

FAS Senate

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

Faculty of Arts and Sciences Senate Meeting

Thursday, March 26, 2020

4 PM – 6 PM Via Zoom

APPROVED

In (virtual) attendance:

Senators: John Geanakoplos, Chair; Jennifer Klein, Deputy Chair; Sybil Alexandrov; Arielle Baskin-Sommers; Howard Bloch; Jill Campbell; Emily Erikson; Joseph Fischel; Alessandro Gomez; Shiri Goren; Valerie Horsley; Matthew Jacobson; Ruth Koizim; H el ene Landemore-Jelaca; Rajit Manohar; Nikhil Padmanabhan; Ruzica Piskac William Nordhaus; Theresa Schenker; Charles Schmuttenmaer; Ian Shapiro; Paul Van Tassel

FASS Program Coordinator, Rose Rita Riccitelli

Virtual Guests: Muhammad Dudley Andrew, Marnix Amand, Paul Anastas, Dana Angluin, Thomas Applequist, Pilar Asensio-Manrique, Mohammad Aziz, Lucas Bender, Jeff Brock, Benedict Brown, Sarah Bush, Paul Bushkovitch, Ardis Butterfield, Joseph Chang, Nicholas Christakis, Marvin Chun, Richard Cohn, Lynn Cooley, Eduardo Davila, Stephen Davis, Richard Deming, Keith DeRose, Kathleen Egan, Stanley Eisenstat, Jonas Elbousty, J. Joseph Errington, Ray Fair, Michael Faison, Alexey Fedorov, Joanna Fiduccia, Michael Fischer, Nicholas Forster, John Fortner, Moira Fradinger, Bryan Garsten, Tamar Gendler, Alan Gerber, Emily Greenwood, Walter Jetz, Erik Harms, Daniel Harrison, Mark Hochstrasser, Margaret Homans, Gregory Huber, Konrad Kaczmarek, Maria Kaliambou, Paul Kennedy, Sarah Khan, Al Klevorick, Timothy Kreiner, Gundula Kreuzer, Albert Laguna, Roy Lederman, Angela Lee-Smith, Pauline Lin, Samantha Lin, Paul Linden-Retek, Juan Lora, Kathryn Lofton, Tina Lu, John MacKay, Isabela Mares, Reina Maruyama, Oswaldo Chinchilla Mazariegos, Scott Miller, Yair Minsky, Peter Morgan, Elise Morrison, Giuseppe Moscarini, Priyasha Mukhopadhyay, Charles Musser, Laura Nasrallah, Thomas Near, Andrew Neitzke, Hee Oh, Michael Oristagio, Priya Panda, Catherine Panter-Brick, Candie Paulsen, Brian Pauze, Maria Pi ango, Stephen Pitti, Ian Quinn, Dragomir Radev, Terence Renaud, Marc Robinson, John Roemer, Larry Samuelson, Peter Schiffer, Alicia Schmidt Camacho, Farkhondeh Shayesteh, Constance Sherak, Andrew Sherman, Marci Shore, Candace Skorupa, Stephen Slade, Kathryn Slanski, Steven Smith, Tony Smith, Dan Spielman, Mary-Louise Timmermans, Julia Titus, Shawkat Tooawa, Rebecca Toseland, Katie Trumpener, Nicole Turner, Anne Underhill, Kevin van Bladel, Fred Walker, Josien van Wolfswinkel, J. Rimas Vaisnys, David Vasseur, Karen von Kunes, Kira von Ostenfeld-Suske, Kenneth Winkler, Fengnian Xia, Mike Yamaguchi, Raffaella Zanuttini, William Zhou, Kurt Zilm

The Faculty of Arts and Sciences Senate (FASS) meeting was called to order at 4 PM by chair **John Geanakoplos**. Mr. Geanakoplos welcomed everyone to this Zoom meeting. He presented the **minutes** from the February 20, 2020 FASS meeting and asked for any corrections or

comments. There were no corrections or comments made. He asked for a show of hands for approval of the minutes, and it was unanimous for approving the minutes from the FASS meeting of February 20, 2020.

Mr. Geanakoplos offered remarks on the COVID-19 crisis and noted how it has disrupted the lives of everyone, creating uncertainty in our world. The loss of revenues to the university understandably are unpredictable because there is no way to predict how long this crisis will last. Nonetheless, Yale has a strong record of recovering from other crises. **Mr. Geanakoplos** thanked our deans and administrators who are keeping Yale going during this crisis, spending many long hours to ensure a safe and secure campus, and creating systems to replace operating on campus. He stressed the importance of the administration keeping faculty informed on major decisions that have to be made and proposed setting up a committee of faculty to help advise them on these decisions (scholarship, promotion, hiring, teaching and so on). The FASS could play a special role, and we can reach consensus quickly, contact large numbers of faculty, and can provide ideas and expertise to the administration; the Senate can offer help while giving faculty the opportunity to share concerns. Today, he said, we have presentations from the FAS Mission Statement ad hoc Committee, the Elections Committee and a presentation by **Graduate School Dean Lynn Cooley** – all presenting subjects that are relevant for planning what to do after the COVID-19 crisis is over. He mentioned that **FAS Dean Tamar Gendler** and **Yale College Dean Marvin Chun** are both present and he asked **Dean Gendler** and **Dean Chun** if they would like to offer remarks.

