

FAS Senate

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

FAS Senate Meeting

Tuesday, December 11, 2018, ESC Rm. 110

APPROVED

In attendance

Senators: Jill Campbell, Acting Chair, Shiri Goren, Acting Deputy Chair, Sybil Alexandrov, Arielle Baskin-Sommers, Howard Bloch, Marijeta Bozovic, Alexandre Debs, John Geanakoplos, Matthew Jacobson, Jennifer Klein, Ruth Koizim, Nikhil Padmanabhan, Ruzica Piskac, Charles Schmuttenmaer, Theresa Schenker, Mark Solomon

Absent: Senators – Maria Doerfler, Emily Erikson, Maureen Long, Rajit Manohar, William Nordhaus, Ian Shapiro; FASS Program Coordinator Rose Rita Riccitelli

Guests: Julia Adams, Rene Almeling, Joseph Altonji, Kate Baldwin, Steve Berry, Clare Bownern, Judith Chevalier, Tamar Gendler, Alan Gerber, Amy Hungerford, Edward Kamens, Pericles Lewis, Tina Lu, John Mangan, Giuseppe Moscarini, Catherine Panter-Brick, Ron Smith, Milan Svulik

FAS Senate meeting

The meeting of the Faculty of Arts and Sciences Senate (FASS) was called to order at 4:06 PM by Jill Campbell (Acting Chair).

Ms. Campbell welcomed senators and guests. She reported that the final version of the *FAS Senate Research and Scholarly Excellence Report* will be sent to senators for their review before the public version will be sent to all FAS faculty with letter from the FASS chair, William Nordhaus, sometime next week.

Ms. Campbell noted that FASS Committee reports have been shortened in the past two meetings and that today's reports will incorporate next steps that will be taken with respect to the action items/recommendations contained in the *FAS Senate Research and Scholarly Excellence Report*.

Schedule of guest speakers in FASS meeting in the spring:

- 1) January 17, 2019 - the new Dean of Science Jeff Brock. Senators from the Science Division will respond to the Science Report.
- 2) February 14, 2019 - Dean Tamar Gendler
- 3) March 7, 2019 (tentative date) Provost Ben Polak
- 4) April 2019 (date TBD)- President Peter Salovey

Ms. Campbell mentioned that senators are welcome to offer suggestions for agenda items.

Shiri Goren, acting as the Deputy Chair for today's FASS meeting, noted that senators from the Humanities are meeting with Amy Hungerford, Divisional Director of Humanities, tomorrow. Ms. Campbell presented the minutes from the November 15, 2018 FASS meeting for review and approval.

One correction was noted from John Geanakoplos. The minutes, as corrected, were unanimously approved.

Ms. Campbell submitted the Proposal for New FASS Genre of Informational Senate Committee Reports (see appendix 1). Ruth Koizim moved that the proposal be accepted. It was seconded by Theresa Schenker. Mark Solomon proposed a trial period to last until the end of the 2019 calendar. A vote was taken and the proposal was unanimously approved.

Ms. Goren asked for chairs of committees to give their reports, including goals that reflect recommendations of *FAS Senate Research and Scholarly Excellence Report*.

Arielle Baskin-Sommers reported on the Peer Advisory Committee. (See appendix 2)

Alex Debs who co chair with Mark Solomon, the Governance and Institutional Policy Committee gave the committee updates and goals. (See appendix 2)

Ms. Campbell reported on behalf of the Budget Committee in the absence of its chair, Ian Shapiro, that the committee has held back until the *CESOF Report* and the *FAS Senate Research and Scholarly Excellence Report* were released. The committee will investigate the question of resources available to FAS faculty, faculty size, and declining salaries compared to peer institutions. They may also look into the shifting balance between tenured and tenure track faculty.

