

FAS Senate

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

FAS Senate Meeting

March 18, 2021

Open Session from 4:00 PM – 5:30 PM via Zoom

APPROVED

Present: Matthew Jacobson, Sybil Alexandrov, Nicholas Christakis, Emily Erikson, Joseph Fischel, John Geanakoplos, Alessandro Gomez, Miki Havlíčková, 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

Absent: David Bercovici, Howard Bloch, Aimee Cox

Guests: Alhassid, Yoram; Bennett, Beth; Bower, Claire; Brock, Jeffrey; Chun, Marvin; Cooley, Lynn; Dolgova, Irina; Dollar, Aaron; Eisenberg, Ziv; Feimster, Crystal; Fischer, Michael; Ganapathisubra, Narasimhan; Gendler, Tamar; Gladney, Larry; Goren, Shiri; Grimstad, Paul; Harms, Erik; Heeger, Karsten; Hyunsung, Lim; Irish, Vivian; Jackson, Kenneth; Kaliambou, Maria; Kamens, Edward; Koundi, Soumia; KristoNagy, Elka; Landis, Robin; Marcus, Ivan; Marcus, Ivan; Maruyama, Reina; Miller, Owen; Minsky, Yair; Nagai, Daiuke; Nagai, Daisuke; Ngan, Quincy; Pawashe, Aruna; Pawashe, Aruna; Peters, John; Prober, Daniel; Radev, Dragomir; Ramos-Ruano, Juliana; Robert, Nathan; Rooney, Alan; Scassellati, Brian; Shao, Zhong; Sherak, Constance; Shiffer, Peter; Solomon, Mark; Strobel, Scott; Tassiulias, Leandros; Thomasson, Camille; Toseland, Rebecca; Vanderlick, Kyle; von Kunes, Karen; Wetters Kirk; Yamaguchi, Mika Yeret, Orit; Yiengpruksawan, Mimi; Zinn, Robert

The closed session of the meeting of the Faculty of Arts and Sciences Faculty Senate (FASS) was called to order by Chair **Matthew Jacobson** at 3:30 PM.

The open session of the meeting of the Faculty of Arts and Sciences Faculty Senate (FASS) was called to order by Chair **Matthew Jacobson** at 4:00 PM. **Mr. Jacobson** introduced Dean of the Graduate School **Lynn Cooley**. **Ms. Cooley**, who began by talking about admissions and compared this year's admissions to two years ago in 2019 (pre-pandemic). She said in Humanities our normal target is between 100-105, and that year they had a target of 105 and recruited 96. This year, she noted, our target was 69 (70% of what would be a normal year) and 79 were recruited. She explained the reduced target was to offset the cost of students who were extended into a seventh year. In the Social Sciences our target is usually in the 80's, and this year it was 72 and we recruited 78. She noted that the target fluctuates quite a bit in the Natural Sciences based on available funds. In 2019 the target was 119, she said, and this year the target was 134 and 151 accepted. Regarding questions on the budget, **Ms. Cooley** commented that the admissions budget is determined by total program size, which in turn, is a reflection of several metrics including the applicant pool, attrition rates (how many people complete the degree), advising culture, and

