – rage that has to do with recognizing the inextricability of medical care and freedom; but he extends that to say that medical care and education of our young people that subsequently affects what choices individuals have for freedom. **Professor Duffy** said that all of these issues are affecting our community and our University, and if we follow up on the theme that has already been discussed, we can see that we need unity in our community as well as in our university. **Professor Duffy** introduced **Doctors Forster and Friedland** to continue the discussion.

Dr. Gerald Friedland is an Emeritus Professor of Medicine, Epidemiology and Public Health in the School of Medicine, and was former Director of the Yale AIDS Program, and **Dr. Suzie Forster** is an Emeritus Professor of Ophthalmology in the School of Medicine. Dr. Friedland noted that among her many hats at the Medical School, **Dr. Forster** was the founding chief of Ophthalmology at Cornell Scott Hill Health Center, the largest free standing federally qualified community health center in CT located in the Hill area of New Haven, and the poorest section of our city. Today, **Dr. Friedland** said, we will discuss Yale and its relationship to New Haven as partners in disease and health. He explained that the Yale University School of Medicine and Yale-New Haven Hospital are separate from other parts of the University, and they take pride, and justifiably present themselves as Yale's world class institution in medical education, science, prevention, care and treatment; the City of New Haven provides their home base, but is also one of the poorest cities in our nation. The health of the institutions and the people of New Haven are inextricably entwined. There is a long historical dichotomy between the community surrounding the institution with past successes, but ongoing and continuing tensions. He said that we have learned from **Frank Snowden**, that epidemics often uncover all the flaws in human

institutions and societies, and the Covid-19 pandemic has made this glaringly clear, and nowhere more powerfully in the exposing of racial and sociodemographic inequities in health in New Haven, and in the shadow of Yale. We would like to provide a pertinent illustration of this in the recent experience in the caring for patients with Covid-19 in the Yale-New Haven Hospital system. He noted that from February 1, 2020 to August 30, 2020, at the peak and first wave of the epidemic, Yale-New Haven Hospital admitted 3,357 patients with confirmed Covid-19 diagnosis. Hospital admissions are often considered, in medicine and epidemiology, as a measure of community burden of disease. The demographics of New Haven County: 63% are white, 12 % black and 18% LatinX. But of note, those admitted to the hospital, 47% were white, 25% black and 26% LatinX. Thus, Black race and LatinX ethnicity were associated with increased risk of Covid-19 admission, and increased burden of disease, (with the odds ratio of 1.43 and 1.81 respectively.) Nevertheless, once admitted to the hospital, race was not statistically associated with an in-hospital risk of mortality; adjusting for age, in-hospital mortality was similar among all reported races and ethnicities. So, we may pat ourselves on the back in that our well-resourced and exceptionally-staffed university teaching hospital, even though stretched dangerously in the height of the pandemic, can provide care and treatment to everyone equally with equal outcomes, however we do have to ask about the racial and ethnic differences in the burden of disease represented by admissions to the hospital. In this discrepancy lies factors outside of the hospital and in the race-based inequities that characterize the New Haven community and create great vulnerability for poor health and increased disease burden, including Covid-19. And it is here and not just in the hospital, where we feel that Yale University has both obligations and opportunities. Comparisons of rates of poverty make this clear: The percentage of the population living below the federal level of poverty in Connecticut is 10%, 12% in New Haven county, 25% in the City of New Haven, and 42% in the census tract. Dr. Forster noted that the census tract 1406 is the census tract for the neighborhood that is adjacent to the hospital. She explained that the U.S. Center for Disease Control (CDC) has a social vulnerability index (CDCSVI) that determines the social vulnerability to environmental dangers, and illness of every census tract in the US and ranks each tract in 4 general categories:

- Socioeconomic status
- Household composition & disability
- Minority status & language
- Housing type & transportation

Possible scores range from 0 (the lowest vulnerability) to 1 (the highest vulnerability), and New Haven ranks on this scale at 0.57, which is moderate to high vulnerability. However, she noted, that the distribution in New Haven is not homogenous and varies by neighborhood. For example:

- Census Tract 1406, which is adjacent to the Yale New Haven Hospital, ranks 0.9772, which is incredibly high and very vulnerable.
- In contrast, Census tract 1419 in East Rock ranks at .0874. extremely low vulnerability.