Mr. Schmuttenmaer, chair of the Nominations and University Committees Committee reported on nominations. (See appendix 2)

Co-chair Ms. Goren and Jennifer Klein reported on the Yale College, Library and Instructional Faculty Ad Hoc Committee. (See appendix 2)

Matthew Jacobson reported on the Diversity Committee (See appendix 2)

John Geanakoplos, co-chair the Faculty Advancement Committee reported on the committee's recent report. (See appendix 2)

Ms. Campbell introduced faculty commenter Rene Ameling to speak on proposed changes to Yale Health Plan regarding the introduction of co-payments. (See appendix 3)

Ms. Campbell introduced Claire Bower, Chair of the Women's Faculty Forum (WFF) to present on the WFF report, "[Title IX and Yale Faculty: A Review](#)." Ms. Bower said that the WFF reviewed the publicly available data from the semi-annual reports released by the Title IX office involving sexual misconduct of Yale faculty across the University. She noted there is much interest in WFF collaborating with the FASS on issues that are of mutual interest, and WFF has a broad interest in gender equity across the University. WFF is interested in looking at all cases of sexual misconduct across the University - not just the high-profile cases. She noted WFF wants to find out more about the reporters, complainers, processes and sanctions, as well as what sort of continued monitoring there is, do we have evidence of retaliation, etc.

Ms. Bower said the report includes data across the university (all schools at Yale) and that there is no mention of gender in the reports as this practice was discontinued in 2014. She noted that there were 128 cases examined, and that almost half the cases involved faculty having a graduate student as the complainant, and the most frequent complaint reported was sexual harassment. Within that, she said, the greatest percentage of the cases involved charges of inappropriate comments, followed by unwanted advances (in violation of consensual relations policy). She noted that most case outcomes involved

counseling or training of the respondent; however, sanctions remain invisible so that no one knows whether, or how, these cases were dealt with. She also noted that some sanctions accommodate the behavior rather than address it, and some sanctions simply add to the workload of other faculty members.

She noted that most of the complaints involved verbal behaviors, so most of the resolutions were verbal – continued monitoring, counseling or training of the respondent, and in some cases, there were written punishments and sanctions in records: suspension, loss of leadership position, one arrest, two resignations, two relieved of teaching duties, and two loss of responsibilities.

As many of the sanction imposed are invisible, they are not distinguishable to the wider community; they may impose burdens on others; and some sanctions actually accommodate the behavior rather than ending it – working around the behavior rather than addressing the behavior. She said that we as faculty can provide information on these issues, focus on culture and prevention, and we can work with other groups on campus who have experience in negotiating professional and personal boundaries, look at reports from outside institutions on what they are doing around this issue. She directed the audience to read the WFF full report on the WFF web site <http://wff.yale.edu> She then asked for questions.

Senators raised questions about how Yale compares with its peers on these issues; the impact of Secretary of Education’s DeVos’s report on the adjudication of sexual complaints in institutions of higher education; the percentage of cases that result in a “guilty” finding; how the influence of varying departmental cultures can be addressed; and the lack of specifics about ranks, school, and positions in relation to sanctions given.

Ms. Campbell thanked Ms. Bower for her report and then introduced Judith Chevalier.

Ms. Chevalier, Chair of the Provost’s Advisory Committee on the Future of the Jackson Institute, spoke on the [Jackson Institute Review Report that recommends the creation of a separate school of Global Affairs](#). Ms. Chevalier noted that the Jackson Institute was founded in 2010 as a “University-wide enterprise dedicated to educating citizens for global leadership.” It offers educational programs in international affairs at the undergraduate, graduate, and senior executive levels, serving at any one time 60 Master’s students, 105 undergraduate majors, and 319 additional undergraduate and graduate students enrolled in its courses. She noted that no ladder faculty have appointments at Jackson but the director arranges faculty teaching with other Yale departments/schools. She also noted that Jackson Fellows and nonladder faculty teach at the Institute as well and that of the 56 Jackson-owned courses in 2017-18, 10 are ladder-staffed.