outcomes data (what kinds of jobs people get when they finish). Because of Covid and its effects on the job market, this does not seem the time to grow programs, even if the money were infinite. She said that at this time, if we were going to spend more money on graduate students, it would be on the current students we have, to get them the best prepared for what they do after Yale. She noted that they have not figured out what will be done with the next admissions cycle, that information will have to be studied in the fall and targets can be established then. She said in the Humanities Division, we will also be very interested in responses of the Humanities Programs to the Humanities Advisory Group Report and any other ideas they may have to make their programs stronger. **Dean Cooley** said there are no plans to shift money between divisions and will aim to keep the funding constant within divisions. Regarding the Alumni Fellows Program, which was created a year ago, she said unfortunately that program will not be continued. Instead, there is money available to hire extra lecturers and 15 new graduates to fill the lecturer slots based on areas of teaching need in the Humanities and Social Sciences, and even one or two in the Sciences. Dean Cooley talked about graduate student mental health and what can be done to serve our graduate students better in this area, where the need has been intensified during Covid. She said they are talking with Paul Hoffman, Chief of Mental Health and Counseling, about targeted care specifically for graduate students. She mentioned that some students have revealed that they are uncomfortable revealing the fact that they need help to faculty who could be helpful to them because they fear being stigmatized. We need to make certain students know that they can ask for help. She said that she has learned over time is that a lot of mental health unwellness comes from stresses that we can address in the Graduate School and we are making plans to do that – how to handle the stress of being in graduate school and how we can help students be more resilient. Lisa Brandes, Assistant Dean for Graduate Student Life, is retiring this year, which gives us the opportunity to rethink that position when hiring her successor. She noted that there is a search underway and we are looking for someone who can play a role in advising and in co-curricular support of our graduate students. The position includes a strong coaching component that would involve making students aware of resources beyond their departments and programs and how to make use of them, developing a series of workshops and seminars on topics such as imposter syndrome, the hidden curriculum, budgeting, negotiating difficult conversations, time management, and managing stress. **Dean Cooley** said they are hoping that this new position will help us focus more of our central effort on supporting students in a co-curricular way and help to reduce stress levels and help reduce the pressure on our former mental health and counseling professionals. **Mr. Jacobson** thanked **Dean Cooley** for her comments and opened the floor for questions. **Mr. Jacobson** commented that he applauds the recent hire of 15 lecturers hired from our recent grads, and asked how students can find out about these types of opportunities. He also said that as good as the 15 hires is, it is just a drop in the bucket and asked if there is a way to expand this effort. **Dean Cooley** said that they relied on programs to identify students who could fill these positions, so the positions were not advertised widely. Also, she feels that she does not consider 15 to be a drop-in-the-bucket number. Last year there were 23 hires, so 15 this year seems like a good number. **Paul Van Tassel** said the for undergraduates at Yale, the residential colleges do a great job in supporting students, especially in the mental health area. He asked if the Graduate School could put forth a structure that replicates in an appropriate way the residential college experience that undergraduates benefit from. **Dean Cooley** noted that we cannot replicate the entire residential college undergraduate experience. However, she said, we are exploring with Paul Hauffman the idea of embedding in key locations around campus mental health counselors that would be dedicated to graduate students. **Jennifer Klein** thanked **Dean Cooley** for making graduate admissions successful this year and possible. She asked about the Graduate Alumni Fellowships, and noted that next year will be when the Covid pandemic will hit because job searches were not happening over the past year, and postdocs were

not open to applicants this past year. She hopes that the Dean can petition the Provost for additional funds for these fellowships for next year when the need will be greater. **John Geanakoplos** said that he believes that Yale is significantly stronger financially now than it was before the crisis began, by \$1 or \$2 billion at least, even including all of the costs of Covid, and even including the cost of maintaining the graduate students for an extra year and maybe several cohorts for an extra year, so this is the premise of the question. He believes this is true of many well-endowed universities and not just Yale. He then asked Dean Cooley what she thinks about so many universities like Yale having cut back so dramatically the number of graduate students they admitted this past year, and added that many are continuing to cut back in future years. He also asked, as the Dean of the Graduate School, what her thoughts are on this nationwide cutback in the number of graduate students. He then asked the question in another way – if the Provost were to make available extra money, would more graduate students be admitted to make up for the ones that were left out? **Dean Cooley** said she cannot speak for the nationwide cutback in graduate students; however, Yale’s cutback was due to the extensions for keeping students for an extra year and the anticipated extensions a program would need. She noted that we are spending more money on graduate students this year because of those extensions. She noted that the way we can make our budget work is to have slightly lower cohorts for two years, and then return right away to our normal level of cohorts. Regarding the question if she had more money, would she admit more students, she replied that at this moment, she would not admit more students but focus on the other financial needs that our current students have and would be a higher priority for spending available money, such as providing relocation funds to students in need and providing small research funds for students. **Mr. Geanakoplos** stated that he would prefer that the graduate school programs and their funding not be affected and that we maintain the same number of graduate students as always if it turns out that the University is actually richer than before. He said he is alarmed that we are abandoning one of the core missions of our University which is to train graduate students. **Dean Cooley** noted that there is has been no intention to abandon graduate education at Yale. **Hélène Landemore** noted that according to Mr. Geanakoplos, Yale has more money than before, so it is confusing for her to hear that there is not enough money to continue the graduate program as before, and for that matter, having to cut other funding at Yale. **Dean Cooley** explained that she is using a buffer of money that she has accumulated over the past several years to fund an extra year for graduate students. She noted that she is not in charge of the overall University budget, and said that although Mr. Geanakoplos’s comments that there is a surplus this year at Yale may be true, it is for a future discussion. **Mr. Jacobson** thanked **Dean Cooley** for her discussion and noted that higher education, in general, is facing some severe challenges, and in graduate education especially, it seems to us that we are left to deal with problems either at the level of individual departments, division, or even at the level of the individual university, but they are problems of scale, societal problems, national problems, that stretch across every kind of higher education institution from coast to coast. He said it seems to him that university leadership needs to take the lead in creating forums where educators can come together to solve some of these problems, not just for Yale but for our society – the ground has shifted so dramatically when it comes to what our culture prioritizes regarding educating young people.