She then looked at the health outcomes in New Haven to think about why these prior experiences determine who gets hospitalized and who has these social vulnerabilities. She then focused on some of those social factors that impact one's health, particularly as it relates to the Covid pandemic. Let's consider why people in the poorest parts of New Haven, mostly Black and LatinX, fare worse in avoiding Covid. Being poor, perhaps with no high school degree, one might be less aware of services available to address the pandemic. If your multi-generational family lives in a small apartment with poor ventilation, in a multi-unit building and sharing the elevator or staircase and other public spaces, your exposure risk is higher. If a younger member of the family has a front-line job such as check-out clerk at a grocery store, or is a practical nurse in a nursing home, they have a higher risk to exposure. That younger family member then brings that risk back to grandma, who is home watching the kids who are in and out of school. And remember most Covid spread is by asymptomatic carriers of the disease. If the family does not own a car, getting to work and other places that are not within walking distance is by public transportation - another potential viral exposure risk. Also, early testing in New Haven, with the exception of the Yale community, was at drive-through sites thus excluding those without a vehicle. If English is not your native language, or your language skills in English are less fluent, this may present a barrier to access to reliable information and care. And, we have not touched on the issues of trust in that community. Dr. Friedland continued the discussion and spoke about the intersection of health and inequities that brings us back to our likely mission of how to advocate and push for Yale to support New Haven by focusing on and strengthening the education of present and future generations. First, given the realities mentioned, we have to recognize that there is no magic bullet, and the inadequacies of learning we may seek to address are rooted in complex issues of racism and social inequities that must be addressed not separately, but in concert. And, with the meaningful participation of the community and not by a top down Yale gift, but rather by a partnership.

Hazel Carby, a Professor Emeritus of African American Studies and American Studies, spoke next. She noted that following discussion of the inadequacies of Yale's current policies and practices under the umbrella of "diversity" and the considerable shortfall in its financial contributions to the City of New Haven, our committee decided we needed more detailed information about how issues of racialized and ethnic injustice and inequality on university campuses were being confronted, and how university obligations to the communities in which they are embedded were being addressed. The Center employed **Patricia Ekpo**, a graduate student in American Studies, to undertake research and compile a report which she recently submitted to us. Under current conditions, this preliminary research has been undertaken online. The title is "University Anti-Racist Policies (Enacted, Proposed and Demanded)".

She said that the report is divided into two Parts:

Part 1: Intra University Issues

1. Official University Anti-Racist Policies and Actions Towards Policies
2. Faculty Hiring and Retention
3. Undergraduate and Graduate Admission
4. Academic and Campus Life
5. Reparations

Part 2: Universities and Surrounding Community Issues

1. Taxes and PILOTs (payments in lieu of taxes)
2. Community Benefits and Outreach
3. Policing

She reported that the report includes Yale and a range of other universities and colleges – many are urban, like Columbia, Penn, and the University of Chicago - however not all, like Dartmouth and Princeton. Some are state universities, like the University of California and Ohio State. Material includes but is not limited to peer institutions. Also included are initiatives generated within and undertaken by schools and departments. Where there are few U.S. colleges and universities with official and explicit policies against racism, the report includes non-U.S. institutions who have policies undergirded by national or regional human rights codes in Canada and the state of New South Wales in Australia. In addition to policies which have been officially adopted, are accounts of practices being debated or demanded by students and/or faculty at Yale and elsewhere. All footnotes in the report are live links to documentation. For example, in the section on Reparations, there is a link which opens to the full recording of a meeting held on October 12, 2020 where alum **Tom Steyer** calls for Yale to heed the call of another Yale Alum, Representative **Sheila Jackson Lee**, who introduced H.R. 40. **Steyer** urges Yale to lead the nation in establishing an Interdisciplinary Reparations Commission. The meeting, which includes members of ADOS (American Descendants of Slavery) invites Yale faculty and departments to initiate a discussion of such a commission by hosting an interdisciplinary series of talks by scholars on the history of enslavement and the subject of reparations. When the Advocacy Committee has had a chance to fully consider the Report, it will make it available to interested members of the Faculty Senate