Ms. Chevalier said that the vision of the Jackson Institute is that Jackson should be one of the leading centers of *research and teaching* on policy issues of global importance, with ideas incubated at Yale that should distinctly inform global challenges. It should have an interdisciplinary footprint in history, economics, law, political science, and other disciplines. Its *small* but excellent educational programs should capitalize on the research expertise of the faculty while maintaining a balance of theory and practice. Students, she said, should have an understanding of today’s global problems and the methodological tools required to address the concerns of the future, with analytically and intellectually-oriented classes with a deep academic grounding. She said we can get there by Jackson having a ladder faculty and that faculty need to “own” it and govern it and decide on curricula. However, she noted, it should be small in terms of student counts, and the committee does not recommend that Jackson increase in size. The committee thinks Jackson should be a School in order to achieve our research and teaching objectives, and believe it should remain small.

The committee proposes a system of *all* joint appointments like the model of Woodrow Wilson School, at Princeton University. At Wilson, it's almost all econ/pol sci, and the committee propose modifying that to reflect Yale's strengths in the humanities and particularly history, and in law, with the majority with FAS, but also with professional schools. She noted that to receive an appointment in Jackson, the appointment must be voted by both the Jackson faculty and the faculty of a partner department or school, and for FAS appointments, ½ slot from FAS (dept or pool), ½ slot from Jackson, and for existing FAS faculty who join Jackson, department frees up ½ slot immediately.

Ms. Chevalier addressed the committee's recommendation that the new school focus on Global Affairs rather than public policy more generally. She said that a School focused on policy-formation and international policy challenges would better serve and engage the whole University, and there will be a strong emphasis on history and other more liberal arts subjects more coherent with Global Affairs than Public Policy. She said that a School focused on policy-formation and international policy challenges would better serve and engage the whole University, and there will be a strong emphasis on history and other more liberal arts subjects more coherent with Global Affairs than Public Policy.

Regarding educational programs, the committee does not recommend expanding the major at this time. They plan, she said, to develop educational opportunities within the major— more traditional senior essay opportunities, etc. For the undergraduate programs, she said that they would like to see Jackson serve more undergraduate students *outside* the major with fellowship opportunities more widely available to non-majors. She said they are intrigued by a 5th year Master's program for Yale undergraduates, and they do not recommend expanding the Master's program at this time. She said that the committee proposes a transition committee, effectively an immediate voting faculty for Jackson, presumably majority FAS, and that academic excellence of this committee of paramount importance, and as faculty are appointed, they replace members of the transition committee in their fields. The committee also propose that a robust review be conducted in 5 years. Ms. Chevalier said that at that time, issues of scale of programs can be reassessed and the faculty appointments plans can be reassessed.

Jennifer Klein from the History Department commented that after reading the report, she felt that people from her department who would have joint appointments in Jackson, would be forced to take on the "agenda" of Jackson, leaving behind their own department's agenda – which to her sounds imperialistic. Ms. Chevalier responded that it would be up to individual departments to decide whether they want to participate in joint appointments with Jackson if they are excited by the opportunity.

Steve Berry commented that joint appointments should be viewed, as they are viewed now with other areas like the Law School, etc., with enthusiasm by all interested parties. He said it will take time to find faculty that will generate this type of enthusiasm for Jackson; however, both parties (Jackson and faculty member) have to agree – if one does not want the other, there is no appointment.

Ms. Campbell asked to comment on the issue of resources and Mr. Berry said that slots will be handled the way they are now – ½ slot from each group.

Pericles Lewis said that Jackson would supply some additional funding.

Catherine Panter-Brick (Jackson and Anthropology) commented that having a Jackson affiliation would be an attractive aspect of future job offers.

Amy Hungerford commented that Jackson will be an asset to the History Department in recruitment.

Tina Lu asked how was the composition of the fields decided and how firm are those decisions? Ms. Chevalier responded that there will be a transition committee to handle this and that the initial recommendation is just that, a starting point.

Mr. Geanakoplos noted that he feels Yale needs to beware of new activities that are donor driven but not fully funded in perpetuity, and asked if this school will drain Yale's resources over time? Ms. Chevalier responded that she believes the report is clear about maintaining a limit to the size of Jackson, and that the purpose of this is, in part, to maintain a balance between the resources flowing to Jackson and the rest of the University.