Mr. Jacobson introduced **Marvin Chun**, Dean of Yale College, to address some of the challenges that the College is facing due to the pandemic. **Dean Chun** thanked the FAS faculty for being extraordinary colleagues during this disruption and made note of how they managed to keep classes going so students could continue their education and stay productive during this horrible

pandemic. He said he is inspired and proud to be at Yale with its faculty. **Dean Chun** outlined the new procedures for course registration and is pleased to say that the transition to early registration has been successful and has helped plan our enrollments and maximize our teaching resources for this pandemic year. He said that he is grateful for everyone's flexibility – including the students. He noted early registration will be even more important next year when we will have around 6600 students, up 40% from what we have now. He believes that course enrollment management for faculty will be easier than ever thanks to the University's Registrar's Office and **George Levesque** and **Pamela Schirmeister** from his office, and we are able to do it in advance and monitor enrollments without the pressure of shopping week. He said there are new features in the Yale course search system, and feels it will be easier and user friendly (as easy as using an iPhone). **Dean Chun** addressed the University's Mission Statement and the question of whether Yale College has lost ground to the professional schools and the medical complex, and overall University focus. He noted that, he didn't know that Yale College was losing ground or that anyone perceived this. He said that in his mind, Yale College and the FAS stands central and dominant. However, if there is a perception that we are losing ground, he is happy to receive feedback and inquire into this. Regarding the Yale College Mission Statement (provided here) he said that it is uncontroversial and is standing the test of time:

“The mission of Yale College is to seek exceptionally promising students of all backgrounds from across the nation and around the world and to educate them, through mental discipline and social experience, to develop their intellectual, moral, civic, and creative capacities to the fullest. The aim of this education is the cultivation of citizens with a rich awareness of our heritage to lead and serve in every sphere of human activity.”

Dean Chun spoke about mental health and how the pandemic has exacerbated this on all fronts, however, he feels it is not just Covid specific. He talked about what Yale College is doing to be more proactive in caring for our students' mental health. He noted that this semester has been difficult, and was the darkest and saddest, especially in February and March, when it was the most difficult that he has ever experienced as an administrator at Yale. Students, he noted, are exhausted; morale is low, and the lack of opportunity for restoration or fun that this pandemic has produced has definitely worn them down. He said this has been compounded by the deaths we've experienced on campus, including one undergraduate student's death by suicide, which has made this a very difficult time. And, he said, even before the pandemic, students have been seeking increased mental health support, and problems stem mainly from excessive wait times at Yale Mental Health and Counseling. He noted that they are highly responsive to acute situations, however many student requests for support involving non-emergency levels of depression and anxiety were triaged to a waiting period after the initial appointment, which has caused much anxiety and made things worse for many students. The major problem, he said, is that the demand on mental health has increased and the resources have not been able to keep up. Fortunately, this was an issue that he and the University have been aware of, and we were able to announce increased support for our undergraduate students in the following format:

- 1) The President and Provost Offices have supported increasing the number of therapists at Yale Mental Health and Counseling by 6 professionals, benefiting the entire Yale Community.
- 2) Working on this problem for Yale undergraduates, he has been able to procure a generous multi-million dollar gift to create a new program called “Yale College Community Care” or YC3, that includes four college care clinicians who are licensed clinical psychologists and licensed social workers who provide more promptly available or drop-in clinical care, and will be located outside of the Yale Mental Health and Counseling building, on campus and

closer to the residential colleges to make them more accessible and approachable for students. Also, he said, he will be adding four community wellness specialists who will help students with practical strategies to improve their well-being, to be used in addition to the mental health specialists, or on their own. Dean Chun also mentioned that students have gained a lot of help and support from faculty who have provided flexibility involving deadlines and grading - basically providing understanding on how hard it is to be a college student at what students describe as a “pressure cooker” like Yale, and especially during this year with pandemic restrictions.

- 3) Regarding classes for the 2021 fall term, and whether at-risk faculty and students will have the option of choosing in-person classes or on-line Zoom classes, and whether both will be offered, **Dean Chun** responded that our current default option is to be in person, and said there will be no routine, remote option. He did state that as it has been before the pandemic, the FAS Dean’s Office will provide exceptions for faculty members who may be unique or have special medical risks for in-person teaching, and those exceptions will be made on an ad hoc basis instead of a routine option. He said we are going into the in-person default because the public health experts believe that it will be possible to do so. Thanks to their expertise, planning, and guidance, and thanks to unwavering support from the University in protecting campus safety, he is able to say that we have not had major outbreaks, and things have been managed very well. He said he credits the students for cooperating fully with all of the restrictions and with contact tracing and quarantining, and we have been fortunate that there have been little clusters that were contained, and we have avoided the major outbreaks that would cause great alarm. **Dean Chun** noted that we are requiring all students to be vaccinated, which was announced after we determined that Yale Health has enough doses to vaccinate all of our students.
- 4) Will seminars and language courses be able to maintain a low cap considering the increase in enrollments next year? Dean Chun said the lower cap was for Zoom courses during this remote year. With coordination with the FAS Dean’s Office, we plan to go back to the normal cap (pre-pandemic) for these courses, and we are adding sections and will pay more to our instructors for the upcoming year, thanks to the efforts of the FAS Dean’s Office.

