

FAS Senate

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

FAS Senate

Minutes

Thursday March 8 2018, HGS 211

APPROVED

In attendance:

Senators: Chair Matthew Jacobson, Deputy Chair Karen Wynn, Sybil Alexandrov, Alexandre Debs, Maria Doerfler, Beverly Gage, Shiri Goren, Brad Inwood, Jennifer Klein, Ruth Koizim, Maureen Long, Rajit Manohar, Reina Maruyama, Mark Mooseker, William Nordhaus, Charles Schmuttenmaer, Mark Solomon

Also in attendance: Dean Tamar Gendler, John Mangan

Absent: Marijeta Bozovic, Emily Erikson, John Geanakoplos, Emily Greenwood, Ian Shapiro

The Faculty of Arts and Sciences Senate (FASS) Chair Matthew Jacobson called the meeting to order at 4:05 PM. He noted that the final two meetings will be held in Room 216 Wright Laboratory, 272 Whitney Avenue at 4 PM – 6 PM – the April meeting on Thursday, April 12, 2018 and the May meeting on Tuesday (not Thursday), May 8, 2018.

Mr. Jacobson reported that the next Town Hall is set for Tuesday, April 10, 2018 from 4 PM – 6 PM in SSS114, and its title is “Uses and Abuses of Power in the Academy: Cultivating a Culture of By-Stander Action and Advocacy” with panelists Melanie Boyd from Women’s, Gender, and Sexuality Studies, Marianne LaFrance from Psychology, Darin Latimore, Deputy Dean for Diversity at the Medical School, and Stephanie Spangler from the Provost’s Office, with closing comments by Alicia Schmidt Camacho from American Studies and serving at moderators are Claire Bower from Linguistics and himself (American Studies), and Emily Greenwood running the floor during the open discussion period. He said scenarios will be dramatized by actors from the Yale Drama School and the Long Wharf Theater. Jennifer Klein asked why gender is not in the title and Mr. Jacobson explained that gender is contained in the banner, which reads: “University Town Hall and Gender Equity” followed by the title: “Uses and Abuses of Power in the Academy: Cultivating a Culture of Bystander Action and Advocacy.” Shiri Goren asked how we can encourage chairs and DGSes to attend and Mr. Jacobson said he is sending a separate message to this group encouraging them to attend. Mark Solomon asked if the acted-out scenarios will be recorded. Mr. Jacobson said there was discussion on doing so, however one reason for not doing so is that we feel that having a camera in the room might shut down the conversations.

Mr. Jacobson asked Mark Mooseker for a report on the Bass Library. Mr. Mooseker said that the final report is being prepared and University Librarian Susan Gibbons has called a meeting of the subcommittee, which he is a member of, where the cultural anthropologist will present her final

quantified findings. Mr. Jacobson asked if there will be another open period of comment and Mr. Mooseker said he does not know if there will be, however this is one of the topics that will be discussed at the meeting.

Mr. Jacobson presented the minutes from the December 14, 2017 FASS meeting for review, comments. None were given. There was a motion to approve the December 14, 2017 FASS meeting minutes. Mr. Schmuttenmaer seconded the motion and a vote was taken and there was unanimous approval of the December 14, 2017 FASS meeting minutes.

Mr. Jacobson reported that Yale College Dean Marvin Chun's office asked him for suggestions of FAS faculty members to participate in the review of the ten-year reaccreditation process through the New England Association of Schools and Colleges. Mr. Chun is looking for people who exhibit good judgement, know this institution well, and will be an asset for this kind of endeavor. Mr. Jacobson said that this task would normally go to the FASS's Nominations Committee, however this committee is really busy so he is reaching out to the FASS in blocks by division and asking for nominations. He said he plans to post the entire slate to the FASS asking for amendments before sending the names to Dean Chun. Ruth Koizim asked about the parameters regarding rank and the number of names Dean Chun is looking for. Mr. Jacobson said the request was for a dozen or so names and that he [will](#) send the link to the criteria that is being looked for.

Mr. Jacobson called on committee chairs for updates.