Ms. Goren asked what the time frame is and when degrees will be granted? Ms. Chevalier said that a transition committee is going to play a huge role and that faculty have to be in place first. Mr. Lewis said that during the two to three years of fund-raising, the School will not yet exist, but other functions will be developed and that most of the money will be used for salaries. Ms. Chevalier said the plan is to be more senior heavy than a typical department, that promotion and tenure will be handled somewhat differently. (If yes vote on a candidate by Department but no vote by Jackson, the Department could take ownership of the faculty member.)

Ms. Campbell noted the concerns registered in the report about the current undergraduate Global Studies major, and asked about the committee's recommendations about changes to the undergraduate major within the proposed School. Mr. Berry replied that the undergraduate major needs to be beefed up to be in line with other FAS majors, and that this supports the plan to staff the School with FAS faculty.

Ms. Goren asked for more comments from the floor.

Ms. Hungerford asked how you would manage a request from a faculty member who wants to join Jackson but whose faculty won't let them go?

Kate Baldwin of Political science shared that as a ladder faculty who taught at Jackson she felt disconnected from the major and Jackson Center as a whole, and that a more centralized leadership would greatly benefit the academic rigor of the major.

Milan Svolik noted that his department doesn't always have the luxury to hire the people they need, so that the new school, with the shared appointments, will be an advantage.

Joseph Altonji noted that the school will be very important as Yale faces the future and its challenges that Yale does more in global affairs and the school is the best fit for Yale's strengths as well.

Ms. Campbell asked what other forums will there be for faculty comments? Mr. Lewis noted that starting in January 2019, there will be Town Halls. Ms. Chevalier said that she encourages departments to discuss this plan in their own department meetings.

Ms. Campbell adjourned the meeting at 6:17 PM.

(Appendix 1, 2.1-2.6, and 3 below)

Appendixes:

1. Proposal for New FASS Genre of Informational Senate Committee Reports

(suggestion by William Nordhaus, amended by Jill Campbell)

Proposed: that the FAS Senate adopt, for a trial period of one year (2019 calendar year), a new genre of public document: informational reports to be prepared and issued by **committees**. After approval by the Executive Council and circulation to the full Senate, **informational committee reports** would be posted and circulated to FAS Faculty.

Under this proposal, committees will be authorized to issue reports, subject to these conditions:

- Reports may not include recommendations.
- The cover of the report states that these are committee reports and have not been approved by the Senate.
- Reports must be formally approved by the Executive Council.
- They are circulated to the full senate for a week and subject to a motion of disapproval.

Rationale for the proposal: Informational committee reports will allow for quicker and more nimble communication on issues of faculty concern without the full-scale effort and necessarily cumbersome procedural process of full Senate reports. They may, among other things, provide an efficient means for committees to offer updates on the current status of progress on recommendations from past Senate reports.

2. Committee's Updates and Goals for the Year

2.1 The Peer Advisory Committee has communicated over email several times and met once this semester. Our primary goals for the year are to investigate the possibility of a University ombudspersons and promote the current presence of the Peer Advisory committee to faculty. For the first goal, we researched the ombudsperson position (who is an individual or office that serves as an advocate for faculty and students), examined some cost-benefit analyses about this position conducted by MIT, and looked into whether peer-institutions have this position (they do!). Starting next semester, we are going to interview some Deans and staff familiar with an ombudsperson position to get their take on this proposal. One note related to this topic: we were asked to consider the issue of spousal employment (as a result of the Excellence report). We decided to put this on hold for a bit since the result of the ombudspersons recommendation may influence a topic like spousal employment. For the second goal, we believe that many faculty are not aware of the Peer Advisory Committee as a resources available to them. We decided to advertise the Committee a bit more. We are starting by making flyers that can be posted in all departments with information about the Peer Advisory Committee. We also will be providing a gmail address on these flyers to ensure that Yale cannot access the email (for confidentiality purposes). Finally, we are looking into options of including information about the Committee in the welcome folders of new faculty.