Dean Chun opened the floor for comments and questions. **Mr. Christakis** asked if **Dean Chun** would support the idea of putting into place a computerized system whereby whenever a college dean grants a Dean’s Excuse, a record is made of which dean granted an excuse to which student and for what reason, and basic demographic information on the student (such as year and major) is gathered. He added that after a year or two we could do some qualitative analysis or track the reasons for dean’s excuses, who is granting them, who is getting them, and what’s happening with the dean’s excuses. **Dean Chun** responded that he liked the idea, he loves data and loves being able to track patterns, and he thinks the data would be very useful. He said he is very happy to look into this after we get over this pandemic. **Mr. Geanakoplos** thanked **Dean Chun** for a job well done with the college during the pandemic. He commented that he appreciates the advantage of having registration early, but asked: “Why so early?” “Why can’t we do this in June or July, instead of working on next year’s classes while we are finishing this year’s classes?” He also asked what happened to advising students, since signing their schedules was a major part of advising. **Dean Chun** said we do want students to have these conversations with their advisors, and we know it is difficult for these conversations to take place in June or July when faculty are on leave or focused on their research. So, he said, we feel that having early registration gives students the opportunity to talk with faculty when they are still available to offer advice. He noted that students have until June 4th to make their early registration decisions, which is beyond the term, and we’ve given faculty the

week after finals are over as a time to deal with management of their enrollments so it would not interrupt too much this very busy time of year. **Jennifer Klein** spoke about the work of the Yale Committee on Inclusion and Diversity this past year and how it relates to what we are experiencing across the country with racial violence and students seeing racial inequity and police violence. She asked **Dean Chun** how he plans to handle student orientation at the beginning of the year and if there will be changes made to student orientation and being conscious of bias, of gender bias, not just in terms of how students respond to each other, but also to faculty who are teaching them. She asked specifically if there will be changes to orientation based on the work that this committee has been doing this year. **Dean Chun** said as part of the University's inclusion, diversity, and the belonging initiative that President Salovey announced last year, we are developing a 5-year plan for unit by unit, and is pleased to say that Yale College is launching a new program with student leaders who will help other students understand these difficult topics and be in conversation about these difficult topics such as race, class and so on. He said it's in its early stages and its pilot year, and he looks forward to receiving faculty input and guidance on the shaping of this program. **Rebecca Toseland** thanked **Dean Chun** and all University administrators for putting into place all of the resources for mental health for undergraduates – she feels it will go a long way. She noted that another area students seem to be particularly concerned about is how the colleges are set up for seeking mental health help, and particularly for students who have severe mental health challenges, requiring a withdrawal and reinstatement, and asked what **Dean Chun's** perspective is on this issue. **Dean Chun** noted that beyond the mental health issues described earlier, reinstatement is a contentious issue this year. He noted that there is a fundamental gap between perception and reality, and the fact that the perception is so negative is something that he needs to fix. He said there is a process by which students need to undergo a review in order to return, and that students perceive that the majority are not able to return when the fact is that most students do return. This is the thinking that needs to be fixed, and he is working to fix it. **Mr. Jacobson** thanked **Dean Chun** for his engagement in the meeting, and also for his leadership during this difficult year, recognizing it has not been as bad at Yale as it has been elsewhere thanks to **Dean Chun's** leadership. 1:27

Mr. Jacobson thanked **Dean Chun** for his presentation and updates today, and especially for his leadership throughout this past year as it has not been as bad here at Yale as elsewhere. He then reminded everyone that the FAS Senate elections have begun and will be opened until April 30th and asked everyone to "Vote, vote, vote!"