Deborah Davis, Professor Emerita in Department of Sociology and East Asian Studies, spoke next. She began by noting that she has lived in New Haven for more than 40 years and is very rooted in the city and very distressed by many of the issues that the city confronts, but also sees the way the University excludes itself from what she calls a responsible citizen. She wants to focus today on the financial concerns that comes from the many conversations this committee has had with the New Haven Mayor **Justin Elicker**, with **Will Ginsberg**, and with the Vice Provost **Emily Bakemeier**. There are many ways to understand the current relationship between the city and the University, and the one our committee deemed central is the financial relationship, and the one that she personally saw as central after learning that despite \$250 million spent on unplanned Covid related expenses, the University ended the fiscal year with a surplus of \$125 million in its operating budget, and had significant growth in the \$31.7 billion endowment. When she saw this announcement in July, she also saw that the city was in crisis because of a \$10 million shortfall in its budget. She saw that the University has a \$125 million surplus, they pay less than \$12 million as their voluntary contribution to New Haven, and therefore what it means for the University to present itself as making a voluntary contribution that is only a tiny fraction of their spending across the board, and in this year of Covid, they have realized a surplus. **Professor Davis** flagged three areas where the committee have focused on. First, it has focused on the impact of the city's loss of real estate revenue because of the exclusion of non-commercial University property from the tax rolls. In response each year, the university

makes a voluntary payment beyond its fixed payments for fire services. In 2019-2020 the University and hospital voluntarily paid approximately \$12 million to the city, to a city budget of \$557 million. As many know, the city participates in PILOT (Payment in Lieu of Taxes) whereby the state agrees to reimburse lost tax payments in municipalities with high percentage of land occupied by state and non-profit organizations. In 2019-20, PILOT payments totaled \$68 million, of which \$37 million came as result of college and university properties. However, in recent years, the reimbursement rate has fallen from 77cents on the dollar to 30 cents on the dollar. In our conversation with the Mayor, he emphasized that issues around PILOT need to be taken up at the State house, but encouraged members of the Yale community to join others in addressing this issue. Second, the committee considered the substantial funds the University allocates yearly to residents of the city. The single largest recipient is New Haven Promise, a scholarship program founded in 2010 in which Yale promises to cover 4 years of college tuition for qualifying graduates of New Haven public schools. As of July 2020, Yale had donated \$28 million to 2,000 graduates of New Haven Public Schools.

The second major ongoing expenditure is the Homeowners Program begun in 1994, and renewed through Dec 2021, which supports first time home buyers in several designated neighborhoods for 10 years and helps with the closing costs and a fixed amount of \$5,000 to partially cover taxes on their houses. Over the past 26 years the university has spent \$31 million for 1,134 individuals: 44% of whom are staff, 29% of whom are faculty, and 20% of whom are in management positions. Third, we looked briefly at one-time payments to address specific and unexpected needs of the city. The most recent example is the Yale Covid Relief fund that was launched last spring as a matching fund. When it closed, the fund slightly exceeded \$2.3 million, and the largest single expenditure was \$250,000 paid to NHPS to provide chrome books and hotspot Wi-Fi to support on-line instruction. There are also multiple ways in which the University encourages departments and individuals to create outreach and support programs to residents of New Haven. These many efforts are substantial and directly contribute to our city and bind together the lives of city residents with members of the University. These have not been flagged in this overview because their financial value is not as easily calculated as PILOT payments or New Haven Promise. They also do not (and here she spoke personally) support the argument that the University needs to do more to meet their financial responsibility to invest in the city in which the university flourishes financially as well as intellectually. Professor Davis pointed out that if you go to the report of the student who worked with Professor Carby, the model that stands out is from the University of Pennsylvania where they made a pledge of \$100 million over 10 years to the City of Philadelphia that is primarily focused in remediation in the schools and other aspects of educational events. If you look at the New Haven budget, clearly the largest part is going to education. We are an educational institution, so many of us were quite inspired, not only by Penn's ability to go forward, but also that they were using the word "pledge" to the city of Philadelphia. Professor Davis said that she is looking for ways for this University to pick that up and not be so on the defensive. She supports the idea that the University can only be as healthy as the city in which it lives, and this is a moment when synergy across different departments, schools, and generations of scholars can get this administration to take the leap to being what, she calls, a more financially responsible actor.