Mr. Jacobson called on Shiri Goren to report on the Instructional Faculty Committee. Ms. Goren said that the committee acknowledges and thanks the FAS Dean's Office for including instructional faculty in the new Scholars as Leaders/Scholars as Learners program. She reported that the committee was approached by the vice dean of faculty from Georgetown University who read the committee's report from last year and is trying to conceptualize its content for their non-tenured faculty roles and approached this committee to gather insights and seek their advice and the committee is in the process of doing this. She mentioned the error that was made in the Faculty Handbook which Mr. Jacobson said has already been addressed and corrected in the on-line version and will be corrected in the printed version. Ruth Koizim reported that by law, every employer has to post various statements on their bulletin boards, including the one about non-discrimination against individuals who are pregnant, and she said that Yale, while posting its statement on various bulletin boards throughout the University, also sent an electronic version to all employees. She said that she was struck that all of the provisions regarding leaves of absence and protection from discrimination and so forth interfaces with Yale's own policy regarding leaves for instructional research faculty, which is quite restrictive. She said that she had a long conversation with Hugh Penny (Senior Director Compensation & Benefits) who explained that like most people, we were conflating the ability to take time off from one's job and have that job waiting when one returns, and the money and the benefits. She explained that by law, it is illegal to discriminate against someone who is pregnant and takes a leave to deliver a baby and recover from childbirth, which is all protected by Connecticut Statutes when one has a doctor's note. However, she said, the question of money is not there for instructional and research faculty, and that they have different policies with regard to how long people need to have been working here, on what form their leave would take, including, in some cases, relief from teaching but maintaining other responsibilities, and depending on what type of work one does, it could still require one to be on campus on a daily basis. This, she said, was illuminating because Yale does

take the requirements of the law seriously, and she feels that it is important for people to know that they can take a leave for pregnancy or another medical condition and come back to their job without prejudice. However, she said, we still need to keep working on the family leave issues and how they apply across the board.

Mr. Jacobson called on Ms. Koizim to report on the Yale College Expansion. Ms. Koizim said that the committee has not met recently, however it is trying to get information from departments on how things have gone so far in their department. She said the committee plans to send a short survey to DUSes and ask for their reflections on the enlarged Yale College, and has come up with a set of straight-forward questions for the survey as follows:

1. Thus far, has the impact of the Yale College Expansion on your program/department been positive, negative, negligible?
2. How did your department/program prepare for the first wave of additional students?
3. Who was involved in the planning process?
4. What have been the greatest challenges for your department/program?
5. What benefits have you seen?
6. In retrospect, what plans could your department/program have made to ease the transition?
7. What is your department/program doing to prepare for the upcoming increases?
8. Prior to the start of the present academic year, how would you describe the central administration's interaction with your department/program on matters related to expansion – very supportive, somewhat supportive, not supportive?
9. Since the start of the present academic year, how would you describe the central administration's interaction with your department/program on matters related to expansion – very supportive, somewhat supportive, not supportive?
10. What types of additional support, if any, would be most useful to your department/program, as we make the transition to a larger Yale College?

William Nordhaus said he felt it a good idea to target DUSes and send them the survey and suggested sending out a pre-test before sending the survey to all DUSes. Ms. Goren asked FAS Dean Tamar Gendler and FAS Associate Dean John Mangan to talk about the planned preparations for next year's expansion of students. Mr. Mangan mentioned teaching resources on the instructional side and said that he and Bob Burger are in touch with departments where they believe there will be enrollment pressures based on looking at the past. He said they will likely see more pressure points in the humanities because of the nature of the way the curriculum is constructed (with smaller classes, etc.) however, they are not ignoring the sciences and social sciences and he will be in touch with all chairs on a regular basis throughout the year and through shopping period and beyond to keep updated on their needs for the incoming year. Mr. Nordhaus and Ms. Koizim asked if the chairs will be another target for the survey while agreeing that the DUSes are the people who are in the front lines and are appropriate targets. Jennifer Klein noted that one of the biggest challenges, with the closing of HGS for renovations, is finding space for classes to be held. Mr. Mangan said his purview is to address teaching resources, and classrooms and space issues are handled by the Provost, Yale College and the Registrar offices, and that it would be beneficial to have a Yale College representative at future FASS meetings who can answer these questions. Ms. Goren said the committee will arrange to have someone who has the information on such questions at a future FASS meeting.

In the absence of Emily Erikson, chair of the Nominations Committee, Mr. Jacobson reported that the committee has been hard at work. He noted that because there are people who are running for re-election and are currently on the Nominations Committee and Elections Committee, they will have to be replaced because they cannot be on the committee and be on the ballot. He noted that on the Elections Committee, we are losing Mr. Mooseker and Mr. Schmuttenmaer, who have agreed to run again, and the new