Mr. Jacobson introduced **William Nordhaus** regarding the study of the decanal structure and the committee that was formed to review the structure. He said there was a report from that committee. **Mr. Nordhaus** spoke about the report that was presented by **Steven Berry** at a previous FASS meeting, and how the FASS plans to respond to that report. He noted that we are planning a FASS report with the following four points:

- 1) We thank the Berry Committee and note that our comments are very much aligned with their views and the structure of the budget issues specifically.
- 2) We agree with the thrust of the Berry report on the appointment importance of alignment of decisions in budget authority. We note that there have been some small steps taken on reporting and some movements in consolidation, however very little has been done with actual implementation of a FAS controlled budget. We will recommend moving expeditiously to a full FAS administered budget.
- 3) We want to emphasize the importance of adequate staffing in the FAS Dean's Office to administer the new responsibilities. Two specific places: we require adequate assistance for divisional deans; as we move into a strong budget authority, we need to provide strong analytical resources for supervising the budget in the FAS.

- 4) We also find that the new FAS structure in Science and Engineering has not yet produced an effective framework because there are multiple offices involved in budget and administration – FAS Dean’s Office, the Provost’s Office and Facilities – the new structure is actually more defuse than the old structure. We strongly urge in creating a unified decision architecture for Science and Engineering within FAS.

Mr. Jacobson thanked **Mr. Nordhaus** and noted that the FAS Senate’s response will be forthcoming.

Mr. Jacobson introduced **Provost Scott Strobel** to speak. **Provost Strobel** noted that the last time he spoke at a FAS Senate meeting, it was January 16, 2020 and that he had been Provost for two weeks. He said at that time he was eager to hear the FASS’s perspective on the status of the FAS faculty and provide a broad sense of what he was hoping to accomplish as Provost. He said he could not have predicted that day what the past fifteen months would bring – an incredibly challenging year – for all of us – a year of unspeakable loss - and it’s hard to imagine the numbers of people lost to Covid – more than 500,000 people in the US and over three million globally. It’s a difficult time to mourn – the standard ceremonies of grief have been curtailed and we are left to find peace and purpose in relative isolation and, he noted, this is not normal – and we feel the collective burden of this. He spoke of his personal loss of his mother in May and how he could not travel to her graveside service, and even the Zoom service that he could watch was immediately followed by more Zoom meetings with endless discussions on how to manage the fallout from the pandemic. Additionally, he pointed out, it has been a year of painful racial reckoning for us in the United States. Injustices that were already festering, were laid bare in the aftermath of George Floyd’s murder and inflamed further by an ugly divisive and racially charged election season. He said that these traumas are ongoing, and especially for people of color, and our collective losses continue to mount and we are reminded of this every day. In particular, as we awaited the verdict at George Floyd’s murder trial, gratefully justice was done but so much of what is done continues to dehumanize the vulnerable. These would have been difficult losses to bear under any circumstances, but, he noted, this year we have the added burden of loss of community - protecting each other from the virus has meant sacrificing each other’s company and we have lost countless moments of joy, celebration, and of connection in a year when we needed each other’s support. He said our community found ways to recreate those connections remotely, and carry on as best we could our educational and research mission while also dealing head on with the pandemic. He said he feels there is reason for optimism for a brighter and more normal future. He noted that as of last week, more than 60% of the Yale community had received at least one dose of the vaccine or was scheduled to do so, and our students are about 40% vaccinated, and this week we were able to obtain enough vaccine and will be able to open clinics for the entire campus. He thanked everyone for their patience and commitment during this challenging period. **Provost Strobel** turned his attention to the University’s finances, our Covid efforts, and the University’s commitment and investment in its faculty. He noted that last year he made two commitments – to address the FAS salary gap relative to our peers that had emerged over the past several years, and to make progress on increasing the FAS faculty size. With those commitments in mind, which he stated in January 2020, it was with incredible reluctance that just three months later, a very different set of actions were announced in response to the emerging operational financial crisis that was created by the pandemic. Instead of expanding, he said, we announced the imposition of hiring and raise freezes, and asked campus units to reduce their spending for this past year. A year ago, we had no idea of how long the pandemic would last, how the economy would lag, or the impact it would have on our community or our institution. He noted we had no blueprint to follow. However, we kept three

main principles in mind that guided our decision-making: 1) We were committed to taking care of our community by prioritizing its health and well-being, and retaining employment. 2) We were committed to preserving our educational and research missions. 3) We sought to mitigate the pandemic's financial impact so that Yale could emerge from the storm in the best possible position. With these principles in mind, he noted, we made the financial decisions that we did, and they were significant though less aggressive than those of some of our peers. We did not change the endowment distribution and we did not stop contributions to faculty retirement, as were done at other institutions. We started the financial turn cautiously in an effort to navigate it as smoothly as possible, preserving our employees, protecting our students, and promoting our missions. He noted that while we were fortunate to enter the pandemic on strong, financial footing, properly managing our pandemic response has come at a significant financial cost. We have made the decision to bear most of that cost centrally, and this is what he has been spending money on (paid centrally and not by individual schools, departments or programs):

-We estimate that Covid 19 has cost the University \$325 million in lost revenue and Covid 19-related expenses so far, and these costs continue to accumulate.