Frank Snowden, a veteran of the History Department and the History of Science and the History of Medicine, talked about what the committee wants to make as its first priority and first initiative from the wide range of areas presented here today. He said the Koerner Center proposes an alliance with the Faculty of Arts and Sciences, have it been ongoing, and to begin with having a joint effort. He feels that the Koerner Center can be useful because of its structure, to reach out to other parts of the campus – the Medical School, the Law School, the School of Management – and is able to generate support. The committee cannot do everything, so we want to begin with education. What we heard from **Mayor Elicker** and from some parents of children who are in New Haven schools, is that the educational system is in crisis and is not sustainable on the basis of the funding now available to the city, that its quality is not sustainable, and that means diminished opportunities for the people of New Haven instead of creating new opportunities instead of entrenching disadvantage and poverty. We feel that education can be a real game-changer in terms of the life of the city if Yale could be induced to make a major commitment – a pledge - the same way that the University of Pennsylvania did. We realize that this will take a fair amount of persuasion. Our reason we think that this may be possible is that there is a moral obligation, and right now the city is not being supported by the University in a way that makes education viable. Also, it is an area that is politically desirable because there is no objection that can be reasonably made to increasing support for education. Additionally, in Yale’s enlightened self-interest, if education in the city is allowed to collapse, that will have a devastating impact on the University long-term as well on issues of recruitment and retention of faculty, so it is in everyone’s interest. The committee thinks that the University should be persuadable, and that we are not going to be behind other Ivy’s in our willingness to help the city that surrounds us – a city that is in crisis. **Professor Snowden** suggests that the committee on a whole, form an alliance with a vision of concentrating first on education, because education is part of Yale’s central mission and we’re touching an area that is central in everything that Yale does, and we feel that we have a strong moral and practical argument to make, and as educators, we have resources apart from the administration of the University, and that is faculty and former faculty, we also have resources to offer this endeavor and it can certainly be a partnership. We want to summon the University to make a pledge and to realize that this should be a cooperation with the city, and that Yale can also learn from the city of New Haven, and in an ideal world, this should be a win-win situation for everyone involved. He pointed out that the long-term future of the city, and the long-term future of the University, are inseparable, and we want this to be the beginning of a partnership to induce the University to do the right thing.

FASS Chair **Matthew Jacobson** thanked the members of the Koerner Center for their presentations and made a commitment that he will meet with them and continue the conversation. He invited Senators and other members of the audience to join in the initiative. **Professor Haller** asked that people contact the Koerner Center’s Executive Director **Jenna-Claire Kemper** (jenna-claire.kemper@yale.edu) and cc him (gary.haller@yale.edu) on their message.

Paul VanTassel asked about the U Penn program that is supporting the city of Philadelphia, and if all of the money is going to education, and how they are prioritizing that money towards the various levels of education. **Deborah Davis** respond that we don’t yet know the details and the group will be seeking the answers to the key questions relating to this program. **Valerie Horsley**

commented that as a parent of children who attend New Haven public schools and a faculty member, she appreciates the Koerner Center's efforts in this area. She commented that there are a lot of community groups who are advocating for public schools and she thinks it would be most effective and really important to partner with them to make sure you have community buy-in, and is happy to connect the Koerner Center with those that she knows of. **Frank Snowden** said that they intend to do what **Ms. Horsley** suggests. **Howard Bloch** noted that the argument has to be couched in terms that Yale understands that good public schools are in its long-term interest. He noted that if faculty could use New Haven Public Schools, it would be a boost to many families of considerable amount of money that is not going to private schools. He said in terms of social and racial justice, private schools have been supported and public institutions have been "starved." This, he said, is not something that Yale is going to solve, but it is something that Yale can articulate above and beyond any other contribution.