Dean Gendler said that she and staff have unraveled every single mode of interaction and replaced it in a matter of 2 ½ weeks with something that we would have never considered and that the pace of change is staggering. She noted that people in the central administration are doing a tremendous amount, and there is still a tremendous amount that they have not yet been able to do. She said it is essential to know what it feels like to the faculty and have faculty play a role in how it is that we think about future questions. She explained that every morning at 7 AM there is a Zoom meeting of the Medical School leadership, and three times a week there is a meeting with the Emergency Operations Team, which has 70 people from around the campus, people from the city and state representing every school, people from human resources, facilities, health and safety, etc. She meets daily with Graduate School **Dean Cooley**, Yale College **Dean Chun** and **Kathy Vellucci**, who oversees the FAS staff, and **Mary Magri** who oversees all of the budget. There are daily meetings with the FAS divisional deans and daily or weekly meetings with the divisional deans and chairs, and so on. Some of the topics that are being addressed are: childcare; continuity of mental health support; personal protective equipment for the hospital; lab safety; relocating students; giving access to buildings and the library; giving Internet access; teaching support; security; labor relations; relations with the city and state; regulatory changes; changes in liability; governance protocols for the FAS; tenure appointments committees; department voting procedures; searches; enrollment; supplies; visas; leaves; the job market. She noted that these are areas that needed to be addressed and that some have been addressed and some have not yet gotten to. One of the main things that they have not yet been able to provide support for is solace for those who are ill and in mourning. **Dean Gendler** said that what she hopes to learn from this meeting and other conversations is what this feels like, where it is that we can help, and she has already deployed the Faculty Activity Committee that **Mary Louise Timmermans** was chairing and asked it instead to be a communications committee where they will identify communications lacunae. She said she is grateful for the offer from FASS Chair **John**

Geanakoplos for this body to be a second place along with the Faculty Activities Committee, Department Chairs, Directors of Graduate Studies and Directors of Undergraduate Studies, as groups where we can engage in consultation.

Dean Gendler gave the floor to Yale College Dean **Marvin Chun**. Dean Chun thanked the FASS for the opportunity to address them and to Dean Gendler for her remarks. He noted the strong participation in this meeting and expressed his gratitude and admiration and awe at what outstanding colleagues we are amongst and with whom we serve at Yale. He said every single decision and response he has been a part of has required a team effort. He was involved in the evacuation of students from campus and providing a place for 140 students who remain on campus because they had nowhere to go. Once we had the campus safe, our focus has turned to academic continuity and distance learning. He is inspired by the dedication, creativity, intelligence and adaptability that our colleagues have all showed to quickly pivot and adapt to this mode of teaching and learning. He especially thanked the people who are serving as directors of undergraduate studies in departments and programs, for their guidance and input that has been extremely helpful in ensuring academic continuity and developing a set of academic accommodations that will help our students navigate this unprecedented disruption. He noted that there will be continued discussions regarding grading policies and academic accommodations that can best serve our students, our institution and our teachers amid this uncharted territory. There will be a discussion at the upcoming Yale College Faculty meeting next Thursday, and prior to that meeting, he has asked the Committee on Teaching and Learning to advise whether our optional CR/D/fail accommodation is sufficient, or if universal pass/fail is something that we should consider more directly. Following the review by the Committee on Teaching and Learning, the Yale College Dean's office will send out a survey to all of FAS faculty to receive their feedback on those grading policies and how distance learning is going this first week. He said he is always available for individual e-mails, suggestions, ideas, and questions. Despite the horrible circumstance, with these extraordinary team efforts, he said, there is no other place he would rather be than at Yale University in this type of situation, engaging with the people at this meeting and the people who he has the great fortune of working with across the University.

Mr. Geanakoplos asked if any FASS Committee chair wanted to give an update on their committee.

Willian Nordhaus gave a report on the Governance Committee, and said that we are supportive of the decisive steps that the administration has taken over the last month. He raised a particular example concerning governance that points to a larger issue of how we operate in the weeks and months ahead. Faculty all received an email declaring that the terms of appointments of many faculty would be adjusted by adding a year. The Senate committee is not commenting on the wisdom of this decision, he noted; however we believe that this sort of decision is one that should belong to the faculty, has traditionally been taken by the faculty, and in that capacity would be consistent with the By-Laws of the University. The Governance Committee views the decision to extend terms of broad groups of faculty as a matter faculty governance and not part of administrative authority. Certainly, urgent times require rapid decisions, but we think that the answer to this is to set up emergency procedures rather than override past precedent procedures and have administrators act unilaterally with no faculty consultation. He stated on a personal level, he wants to reinforce the opening statement of the chair that it is important, in an