-The cost of building a public health infrastructure has included purchasing Covid 19 tests, setting up testing infrastructure and vaccine clinics, contact-tracing, and purchasing PPE just to name a few. These have cost \$25 million to date, and likely will exceed \$35 million before this is over. He said that Yale has lost over \$200 million in revenue due to the pandemic, and the largest segments of this come from lost revenues due to cancelled surgical procedures, and we've also experienced lower enrollment in Yale College, and we've had to discontinue the summer programs for the past two years. Yet, he said, we have taken some extraordinary actions in response to Covid 19, including continuing to pay people who are home but cannot work. We have done this to preserve their jobs and support the New Haven community. He noted that the University paid premiums to people who had to work on campus during the height of the pandemic. These two actions alone cost \$55 million. Many staff have not been able to take vacations due to health and safety concerns, travel restrictions, or workload during the pandemic, and the University has announced that it will buy out a number of accrued vacation days for managerial and professional staff, and will extend the time period by which they can use vacation days, which will cost the University about \$10 million. The University has also deferred increases in health care premiums and has expanded childcare benefits, and suspended fees for our campus parking. These have cost the University (the Provost Office budget) approximately \$20 million. He said, in total the actions the University has taken to respond to the Covid 19 crisis, including the public health infrastructure and the items just noted, has cost the University approximately \$110 million since the start of the pandemic, and many of those costs are ongoing. He again noted that the University made the decisions to handle these costs centrally, which means that Yale has not charged students, or the University schools for any of the pandemic-related expenses – including testing, PPE, or vaccinations. The result is that the center may be in deficit this year, while the reduced spending elsewhere on campus (such as travel, meals, supplies, etc.) will result in savings and accrued balances. He noted that it is likely, as a University, that we will have a budget that is in surplus, however it is an uneven distribution of those funds. He noted that the University managed to mitigate the impact of these Covid-related costs thanks to cost-saving efforts by Yale's units, to revenue generated by the endowment, and thanks to the global economy continuing to weather this storm. While he knows it is risky to say that the worst of the pandemic's financial impact is behind us, he can say that we have done financially better this year than was feared. The situation is not as sharp as it appeared to be last April, and we are now able to steer gently through the "turn" and accelerate aggressively to the other side. As a result, he repeated the commitments he made last January – in the next few years, under the leadership of Dean Gendler, we will address the gap in

faculty salaries, and we will increase the number of faculty in the FAS. He said toward that goal, this year, in spite of the pandemic and the budgetary uncertainty, we performed a typical number of faculty searches and are making aggressive offers to scholars who will bring excellence and diversity to our campus. To receive a summary of those searches and their outcomes, he suggested that invite Dean Gendler be invited to the FAS Senate to share the good news. He addressed the topic of faculty retirement that the FASS brought up to the Provost Office, and he spoke of the one-time incentive offer to retire that was introduced last year for faculty retirement. He said that based on feedback they received from faculty who qualified for this incentive, we can say that it was a success – it permitted us to show gratitude for those who have served Yale for many years. He added that, of the 82 FAS faculty who qualified for this incentive, 20 accepted the invitation, and a similar percentage was observed in the other professional schools. As a result of the retirement incentive, we now have an exciting opportunity to re-imagine the future of the FAS, to further expand our diversity, and recruit in new areas of scholarship – with the number of positions that will be opened, he said we are able to embark on a once-in-a-generation moment to re-imagine the FAS faculty. He said he hopes we will be ambitious and collaborative in our search for excellence – the next 40 years at Yale will be significantly defined in what we do in the next few years, and hopes that we will all embrace the importance of that moment. **Provost Strobel** turned to the topic of childcare, and noted that it has proved to be one of the toughest challenges as we have tried to support our community during this pandemic. The unique nature of the pandemic has made it impossible to define a universal childcare solution that will alleviate all the childcare burdens of all of our parents. Instead, we have offered a variety of solutions in the hope that caregivers could find the best option that would work for them. We worked with Bright Horizons to create a childcare, or crisis care assistance program which reimbursed Yale parents up to \$100 a day, to a total of 45 days, this past year. He noted that the unique feature of this program was that a parent could receive this money even if the caregiver was someone from their personal network. This program has been very successful, reimbursing Yale faculty, M&Ps, postdocs, graduate students and staff, represented by the local labor unions, for a total of \$4,000 per person this past year. He said that the University has spent more than \$6 million on this crisis care assistance program. He noted that our current contract with Bright Horizons ends in June (2021). Because this is a tailor-made program, designed just for Yale, we are negotiating a possible arrangement for the summer and hope to be able to make an announcement in the next few weeks. In October of last year, we made it possible for all full-time, non-ladder instructional faculty who became parents, to be eligible for teaching relief for childcare for one full semester. He said instructional faculty can take the TRC within one year of birth or adoption of their child, In addition, in the past year the Work life Office, a division of Yale Human Resources, introduced many other childcare support programs and benefits for parents juggling childcare and eldercare obligations. He said he recognizes these programs do not take away the challenges caused by the pandemic and he has asked the deans to provide flexibility and to be mindful of faculty, and especially junior faculty who are facing childcare burdens. He noted also that **Dean Gendler** has introduced several measures to support faculty consistent with this request. He mentioned that the FASS passed a resolution asking the Provost's Office to create a work-life committee that would oversee the childcare issues. In his response to the FASS, he said that he clarified our approach and noted that the University has a work-life office that is tasked with the same mandate that the FASS wants this committee to have. He said that the Work Life office will continue in its important work as an entity within Human Resources. He also said he does not see that the Provost's Office is the right place to oversee the Work Life office, although we will continue to partner with them as we have done in the past year and will also seek quarterly input from the YCCC that represents childcare interests across the University. He said it has been a strange first year as Provost, and also it has been tremendous to witness the dedication of our