Mr. Jacobson called on **Valerie Horsley** to present a follow-up resolution regarding the Yale's Childcare Consultative Committee (YCCC) initiative that was presented at the last FASS meeting in December 2020. The resolution asks the administration to appoint a University committee to study Yale childcare issues. He noted that even though the Provost's Office, Human Resources, and the Dean's Office have worked hard to meet the childcare needs, there is no one whose job it is to think about childcare issues at Yale. He noted that this resolution is about establishing a committee to oversee the issue itself and the efforts involved. **Ms. Horsley** moved that the FASS adopt a resolution asking the Provost Office to establish a committee that can work together to ensure that we develop short-term and long-term solutions to create comprehensive and structural policies to address work life balance during and beyond the Covid 19 crisis. She noted that we're asking this because the childcare issue and other HR issues related to work life balance, live in the Provost's Office, and effectively, there is not a cross-campus or cross-university committee that can address these issues in a way that gives advice to the Provost constructively. She said that this is why this YCCC committee has come forward during Covid, and this is also based on her experience when we started "The Nest" at the Divinity School – there was a group that came together to make sure that we looked at the problem and solved it together, and this is a really effective way to get community input and help the Provost's Office lead in these initiatives going forward. **Ms. Horsley** made a motion to pass this resolution, which she proceeded to read:

Resolution to request the Provost's office to establish a University Work/Life Committee

WHEREAS, the Senate of the Faculty of Arts and Sciences of Yale University (FASS) was established as an elected representative body by a vote of the Faculty of Arts and Sciences; and

WHEREAS, burdens parents experience during COVID-19 and women in the United States have long worked a "second shift" – even as they join the labor market in ever-larger numbers, they still continue to take on the lion's share of household tasks, childrearing, and elder care (Bianchi et al. 2012; Hochschild 1989; Iversen and Rosenbluth 2010). These burdens are exacerbated by the pandemic, and these inequities

persist alongside the additional domestic labor brought on by the pandemic (Oxfam 2020; Lyttelton 2020); and

WHEREAS, the FAS Senate is a member of The Yale Childcare Consultative Committee (YCCC), a coalition including leaders from the Women Faculty Forum, FAS Senate, Committee on the Status of Women in Medicine, Working Women’s Network, Yale postdoctoral associations, and UNITE HERE Local 34, is working to address issues relevant for working families at Yale; and

WHEREAS, Yale has taken steps to support faculty, postdocs, staff, and graduate students experiencing tremendous strain as they attempt to balance working and parenting during this global pandemic; and

WHEREAS, on November 2, 2020, the Provost suggested that HR, convened by Deborah Stanley-McAulay, Director of the WorkLife office, should meet with the YCCC on a quarterly basis through the end of the fiscal year; and

WHEREAS, on December 1, 2020, the YCCC issued a report with specific recommendations for the University with specific calls to action to address work-life related issues;

THEREFORE, the FAS Senate of Yale University resolves as follows:

RESOLVED, that the FASS applauds the steps that the administration has taken thus far to increase the support for childcare through the COVID-care assist program, potentially increasing childcare on main campus, and encouraging flexibility in teaching, work hours, and responsibilities.

RESOLVED, that the FASS endorses the principles and the recommendations of the YCCC report issued on December 1, 2020.

FURTHER RESOLVED, that the FASS urges the Provost’s office to establish a University Committee devoted to both short-term and long-term solutions to create comprehensive

and structural policies to address work/life balance during and beyond the COVID-19 crisis, in response to the needs and requirements of a 21st century workplace. In recognition of the YCCC’s ongoing work and record of accomplishment in this area, the FASS recommends that the Provost’s office work with the YCCC in establishing this University Committee.

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Mr. Jacobson asked if there were any questions or comments. **Mr. Gomez** said that although women have to take the greatest burdens in these matters, he asked if the resolution should be made more gender-neutral. She agreed and agreed to make the necessary changes. **Mr. VanTassel** asked who would be on the committee – faculty, staff – and what kind of terms would they serve? **Ms. Horsley** said YCCC didn’t feel that they could prescribe who the Provost’s office would put on the committee – we are just advocating for a committee. **Mr. Jacobson** said it would be ideal if there were a mixture of faculty and staff on the proposed committee and we would hope that this happens. With no further questions or comments, Aimee Cox seconded the motion and a vote was taken and the approval of the **Resolution to request the Provost’s office to establish a University Work/Life Committee** passed unanimously. **Mr. Jacobson** thanked the YCCC, WWF, and others for their work on this issue and said that this Resolution will be posted on the FASS web site and also be forwarded to the Provost’s Office.