emergency, to have the ability to make quick decisions. However, it has been his experience that these decisions must be informed by experience and expertise. When Ben Bernanke, for example, was guiding the Federal Reserve during the 2008 financial crisis, he not only had his governors and presidents of the Fed Banks, he also had staff and many people whom he consulted from the private sector. In a university, there is widespread expertise in its faculty-- in medicine, public health, finance and economics, budgeting, sociology and history, to give some examples where Yale has strong expertise. The current situation is different from past financial and budget issues, and is more like a tsunami rather than say a hurricane, as in the past. This, he said, is known as a fat tail event, and we're likely to see more of them in the coming months; it is difficult to predict how many we will see. The critical point is that Yale needs to harness the wisdom and experience of its community, not just its leaders. Echoing the FASS chair, Mr. Nordhaus strongly urged the President and the Provost to form a working group of its faculty to inform and to consult on major issues. He said that we are deluged with conflicting advice as well as false reasoning from the White House and we need our leaders here at Yale to provide timely, relevant, and important information about the status at Yale. It would also be useful to know what is going on at other universities and perhaps have a web site where our institutions can have information sharing. We on the FASS are here to help (the administration and faculty) – this is a question of strategy as well as tactics. As we settle into the long-term of this crisis, we are moving beyond emergency rescue and into the period of strategic planning.

Jill Campbell reported on the Budget Committee. She said the committee has a meeting set up with **Steve Murphy**, the Vice President of Finance, for April 1st, and before this terrible situation came upon us, we had planned to focus on the capital replacement cost fund – money sequestered to maintain and take care of buildings at Yale at museum quality. She said that it may be in the years ahead, it needs to be up for discussion about trade-offs. The Committee seeks to better understand the processes of freeing up money for the hard decisions that are going to be made. More generally, we have sought open discussions that enable the faculty to have a greater understanding of the budgeting process at Yale so that they can participate decisions, rather than simply be told which decisions have already been made.

Science and Engineering Committee Chair Alessandro Gomez reported that the committee was supposed to meet with Mike Craer who was appointed as the Vice President of Research as of April 1st, and is going to be in charge of some aspects of the implementation of the Science Initiative. Given the emergency delay, the committee believes it will be able to meet on April 22nd. Our plan, he said, is to reach out to the chairs of individual sub committees that are identified as target areas of the Science Initiative. He said that perhaps we will hear from **Dean Cooley** regarding cross cut types of initiatives, such as graduate student support. Of course, he noted, we do not know the degree to which the Science Initiative will be delayed owing to endowment performance and when and how long it will take to bounce back from the current crisis.

Sybil Alexandrov reported on the Instructional Faculty Committee and noted this is a very vulnerable group, particularly for those whose contracts end at the end of this semester. She said it will be difficult for them to find any employment at this time, and more importantly, they lose their health benefits. She asked if the University has considered emergency extensions of contracts or extending their health insurance for at least a semester. **Mr. Geanakoplos** noted that this is a very fair question and hopes it will be addressed during the free discussion period.

Charles Schmuttenmaer reported on the Outreach, Nominations, and Committee on Committees Committee. He said the openings we now have are: 3 at-large seats, 4 in the humanities, three in the sciences, and one in the social sciences. He said we have seventeen people who are running – 9 in the humanities, four in the sciences, and four in the social sciences, and we need one more untenured person to run. Right now, if we do not get more people to run, he noted that we are still in good shape.

Mr. Geanakoplos encouraged people to consider running for the FAS Senate, especially during this critical time, in which we need much expertise in making wise decisions - some quickly - so we can use a couple of more people with outstanding ability and energy to run. And, he said, please vote!

Mr. Geanakoplos introduced the topic of the current COVID-19 crisis and asked senators to speak who may want to pose questions to the administrators present.

Senator Theresa Schenker posed the problem for people teaching from home who do not have childcare and have young children, which makes it difficult for them to teach while caring for their children.

Jennifer Klein talked about short-term contracts for instructional faculty and her understanding that the Trustees have allowed a virtual on-line vote for personnel decisions by departments for ladder faculty or for hires. Therefore, she asked, isn't it possible to suspend whatever in-person votes are necessary to roll-over instructional faculties' contracts so they can be renewed and rolled over to the next year? **Ms. Klein** asked **Ms. Alexandrov** if that was what she was asking, and **Ms. Alexandrov** responded "Yes, I think their contracts should be extended." **Mr. Geanakoplos** noted that **Ms. Alexandrov** made two proposals – one for medical benefits to be extended and the other was for contracts to be extended. **Ms. Alexandrov** responded that ideally, she proposed having the entire contract extended, and if not, at least to have medical benefits extended for one semester. **Jill Campbell** said that there are many one-year contracts in English and that it is not just a procedural matter for the department approval; the Provost's Office has to give us permission to rehire the numerous instructional faculty that we have on one-year contracts – some of whom have had one-year contracts for 30 years. She noted that we do not have the power as a department, even if we vote virtually, to extend those contracts. We are concerned about all our valued colleagues and that they should additional burden of worrying that their health coverage will end in June, amid a global pandemic. Also, she noted, they are looking ahead to employment for next year, and she asked if there is a way for the University to develop a timely process for informing them about their status for coming academic year. **Ms. Klein** commented that she feels Yale should continue their contracts. **FAS Dean Gendler** responded that this is very much an issue that she has been thinking about. She said regarding remote voting, they implemented on March 5th a set of remote voting protocols that are posted on the FAS web site. The rest of what's happened since regarding the budget, she noted, has come unexpectedly and therefore we are now thinking through its implications.