community to our mission. There are too many people to thank for all that has been accomplished, however he does want thank two people. The first is **Maddie Wilson**, who serves as the chief quality officer at Yale Health and who created the University-wide testing infrastructure, literally from nothing. She began with a facility that tested 200 a week, and built a first-class testing operation across 12 test sites; we have now administered more than 315,000 tests. He noted that most of the staff working at these sites are from Yale hospitality, whose regular jobs were to feed our students and not to administer Covid tests. It is a credit to Maddie and the dedicated staff who put themselves in harm's way every day to make it possible to bring students safely back to campus. The second person is **Linda Niccolai**, a professor in the School of Public Health, who created our contact tracing system, again built from nothing. That group, he noted, is primarily responsible for preventing major campus outbreaks when someone has become infectious. The difference between a few people getting sick, and whole college or school coming down with Covid, is due to the contact tracing efforts. He noted that **Ms. Niccolai** has built a contact tracing team largely using employees who are in the layoffs or job reassignment pools. As a result of her efforts, no clusters of infections this semester, of which there have been dozens, have gone beyond a contact of a contact of the index case, which, he said, is remarkable. He said he is grateful to her team for this incredible result. He stated that in his first year as Provost, he is incredibly grateful to have the opportunity to work with deans – deans who have demonstrated their commitment to the University - **Dean Gendler, Dean Lofton, Dean Gerber, Dean Brock, Dean Gladney, Dean Cooley, Dean Chun** – who have been exceptional partners, who have not only served as thoughtful colleagues helping this community during the pandemic, but have pushed and inspired leadership in all the right ways so that we have never lost sight of the educational and research missions of our University. He said he is also grateful to the FAS faculty for showing up strong for our University community. It is humbling to acknowledge how you have changed your pedagogical approach in a matter of days to deliver a world-class education in a totally new, remote format. You have shouldered, and continue to shoulder, the increased importance of your roles as mentors and support systems for students and colleagues during an extended period of high stress, adhering to safety protocols. You have faced many personal challenges including loss and illness of loved ones. We have rallied together as a community and have met this pandemic challenge head-on. He said a primary purpose of a University is to convene – we convene for learning, for dialogue, for action, for collaboration, and convening by Zoom is not what we seek for our future. We've learned of its convenience while also learning of its shortfalls. We must envision ourselves as an in-person, residential campus. **Provost Strobel** said it has been an exhausting and challenging year, however he looks forward to what lies ahead, and is excited to work with all of you to continue to strengthen this extraordinary community of scholars. **Mr. Jacobson** thanked **Provost Strobel** for his comments about losses and grieving, for his frank discussion of where we are as a University, and for responding to some of the issues that we raised. **Ms. Horsley** thanked the Provost for spending so much time on childcare, an issue that she has raised throughout the pandemic. She also commended **Provost Strobel** on his beautiful speech. **Paul Van Tassel** thanked the Provost for his presentation and then asked how the Decanal Report has affected his role as Provost. **Provost Strobel** noted that the role of the provost has seen transitions over several years of, and his attitude is that neither the Provost, nor those in the Provost's Office, are in the business of being the FAS Faculty Dean. He said he is the Provost of the University, and the FAS Faculty Dean is **Dean Tamar Gendler** and we need to make sure that the system is successful so that she can be the dean of the FAS, and that **Marvin Chun** can be the dean of Yale College, and that **Jeff Brock** can be the dean of the School of Engineering. He noted that we don't have that quite right yet, that there is still some work that needs to happen and those are ongoing discussions. He noted that because our focus has been on pandemic related issues this past year, we were not able to start addressing these issues as we would have. We are just beginning