Mr. Jacobson called on **Hélène Landemore** to give an update on the program Transform’U that she talked about on at the December 2020 FASS meeting. Transform’U is a platform that provides 21st century universities opportunities to use their products to communicate amongst themselves and suggests that it may be a program that the FASS can use for the purpose of communicating with our faculty. **Ms. Landemore** has set up 10-minute presentation on Monday with people from Transform’U to give an explanation of their program, and invites interested Senators to attend this meeting. She is also arranging for a more detailed meeting with Transform’U representatives where there will be a detailed presentation of the program and where we can ask any questions about whether this program can be useful to the FASS. **Mr. Jacobson** said he will participate in Monday’s meeting and the longer meeting and asked senators to let **Ms. Landemore** know if they would like to participate in one or both meetings. **Ms. Klein** asked for details of what the substantive function of the project is – is it to collate faculty opinions on a given issue or rapidly gather faculty opinions or suggestions on a particular course of action? **Ms. Landemore** said that they have a tool that she feels works very well and suggested that it will be interesting to listen to what the program has to offer the FASS in a tool where we

can communicate better with our constituents, and also find out what the cost is. She also noted that we can also find out how other universities around the world are communicating, especially during this pandemic and in the post-pandemic world. **Ms. Urry** noted that in the Science world, they use a tool called Slack, which is a communication tool where you can create groups and channels within those groups, and is a place for conversations centered around different kinds of work. So, she said, Slack has a free version and also a paid version that has more features, and people may want to look at this program and other similar ones that already exist. She also noted that these tools, if used, are also taking time from users and we all already have much to do, so she's not sure that it solves a problem that email doesn't solve. **Ms. Landemore** said that she uses Slack, and agrees that it is super distracting. **Ruzica Piskac** noted that there are already many tools similar to Transform'U already around and being used, and also agreed with **Ms. Urry** that there is probably not enough time in the day to use all that is available to us. **Mr. Jacobson** said that once we have met with the people from Transform'U, we will have a report on our findings at the next FASS meeting.

Before adjourning the meeting, FASS Chair **Matthew Jacobson** opened a discussion about the upcoming FAS Senate forum: "Educators, Universities, Civil Society, and National Crisis." **FASS Chair Matthew Jacobson** opened a discussion about the upcoming FAS Senate forum: "Educators, Universities, Civil Society, and National Crisis."

He asked senators and guests to think about this national crisis and what it proposes for us as educators. He noted that one thing that finds unnerving since January 6th, watching the mob overrun the Capitol building, is that if you're not watching cable news, it's very hard to sense that we are a society that is in crisis. He commented that he keeps waiting for some kind of urgent message from the President of this institution; he keeps waiting for network programming to be disrupted in any way; and noted that there are certain things you think might occur in a society that is in this much danger at this moment, and he is not seeing it. **Mr. Jacobson** said he would like us to think, as educators, "what is required of us at this moment and how do we want to think about the work that we do?" He noted that there are many dimensions – our research and our teaching for sure, and there is the kind of pastoral work that we do for students as their mentors and guides. There are institutional questions about the modern university as a place in civil society. **Mr. Jacobson** opened the floor for comments.

-**Senator Alessandro Gomez** commented that he feels that the crisis is largely generated by the existence of these echo chambers with (alleged) preoccupation with free speech. He said that perhaps we can have a debate on free speech versus reigning in some of the social media that favor this situation, and that would be very useful. He noted that he is very prejudiced against some of these media, which he's never joined and which he thinks are the primary things that are most responsible for the situation. He noted that we will always have Nazis, ultra-rightists, and white supremacists, etc., etc. - they have always been present in society. However, he said, the fact that tens of millions of people have been more or less supportive of the ongoing situation is the direct consequence of social media in conflict with free speech, so a discussion on this would be very useful from his perspective.