Valerie Horsley asked whether the University has initiated conversations with funding agencies, or considered the fact that our grant money is running out without work being done, and how we should manage this going forward. **Mr. Schmuttenmaer** said that he received an e-mail from the sponsored research office saying that, at least for now, things will continue forward and at

least for this moment it is pretty much okay. **Ms. Horsley** said that her concern is that we are not being productive during this period and that the salaries, which are the majority of the grants' use, are being expended, but there is no clear plan right now on how she is going to keep her lab going. **FAS Dean Gendler** said that **Jeff Brock**, the dean of science, is part of a team that is thinking about that question for Yale, but she noted, importantly the question of grant money is a national one and that everything that is happening at Yale is happening at every single institute of higher education across the country. A consortium has been set up to discuss these types of questions weekly. Most, of course, are unresolved right now, but, she said, the process of working out solutions is underway. **Jeff Brock** responded that we take the issues **Ms. Horsley** raised very much to heart, and have tried to react as decisively as we could from the guidance we were getting from the state and from our peer institutions and to take the public health question as seriously as we could in an initial directive to the science faculty. He is pleased to work with the chairs of science departments and some social science departments that do lab work, and it all comes with an emotional and professional concern. He said he is in regular conversation with all the science and engineering chairs and with the FAS Dean's Office and **Mike Craer** from the Medical School on how to meet this need. He is working on forming a "ramp up" committee to address the process of reentering our spaces of work and recommence work. He noted that the peak of the epidemic has yet to come. He said he will do his best to communicate the best information he has from the Provost's Office and stay in touch with all of you on this deeply felt concern.

Ruzica Piskac noted that funding from Federal agencies may be drastically cut and the question is how we will support and afford to have new PhD students. She suggested it may be good to think about hiring students, if possible, with Yale stipends for a couple of years. **Rajit Manohar** asked for clarity on the administrative side of grants and how we report effort – it is a legal statement that Yale is making. Regarding the Federal Budget, **Mr. Nordhaus** contended that most likely there would be a continuing resolution to continue spending at the given level and he feels it is unlikely that things will change in the next six months. By default, he noted, when things are going wrong, you need to keep doing what you are doing, which means that spending would be at the same level. He then noted that this is a very useful meeting and wants to encourage our deans and others to take this format to heart and perhaps once a week to have a question and answer period like this. **Mr. Geanakoplos** asked what is happening in departments relating to hiring. **Mr. Gomez** said that at the moment, they are still hiring. **Mr. Geanakoplos** asked how the teaching is going. **Mr. Bloch** said teaching is going well but seeing students as postage stamps on the screen does not reproduce the feeling, energy, or rapport of a classroom. He said there is a fear that this is the future, however he feels that once this crisis is over, there will be such nostalgia for the classroom and the presence of students – the intellectual interchange that depends on hearing a live voice, even body language and facial language is exciting. **Mr. Manohar** said that he used to be at a place where most of his students were remote, and this is why he left and came to Yale. Thus he is eager to go back to the classroom. **Mr. Schmuttenmaer** said he feels remote teaching is much harder than writing on a blackboard, and it is different than when there are people in the room and you can see their faces – so he feels it is not good but for now, it is the way it is. **Ms. Klein** said she found some students do not have Internet access at home. Also accessing books is not that easy and some could not get the book for her class. **Joseph Fischel** said he feels lucky to be part of Yale during this time. He said he received a letter from graduate students asking that their funding be extended for a year and asked what is being done about this. **Dean Gendler** said that the University has red-lighted all

buildings, which means that access is available only to emergency services. She said she realizes that this is a tax on faculty whose home situations are least conducive to teaching from home and there have been a small number of exceptions – labs that are engaged in COVID-19 research; labs that need to maintain equipment, plants or animals; and in a small number of cases, for individuals whose home Internet has not yet been established.

Mr. Geanakoplos opened the floor for questions from general faculty. **Marnix Amand** commented that this is a very useful meeting. He shared fears that he has had in the past week – the first was that on-line teaching was going to take over live teaching, and he noted that he is now assured that this will not be the case because on-line teaching is much more difficult. The second fear he has is for untenured faculty who are on renewable contracts and are anxious their contracts will be not renewed and uncertain of the kind of job market that awaits them if they are not renewed. He reiterated the concerns he and many others have who are very scared and very vulnerable. **Mr. Bloch** asked a question of **Dean Lofton** on the status of the move to 320 York. **Dean Kathryn Lofton** noted that construction has been shut down for 30 days and we will see how much more past that it goes. She said she plans to send an update via e-mail on Monday (March 30, 2020).