committee members are: Chair, Ms. Erikson and members Ian Shapiro, Maria Doerfler, Maureen Long, Alexander Debs, Mark Solomon, Mr. Nordhaus and Sybil Alexandrov. He asked for a motion to reconstitute this committee as noted. Ms. Klein made the motion to reconstitute the Nominations Committee as follows: Chair, Ms. Erikson and members Mr. Shapiro, Ms. Doerfler, Ms. Long, Mr. Debs, Mr. Solomon, Mr. Nordhaus and Ms. Alexandrov. The motion was seconded by Ms. Doerfler and a vote was taken and unanimously approved the new Nominations Committee membership. Mr. Nordhaus noted that one area where the FASS is not well represented is in non-tenured faculty, particularly in the Social Sciences, and he urged people to send names of people who are in this category to the Nominations Committee. He and Ms. Koizim, Mr. Schmuttenmaer and Mr. Solomon engaged in a discussion on how current senators simply make known their wish to run again and by doing so, are put on the ballot, and if this practice poses a problem to people who have not served on the Senate making a decision to run, and it was decided that this situation needs further discussion. Also, Mr. Schmuttenmaer noted that last year, any senator who wished to run again made it known to the Nominations Committee and the Nominations Committee had the final say in accepting them on the ballot and that it was difficult to get a good number of candidates to run and we should not discourage current senators from running again while also trying to bring in more new candidates who have not served. Mr. Nordhaus said when reviewing the list of nominations for this year, he noticed that people whom he knows to have wide-spread support from the faculty, have very few nominations, so he feels it is important to stir up support for people whom we know want to serve and would be good to have on the FASS. Mr. Jacobson noted that two people have also stepped down from the Elections Committee – Mr. Mooseker and Mr. Schmuttenmaer, and Reina Maruyama has stepped up as Chair of the committee and Mr. Nordhaus has joined the committee along with Beverly Gage and Rajit Manohar. Mr. Jacobson asked for a motion to approve the changes in the Elections Committee – a motion was made by Ms. Goren and seconded by Mr. Nordhaus and a vote was taken that unanimously approved the new members of the Elections Committee – Mr. Nordhaus, Ms. Gage and Mr. Manohar were unanimously approved. Ms. Goren asked when elections will take place. Mr. Nordhaus said nominations expect to be completed after spring break and Mr. Schmuttenmaer said elections can be held sometime in early April. Karen Wynn asked how many faculty actually nominated someone and Mr. Jacobson said he heard a number somewhere around 100. Mr. Jacobson said that Jay Emerson has done a fantastic job of handling the elections process and he wants to find a special gift to present to Mr. Emerson as a thank you from the FASS. Ms. Koizim offered to secure the gift in consultation with the elections committee and the EC.

Mr. Jacobson introduced Mr. Nordhaus to talk about faculty governance, which he will do in part from his personal point of view and also as a member of the Governance Committee, and in part from his institutional memory. Mr. Nordhaus explained that the Governance Committee is charged with evaluating the recent changes in the governance of the FAS and the university in order to inform the FAS Senate about alternative organizational structures and budget processes, which means that we are looking at how arts and sciences are organized at Yale versus at other universities. He said that he is chair of the committee and its members are Marijeta Bozovic, Alexandre Debs, Emily Erikson, Brian Inwood and Mark Solomon.

He noted that there have been three major governance reports in the last 50 years at Yale - the first in the early 1970's, and then one in 1993 that came in the wake of an administrative crisis involving decanal structure and budget arrangements. There was talk of creating a senate in the early 1990s, along with recommendations for the transfer of responsibilities from the Provost's Office to the Dean's Office. However, he said, there was no agreement on anything else and that there was no agreement on having an active senate.

He said that the most important report that he wants to speak on is the 2013 report from the ad hoc Committee on Decanal Structure (members Dirk Bergemann, Economics; Jack Dovidio, Psychology and Committee Chair; Emily Greenwood, Classics; Scott Miller, Chemistry; Linda Peterson, English; Ramamurti Shankar, Physics) which came under the leadership of President Salovey and Provost Ben Polak. Mr. Nordhaus said that the report presented four models, and the model that was recommended by the committee was "Model I." This recommended adding a Dean of the Faculty of Arts and Sciences (FAS) and the introduction of (full or part-time) divisional (or area) deans (or directors). These two recommendations were largely followed. However, the report expressed concerns about the diffuse powers in the FAS and recommended greater authority be given to the FAS deans over administrative and budget decisions. In the case of the professional schools, a more consolidated model is being followed. In the case of FAS, the Provost still bears responsibility for the FAS budget. In the current budget structure, the FAS budget is actually five boxes – FAS Dean, Yale College Dean, Graduate Dean, and two others. Each of these has a separate budget and reports separately to the budget committee. Additionally, other budget boxes are outside the FAS, including ones for information technology, hospitality, residential colleges, and facilities.