-**Senator Valerie Horsley** said that she does not disagree with **Mr. Gomez**, and also wanted to raise a different point. She said that today in her lab meeting she has many students and postdocs that are not U.S. citizens, and they are so relieved and feel that the pressure on visas, on entry, and ongoing home, will be less tense. She said these situations have caused a lot of stress for

those who work in her lab, and that she has lost postdocs who did not want to come to her lab because of the political environment. She said that she feels that the scientific enterprise is feeling a big breathe of relief with at least addressing some of the immigration pressures that we have felt over the last four years.

-Senator Emily Erikson noted some good news - there was a lot of publicity with Josh Hawley's affiliation with Yale and said that she researched all of the U.S. Representatives and Senators that voted against the certification of the election process, and found that there were only two that had any affiliation with Yale. And, she noted, they were not affiliated with FAS. They are Tom Cole who has a masters from Yale, and Josh Hawley.

-Senator Jennifer Klein said that after January 6th, she went through the crisis and what she is teaching (has a meticulously put-together urban history syllabus that deals with racial inequities, violence, and dealing with the police). She noted that it's put together to deal with a lot of things, and she suddenly thought that she should toss out that syllabus and deal with the current situation. She said that the one essential decision that she made was to add reading Kathleen Belew's book *Bring the War Home: The White Power Movement and Paramilitary America*. She said that she recommends that everyone read this book to find out who these people are and how it traces the rise of these paramilitary groups and the new iteration of the Nazi groups and the Klan from the 1970's up to the end of the 20th century, and it shows all along that they have been stockpiling weapons for the specific purpose of subverting the U.S. government. And, she noted, it is their explicit purpose to bring down the U.S. government because it has not protected a pure-white nation and also to bring on a race war. She noted that before there was Internet, and before there was social media, these groups were engaged in both building this ideology, building armed compounds, stealing weapons from the military, and building connections inside the police and the military. She said that one way she wants to address this is by looking very closely at who these people are, how they came out of a particular historical context of the end of the Vietnam War and also the Regan years because they also served as the mercenaries in Central America.

-Mr. Gomez said that he sees the fundamental problem as how do you go from a problem that affects maybe a minority of 10's or 100,000 people that presumably you can deal with ordinary FBI or whatever means are appropriate, to a population of millions of people who start believing certain things.

-Mr. Jacobson noted that there are layers upon layers, and this is one of the reasons that he thought it would be great to come together as a community with our different perspectives, and our different disciplinary expertise, because the free speech question is one of them and that free speech has become a kind of cudgel that is almost unassailable in American political culture and leaves us very vulnerable - this is one set of questions. And, he said, there is hiving off the people who are the real problem from the broader community of conservatism in general. He said that the 70 million are not the mob who stormed the Capitol, and it is not always easy to find out who is who. Part of that, he said, is the kind of epistemological crisis that we're in as a society where we are not just divided by our different opinions, but we are divided by our different realities. He noted that if you are watching one network, or getting your news from one source on social media, you are actually inhabiting a different world than people who are getting the news and information from other sources and that is an epistemological crisis that has turned into a political crisis. Universities live in the production and dissemination of knowledge, so as a

community, we ought to have things to say about this and it is a problem to think through. He said he does not have an agenda for this forum, and for him, it is a question of what is required of us as educators, and what is required of higher educational institutions at a moment like this and how we want to go forward together in our scholarship, in our teaching, and in our civic obligations.

-Senator Kathryn Slanski commented that this was another remarkable FAS Senate meeting and said that when we're teaching literature, one of the questions we aim at the students is how does this work move from the particular to the universal. She compared that with the discussion today about New Haven and Yale's relationship with New Haven, and the idea of launching an educational initiative for the schools in New Haven, with this larger discussion of what is going on in this country. She said that this is a really important moment and she does not want it to slip away – we have momentum and she wants to keep it going!

-Mr. Jacobson thanked **Ms. Slanski** for her remarks. He said that he takes **Senator David Bercovici's** advice to heart about finding people from the STEM side of campus and inviting them to be involved in these conversations, and he takes **Senator Nicholas Christakis's** comment to heart about diversity of temperament and point of view and politics. He said that anyone who has further thoughts on what form this conversation might take, they should email him (matthew.jacobson@yale.edu) with their comments, advice and wisdom. With that, he adjourned the meeting at 5:35 PM.