Mr. Geanakoplos introduced **Lynn Cooley**, Dean of the Graduate School. **Dean Cooley** said that the original idea for addressing the FASS was to bring people up to speed on the way we are addressing program size from year to year and the process by which we do that, and she can spend 5-10 minutes on that topic.

Dean Cooley recalled that in the 2015/16 academic year, she convened a working group of faculty across the Graduate School to help her think about program size. As a new Dean, she inherited a system of admissions targets across the Graduate School that she believed were rigid and yet unaccounted for. She decided to launch an investigation into the sizes of each of the programs and determine what should be the criteria to arrive at the size of programs. The group spent a significant amount of time with her and with people from each of the divisions to learn how others ran their programs. They collected data on numbers of admitted students, number of those who completed the degree, time to degree, and placement after graduation. During that process, she said, we had conversations on what should be the criteria we value the most in deciding on program size and what should be the best way to think about allocating resources in a way that responds to those criteria. She said that the result was to move away from having a static number of open slots that people would just expect every year and move towards the idea of thinking about the program as a total program size rather than how many people come in each year. She argued the GSAS could thus think in terms of total number of enrolled students on campus and weigh whether they are progressing and graduating in a timely manner before bringing in new students. She said it promotes the idea that you bring in new students in relation to the numbers who are leaving. The new criteria that came to the fore were: Does the program have a robust applicant pool and is it growing or shrinking? how selective are programs being in offering admissions from that applicant pool?; once they are admitted, how successful are you at getting them to come to Yale?; are the students finishing the program?; how successful are the students at finding the positions that they came to graduate school to get? After that year, in the fall of 2016, she initiated annual meetings with each of the chairs and DGSs of centrally funded graduate programs, and before those meetings provided a package of information for discussion. She noted these meetings were to learn what each program's

strengths and weaknesses were and if we could be better partners with our graduate programs in helping to solve problems, and how we could apply the criteria that our group recommended to think in rational ways about the size of the programs. Dean Cooley shared slides of the kind of information that she shares with programs each year.

Ms. Goren asked how they account for the very small programs and also how she differentiated between divisions because finishing a dissertation in history is not the same as finishing in physics? **Dean Cooley** said that she has learned that there are lots of differences between large and small programs and we benchmark programs with similar or the same program. She noted that in small programs, the total program size is not useful because there are small numbers and the difference between one or two people attritioning vs. graduating skews the numbers and we have to be sensitive to that as we are going along. **Mr. Geanakoplos** noted that many have a sense that their graduate programs are shrinking just as undergraduate enrollments are rising and asked if this is a misperception. **Dean Cooley** replied that she does not know what programs are being referred to. She noted that there have been an increase in applications to the computer science graduate program and they are increasing the size of that program. **Ms. Klein** referred to the first slide that Dean Cooley shared that showed a downward admissions situation, and asked if there is an overall intention to shrink the Graduate School. She said in History there has been a constriction in the number of allotted spaces even though we have students who have been placed in very good jobs; nonetheless, the allotted slots have been declining pretty steadily. **Dean Cooley** noted that the total size of the History program has gotten smaller, and there is not just one reason for it and that she is glad to go over the program in much more detail off-line. She did, however, suggest that she uses time-to-degree as a gatekeeper, when she said History candidates' time to degree had "started to come down" to six and half years. At the same time, she claimed there is no intention to decrease program sizes. She shared a slide of outcome on a program with very detailed information and said that it represented the kind of information that is used to derive admissions targets for each program. She said the "system" has made us much more sophisticated in the way we think about graduate programs at Yale. She noted that a lot of the information in the packages is available on the Graduate School web site on a page called "Program Statistics." It's possible to select any department in the Graduate School and see its statistics for applications, yield, demographics, what the completion is by year, and also what sectors people are employed in and who the employers are. **Mr. Gomez** said if he understands correctly, the total number of graduate students is sort of a zero-sum gain and then you have to figure out, based on the various criteria that you are looking at, how you allocate those resources to different programs and departments. It seems, he said, that Yale has to offer fellowships for the entire support of the graduate student. On the other hand, in science and engineering, the support of the graduate student is often times on soft money and presumably there should not be such a hard number to cap the total number of admissions. Secondly, he said, referring to the length and nature of support, it seems that there is a mosaic of opportunities depending department, regarding length of the support and whether the support is strictly in a stipend, tuition is paid, and things of this sort. It would be nice, he said, to have information on each department on how decisions were made and if those decisions make sense to us. **Dean Cooley** said that **Mr. Gomez** is referring to the science division where most students are funded by outside grants and fellowships, and to a large extent, the length of the support and whether tuition is collected from grants mirrors what is the norm in that field. In order to be competitive in that field, we need to be ahead of or match what our peers are doing so we can compete for faculty and compete for graduate students. The tradition of funding paradigms in each of the

science programs mirrors what is going on in their field, so we try to be competitive with peers on a field-by-field basis. And, she said, the size of the number of incoming students is a reflection of the funding situation in that program.