to implement new practices, especially in the sciences, feels we should see how it goes and adjust accordingly. **Alessandro Gomez** thanked the Provost for his comments. He mentioned the need for alignment of decisions and budget authority, and pointed out that **Dean Jeffrey Brock** of the School of Engineering (SEAS currently reports to the Dean of FAS, who **Mr. Gomez** feels does not have a hands-off management style. **Mr. Gomez** proposes greater autonomy in both decision-making and financial matters for the Dean of SEAS. He pointed to the Provost's mention of a search in Chemistry that was carried out in record pace but said, this is not what is happening in Engineering, where a number of interactions between the SEAS Dean and the Provost's Office have to take place, which does not make for a nimble system. He noted that things have to be drastically optimized in this respect. He also mentioned the current arrangement of having the Dean of SEAS and the Dean of Science being the same person. He said that it seems as if there is too much to be carried out by a single person, and without the necessary administrative support that one would expect in a school. He commented that it is not a criticism of **Dean Brock**, but of the decanal structure, and that there is room for improvement in both of these points. **John Geanakoplos** spoke next thanking the Provost for his statement. This statement is as good as his first statement to the FASS last January, which was a marvelous way to begin his provostship. Geanakoplos said he appreciated the Provost's promise then, when he said he would make up for the Faculty salary gap and the Faculty size gap, and he appreciates the same promise now. He acknowledges how disappointed the Provost must have been that three months after his first promise his plans were interrupted by a great financial crisis. He thanked the Provost for steering us through the great troubles with grace. His dedication is even more inspiring now that we know about his Mother's death, for which Geanakoplos offered his deepest sympathy. **Mr. Geanakoplos** notes that the Provost begins to resume his promise with more money than the first time he made it, hence he appeals to the Provost to get us back to the trajectory we were on before - not just to improve where we are now, but get back to what we aimed to do when Provost Strobel first spoke at the FASS meeting in January (2020). **Mr. Geanakoplos** gave as an example of our previous trajectory the salaries that had been frozen during Covid. They would have gone up 2 1/2% and then once again 2 1/2% the following year. Cumulatively over the first two years that is 2 1/2% plus 5%, which is 7 1/2%. He said we missed the first year, and now we're not back to the trajectory. He explained that instead of being up 7 1/2%, we have been told that after the frozen year we will get raises of 3 1/2% the second year. He noted that the Provost talked about all of the retirements we've had from the retirement plan, so if we subtract the retirements, then even with **Dean Gendler's** success in hiring, we may have lost ground in Faculty size instead of increasing Faculty size on our original trajectory. **Mr. Geanakoplos** said his hope is that we can get back on the trajectory we were on before, and added that he hopes that we can go back to the number of graduate students we had. He noted that the endowment seems to be doing well, although there is no guarantee that this will continue through the rest of the year. However if it does, we can resume our old trajectory. **Provost Strobel** said he hopes that **Mr. Geanakoplos's** thinking is right - that we can keep up the trajectory and apply the endowment resources to our priorities in the future that reflect the most central and important part of our academic mission. The Provost said he is here to make sure that those resources flow to what we're here for as opposed to other "strange" things that money can be spent on.

Mr. Jacobson thanked **Provost Strobel**, **Dean Cooley**, and **Dean Chun** for their time in addressing the FASS. He also expressed gratitude to **Dean Gendler** for her ongoing meetings with the FAS throughout the year.

Mr. Jacobson introduced **Mark Solomon** to give a statement on the upcoming Yale Corporation Alumni Fellow election. **Mark Solomon** noted that anyone with a Yale degree, as well as full

professors, are eligible to vote. He has felt strongly for a number of years that we need academics on the Corporation, and currently, the only professional academic on the Corporation is **President Salovey**. He said that there are two people running – Victor Ashe who petitioned to be included on the ballot, which is very unusual and a high hurdle to climb. Ashe has a strong background and spent 17 years as the mayor of Knoxville, TN, and seemed to do some good things with environmental policies. He also was a well-regarded ambassador to Poland. However, **Mr. Solomon** said, he is supporting the insider – **David Thomas** – who was a first-generation student at Yale and faculty at business schools, including Wharton, Harvard, and Georgetown, where he was chair. He is now president of Morehouse College. **Mr. Solomon** wanted to provide this information on someone who he feels is a straight-up academic and now a high administrator, and someone who would bring a good perspective to the Corporation.

Mr. Jacobson adjourned the meeting at 5:40 PM.