Mr. Nordhaus noted that, if you count all of the FAS five boxes, the budget for this year is \$755 million with \$162 million going to faculty salaries and the balance in the other four boxes. He then noted how other schools at Yale operate and said there are two kinds – self-support, which is basically operated by controlling the bottom-line, and centrally managed, which is managed by line-item. So, he said, if you are a self-support school you can reallocate funds among the different lines of operation (within broad guidelines), and for centrally managed units you can, with guidelines in place, move funds with supervision from the Provost's Office as long as you do not adversely affect the bottom line. He said almost all units outside of FAS can allocate items across different activities as long as it does not adversely affect the bottom line. He said that the committee is concerned about the inability of the FAS to determine its fiscal future and this problem arises largely because of the fragmentation of responsibilities.

He noted a second issue that has affected FAS is the change in the University hierarchy and the way the FAS dean is represented in the hierarchy, and that recent changes have reduced the voice of the leaders of the FAS in the high councils of the University. He said a third point is an increase in the vertical and horizontal rungs of the hierarchy at Yale in the last twenty years, to which there is no added a Cabinet as another rung in the ladder. He noted there was further expansion of the horizontal hierarchy when many of the administrative functions which had been overseen in the Provost's Office were moved to administrative offices. He said that it appears to the committee that the FAS Dean's Office is understaffed relative to other schools at Yale – and its budget is larger than most of these schools. On a positive note, Mr. Nordhaus said that it is absolutely clear that the FAS has energetic and thoughtful leadership and, if there is a fault, it is in the structure. He said that the committee is looking at budget issues and getting information on the structure of other schools and other schools at Yale.

Mr. Jacobson asked if it is clear why they split the budget the way that they do? Mr. Nordhaus replied that his answer would only be speculation and that the question needs to be asked of the people involved in the process. Mr. Jacobson asked for any further questions from the floor. Ms. Koizim talked about the importance of support staff and that in the FAS Dean's office, the failure to progress on various issues is not a lack of good will or intention on the part of administrators, but rather that there are tasks that should be allocated to other people and there is no one to allocate these tasks to. She pointed to concern about the growth of staff and it appears that, in her area at least, the concern is more about the growth in administrative ranks and not support staff. Mr. Nordhaus agreed that the concern is about growth in administrative ranks and not support staff, and there is much sensitivity in the Provost's Office, the

President's Office and with the Corporation about the excessive growth of staff in the University. Ms. Gage noted that what is at stake in all of this is the status of the FAS within the University, and it appears that we are in a hybrid moment where the FAS is being treated, not as the heart of the University – the central feature - but one among many, and it has less control and influence than any of the other schools do over its own internal working. She said in her opinion FAS has ended up with the worst of both worlds even though in some instances, things are going well. Ms. Gage also referred to the issue of Shared Services (the centralization of staff that previously worked in departments and were put into a central location to perform duties like expense processing). She noted about the fact that eight years ago the faculty revolted over the creation of this model. There has been a study about Shared Services and what it cost and how well it worked. In fact, she said, she does not even know if Shared Services still exists and if people have access to it, and she noted that if you go to the building that housed Shared Services, there is practically no one there (open floors of empty cubicles). Reina Maruyama noted that this situation has adversely impacted how department business offices perform their duties.

FAS Daen Tamar Gendler offered some clarification.

Mr. Nordhaus noted that in the committee's meetings with the President, Provost and the FAS Dean over the past year, he and his committee are well aware that they are not as knowledgeable about the FAS budgets as these three individuals are, and so they are learning much as they have these conversations. He also noted that the administrators have differing views about the challenges raised by the current structure. One other point he made is that in the last five years, we have gained a sense of what the FAS budget is because of the budget report that Steve Murphy put out.

Rajit Manohar said the comment that gives him the most concern is that the FAS does not have enough of a voice, and he wonders if the structure is causing this, or if confusion is causing this, and is this something that will change without changing the structure?

Dean Gendler offered further clarification.

Mr. Nordhaus summarized by saying that if you have a leadership, organizational, and budget structure that allows you to look at the tradeoffs across major areas, as the Law School does and as the School of Management (SOM) does, that we can optimize and improve the FAS.

Mr. Jacobson brought up the question about Shared Services and noted that in the chairs' survey, it was interesting to see how Shared Services affect the way faculty do and do not feel supported, and it appears that there are fewer Shared Service people now, however no one seems to know the truth of it so he recommends that next year, on the FASS agenda, we do a real study of level of administration at this University and make some recommendations. He thanked Mr. Nordhaus for his report and thanked Dean Gendler for being a resource and working with her on these issues. Mr. Jacobson adjourned the meeting 6 PM.