Mr. Geanakoplos thanked **Dean Cooley** for her presentation noting that, of course, there is much more to the discussion. However, at this point, he asked if she would talk about the current crisis and how GSAS is dealing with it. **Dean Cooley** responded that we are all dealing with a situation that is literally changing from hour to hour. We want to make sure that are students are safe and we had to deal with travel restrictions that sidetracked some peoples' plan for research. Among the urgent priorities was helping students get back to the US who were stuck in international locations. We still have some students who have not returned because they are in places where the borders are closed, and we are trying to help. She said they extended the deadline for dissertation submissions and made it possible to submit electronically instead of submitting a hard copy to offices. She noted that her office is trying to keep up as best as they can with the situation as it emerges. She noted that they have successfully transitioned to on-line teaching and moved students out of crowded dorms so students now are relatively safe, and urgent matters are almost all taken care of. Now, she said, we must deal with the impact on all research and with our graduate students who are on a time-line. The time clock is ticking but they are not able to do their research because their library is closed, their lab is closed, and everyone is pretty much at a standstill. She received a petition from hundreds of students asking for an extension of funding. We are hearing of all kinds of distress this crisis is causing and realize it is a human issue and an academic issue that people are navigating through. Now that some of these initial adjustments have been made, we are turning to a much more careful evaluation of the best ways to deal with what students are going through and how to address longer-range impacts. It is difficult to make a plan because right now the situation is still evolving and we don't know when things will reopen. She noted that it would be easy to say "let's extend funding for everyone for a year." However, she said, it is more complicated than that. From her view, we have to have to have a nuanced way to respond to what students need and department/program difference, and a "one size fits all" is not be the right solution. **Ms. Klein** asked about having faculty participate in these conversations and if there should be a faculty advisory committee along the lines that **Mr. Nordhaus** suggested earlier in the meeting. **Dean Cooley** responded that this is an interesting idea and noted that she has a built-in advisory committee among the DGSs and the Graduate Student Steering Committee, and she meets with both regularly and receives a lot of input from several directions and takes **Ms. Klein's** suggestion might be to have a more focused group on recovery from this situation. **Dean Cooley** said it is a proud time to be at Yale and be part of all the efforts being made to battle the disease, help New Haven, and get our students safe – it has been a difficult but inspiring time.

Mr. Geanakoplos introduced **Howard Bloch**, chair of the ad hoc Committee on a FAS Mission Statement. Mr. Bloch said that the committee (Howard Bloch, Nicholas Christakis, and Katie Trumpener; David Swensen, FAS Alum Consultant) met and **Mr. Bloch** proposed the following statement:

"The mission of the Faculty of Arts and Sciences is education: to lead in the generation of new knowledge and in the interpretation of the past through ground-breaking scholarship and research to provide a liberal education in the human, social and natural sciences through devoted teaching backed by Yale's libraries, laboratories and museums and digital collections. To develop in all students the love of learning with means to realize their full potential and to

contribute generously to the common good.”

Mr. Bloch said that the committee took the statement and pared it to the following and which the committee submits to the FASS for comments:

“The mission of the Faculty of Arts and Sciences is to lead in the preservation, production, and dissemination of knowledge--through outstanding scholarship, research, and teaching.”

Mr. Bloch noted a comment from **Ms. Erikson** to delete the em dash. **Mr. Schmuttenmaer** noted that he 100% loves the new statement without the dash. He noted that it’s clean, short, and that is what it should be. He made the motion to vote on the shortened version of the FAS Mission Statement so it can be distributed to all FAS faculty for their input. **Mr. Geanakoplos** said he would keep the motion in mind, however he wanted to hear a few more comments. **Ms. Koizim** reminded everyone that this is the mission statement of the FAS and not everyone’s job description. She said that she is on board with the fact that we’ve all been doing more with less and less. She also agreed that the statement should be very focused and likes the shorter version and without the dash. **Joseph Fischel** commented that he would feel more comfortable if it stated that we support the academic community with extensive service, however he is okay with the shortened statement just the way it is. **Mr. Bloch** reminded **Mr. Fischel** that most of the present faculty do not remember a time when all one had to do was teach and do their research. Service, he noted, has been added and expanded, and he hopes that there will be a day when faculty can begin their careers with teaching and research, put service time in at mid-career, and ease off the service part towards the end of their career. **Ms. Goren** said there is a comment about arts practice which is also a part of the FAS. She agreed with the comment about service and asked about mentorship, which is part of our mission. **Mr. Bloch** commented that he feels that mentorship is contained in teaching. **Paul VanTassell** said that he feels that the dash is important. It comes in a very long sentence and the dash is needed for a pause and he feels that the FAS Mission statement needs to be a pristine representation of FAS. **Mr. Nordhaus** said he would be happy with either one of the proposed statements and personally prefers the second (longer) statement and noted that it is music – classical music if you like, and fleshes out some of the ideas that are in the first statement and has more depth to it. **Ian Shapiro** seconded **Mr. Nordhaus’s** comments and feels both statements are excellent and is happy to support either one but has a slight preference for the second. **Ms. Klein** said she feels we need to say something about arts performance as we have the Theater Studies Program, the Yale Drama School, Performance and Dance Studies and arts. She asked **Mr. Bloch** if there is some way the committee can include the arts which are some of the richest parts of the University. **Mr. Bloch** thought these areas are included in the reference to “knowledge.” **Rajit Manohar** said that he likes both versions – and if you want to start adding the various parts of campus, the long version could be longer in adding some of the nuances just discussed. **Hélène Landemore** said she likes the short version but it is almost too short. She said that it is too concise and needs a bit more definition. **Mr. Geanakoplos** asked **Mr. Bloch** to comment on why the committee chose the shorter version. **Mr. Bloch** said that the consensus was that brevity is the soul of wit and that the longer statement was too drawn out. They thought a certain kind of percussive sharpness would be more effective than the drawn out statement, which was a little too aspirational beyond what goes on in our classrooms and libraries and studios and performance areas – the idea of inducing a love of learning and generous contribution to the common good. He said it was a discussion between something that was very short, percussive and to the point sleek, and the more expanded version that did not please his fellow committee members. **Mr. Gomez** asked if we are

ready to vote on the shorter version. **Mr. Geanakoplos** said the idea was to vote for one of them and we would still have a month left so that we could send it to the whole faculty for their approval. He asked whether we want to spend more time thinking about the choices or vote on the shortened version today. **Mr. Bloch** noted that the committee has brought before the FASS the short version of the Mission Statement to vote on and is enthusiastic about this version as opposed to the longer version. **Mr. Nordhaus** noted that we have a motion on the floor for the short version, and he wants to move to substitute the second version for the first, and if that is defeated, we can vote on the first. **Mr. Shapiro** seconded the motion just proposed. **Jill Campbell** suggested that we table this discussion to the next meeting. **Mr. Geanakoplos** asked for a vote on **Ms. Campbell's** motion to table the discussion on the FAS Mission Statement until the April 2020 FASS meeting. By a show of hands, it was unanimous to table the discussion on the FAS Mission Statement until the April 2020 FASS meeting. There was one opposed.

There was a motion by **Mr. Schmuttenmaer** to extend the meeting by 15 minutes. **Ms. Horsley** seconded the motion. A vote was taken and it was in favor of extended the FASS meeting by 15 minutes.

Mr. Geanakoplos introduced **Nikhil Padmanabhan**, Co-Chair of the Elections Committee with Michael Fischer, to present that committee's report. Mr. Padmanabhan presented five proposals from the committee:

Item 1. Vote Counting Order:

Recommendation: Vote-counting should proceed in the order of filling the most restricted open seats first and the least restricted last. This means that:

- (a) the reserved seats for each division and for the at-large election are filled first from among the qualified candidates in their respective candidate lists;
- (b) the unfilled divisional seats are filled next from among the eligible candidates in the corresponding division who remain after removing successful candidates from step (a).
- (c) the at-large seats are filled last from among the at-large candidates remaining after removing successful candidates from steps (a) and (b).

Rationale: This order guarantees that every open seat gets filled with a qualified candidate, if possible. It tends to minimize strategic voting and other attempts to "game" the system. It gives the divisional electors the power to choose who they feel best represents their division, as opposed to choosing between the "leftover" candidates. It gives the at-large electors the power to choose among the borderline candidates. Further support is given in the Appendix to the assertion that the counting order aspect of the current ballot tabulation procedures is badly broken and should be fixed now before addressing the broader issues concerning the STV method that are raised in Item 5.

Mr. Geanakoplos moved to vote on Item 1. A vote was taken and Item 1 was unanimously approved.

Mr. Schmuttenmaer asked if we are voting on next year's election, or if we are voting on the upcoming election in 10 days. **Mr. Padmanabhan** replied that we are voting on the upcoming election in 10 days.

Mr. Nordhaus asked if the counting order has been updated from the previous way of counting. **Mr. Fischer** said that counting was done manually so there should not be any problem and that

the people who ran the elections previously will assist if necessary with the new system of counting.

Item 2. Unfilled Seats

Recommendation: In the event that the election fails to fill all open seats with qualified candidates, the unfilled seats are left vacant and eligible to be filled according to the rules for filling vacancies. Rationale: Unfilled seats can only occur if the original candidate pool lacks sufficiently many qualified candidates for the restricted seats, or if candidates on the ballot drop out of the race during the election. In either case, there seems to be no reason to have separate procedures for filling a vacant seat that depends on whether the seat becomes vacant before or after the election results are announced.

Item 3. Filling Vacancies - Existing procedures for filling vacant Senate seats are complicated and not clearly specified in the by-laws.

Recommendations: In the interests of not further complicating the election procedures, the Senate should simplify the process of filling vacancies:

- (a) Those parts of the bylaws regarding use of lists of defeated candidates from previous years' elections should be deleted. Report of the FASS Elections Committee, 3/26/2020 Page 4
- (b) The Executive Committee will nominate a candidate for the vacant seat from the pool of past Senators and previous nominations, or if necessary in order to find a qualified candidate, from the full FAS. This candidate must then be ratified by the full Senate.
- (c) The replacement Senator will fill the seat until the next election. A side-effect of this rule might be an imbalance in the number of open seats during an election. We defer the question of maintaining balance to a full review of the FASS election procedures proposed in Item 5.

Rationale:

- (a) STV does not rank defeated candidates, so “the highest polling” candidate in each category, mentioned in the bylaws, is not well defined. Even if it were, information from prior years’ elections may be stale and no longer reflect voters’ sentiment or the candidate’s ability or willingness to serve on the Senate at a later time.
- (b) The rationale for the length of the term is to allow the full FAS to fill the seat as soon as possible, given the current election cycle.

Ms. Erikson was concerned that Item 3 was not solving the problem of vacancies properly. **Mr. Schmuttenmaer** noted that there has not been any instance where a vacancy came up and was not taken care of properly. **Mr. Geanakoplos** asked for a vote on Items 2 and 3. A vote was taken and Items 2 and 3 were unanimously approved.

Item 4. Proportional Representation Across Divisions and the Size of the Senate

The FAS Senate bylaws require the Elections Committee to look at the composition of the Senate every five years: “Recognizing that the size and distribution of the FAS faculty may change over time, the committee on elections (see below) shall review and if necessary recommend adjustments to the proportional representation across divisions and the size of the Senate every five years. Such decisions shall be subject to the approval of the FAS faculty.” Recommendation: We find no need to adjust the size or proportional representation across divisions at this time.

Rationale: The current sizes and distribution of the FAS faculty are shown in the table below. The “Fair Share Seats” column shows the proportional allocation of the 16 divisional seats to

each of the division. No division is over or under represented by more than 0.31 of a full seat, and the fair share allocation for each division rounds to the current allocation for that division

Divisions	FTE Ladder Faculty	Percentage of FAS	Fair Share Seats	Current Divisional Seats
Humanities	244.5	36%	5.69	6
Social Sciences	174.0	25%	4.05	4
Sciences	268.5	39%	6.25	6
Totals:	687.0	100%	16.0	16

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Mr. Geanakoplos asked for a vote on Item 4. A vote was taken and Item 4 was unanimously approved.

Item 5. Review of Election Procedures

Findings:

1. The current election process is labor-intensive and requires considerable expertise in both Qualtrics and R. It also places a burden on the vote-counting team to maintain the confidentiality of the voters and the ballots. People make errors, and options for independent verification of the election outcomes are limited.

We wish to ensure that the Senate elections are sustainable into the future, even if the volunteers who have served so ably in the past become unavailable for any reason. One approach is to shift much of the burden of running and maintaining the election software to a commercial election site. One such site to consider is OpaVote.com. It is both relatively inexpensive and supports a large number of different ranked-voting tabulation methods.

2. The current version of STV has some undesirable properties that can on occasion lead to bad outcomes. One is that a voter who ranks an unpopular candidate in first place has no further influence on the outcome of the election until such time as the unpopular candidate gets eliminated. Another is that candidates are eliminated based only on the number of first-place votes they have at the time of elimination. A candidate ranked #2 by all voters will therefore be among the first to be eliminated. These and other problems with STV were likely behind the recommendation from the previous Election Committee that an alternative elimination rule be adopted.

3. The current bylaws do not include provisions for addressing an imbalance in the number of open seats that could arise due to the filling of vacancies.

Recommendation:

a) We recommend the formation of an ad hoc committee to review the FASS election procedures, to start as soon as possible after the elections this year.

b) This committee should draw from members of prior election committee members, members of the FASS Implementation committee as well as faculty members whose research deals with different election systems, and possibly also with experts on voting from outside Yale.

Rationale: Prior election committees as well as our review have highlighted issues and weaknesses in our current election system, but there is not enough time to fully explore the ramifications of some of

the proposed changes. A review will need to consider both the original intent of the election

procedures, the past performance of the system, and the latest scholarship on the strengths and weaknesses of various election systems. Some of our preliminary findings are given in the Appendix.

Mr. Geanakoplos said that if passed, his intention was to appoint a committee that would begin work over the summer. He already had volunteers, including Nobel Prize winner Eric Maskin from Harvard. He hoped the Yale FAS could establish a procedure that would be adopted by Senates all over the country. He asked for a vote on Item 5. A vote was taken and Item 5 was unanimously approved.

Mr. Geanakoplos adjourned the meeting at 6:20 PM.