2.2 Faculty of Arts and Sciences Senate Governance and Institutional Policy Committee

Goals: The Committee on Governance and Institutional Policy has two primary tasks. The first is to evaluate 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. The second is to review the status of faculty rights and responsibilities as shall come to the attention of the Executive Council of the FASS where those issues do not fit into the purview of other FASS committees.

Update: The committee has not met yet this semester. The first primary task, i.e. the review of the decanal structure, will take place in the Spring. For the second primary task, the co-chairs have met and discussed a set of issues and plan of action. One issue that we would like to investigate concerns the circumstances and protocols under which computers, phones, and electronic devices used by the faculty may be searched by the university. We are reviewing the Yale policy and how it compares with the policy of our peer institutions. Based on our initial review, it seems that the written policy at Yale grants the university a lot of leeway. We are planning to follow up with the administration to obtain greater clarity on the way in which the policy is actually implemented. A second issue concerns the Faculty Handbook, which catalogs the rights and responsibilities of the faculty. Specifically, we would like to obtain greater transparency on the changes that are made to the Handbook periodically, e.g. by archiving previous versions and having versions with tracked changes. We are exploring ways to achieve this greater transparency.

2.3 Proposed Changes to Bylaws Regarding Nominations Committee (submitted to the EC by Charles Schmuttenmaer)

The current bylaws are:

- Nomination process (see item #4 in “FASS-revisedbylaws-May2016Senate[1] copy.pdf”)

The FAS Senate maintains a standing elections and nominations committee, responsible for soliciting and selecting candidates to run in Senate elections. The committee consists of five people, none of whom are standing in an election scheduled during the current academic year, drawn from: one outgoing member of the FASS; one senior non-FASS member of the faculty from each division, approved by the FASS; and one FAS member of the Women Faculty Forum. The committee shall be recommended by the executive council and approved by the Senate.

I realize that some changes were made at the October meeting (see item #4 in “Report of the FASS Ad Hoc Elections Committee most recent (October 2018).pdf”), but those have to do with which senators may serve on the Nominations Committee and/or Elections Committee. It does not address changing the bylaws about the requirements for FAS faculty to be on the committee as described above in the bylaws from May 2016.

I propose changing the bylaws as follows:

- Nomination process (see item #4 in “FASS-revisedbylaws-May2016Senate[1] copy.pdf”)

The FAS Senate maintains a standing elections and nominations committee, responsible for soliciting and selecting candidates to run in Senate elections. The committees each consists of four to five people, none of whom are standing in an election scheduled during the current academic year, drawn from: one outgoing member of the FASS; one senior non-FASS member of the faculty from each division, approved by the FASS; and one FAS member of the Women Faculty Forum. The committee shall be recommended by the executive council and approved by the Senate current FASS senators. At least one from each division, and if possible, at least one who is non-tenured and at least one who is instructional.

More Updates and plans for the nomination Committee:

Mr. Schmuttenmaer said that the committee plans to get list of all faculty from FAS Dean’s Office in January 2019, and in early February seek people who want to run. Mr. Schmuttenmaer said that he has a really good PowerPoint presentation that he uses for recruiting Science colleagues, and invites anyone who wishes to help recruit from their departments to use this presentation. It

was noted that at the October FASS meeting, it was approved for the election to be handled by an outside company (yet to be chosen). There were questions about confidentiality and concern about sensitive information if outside firm is used, and another question about Qualtrics and if it is suitable for this process. It was noted that Mr. Nordhaus volunteered to research outside firms, and that Michael Fischer (Computer Science) has warned about possible security issues.

2.4 Yale College, Library and Instructional Faculty Ad Hoc Committee.

Updates:

- 1) Library: Jennifer Klein, Marijeta Bozovic, and Jill Campbell had a positive and productive meeting with Susan Gibbons, University Librarian, who said she is eager to make libraries more responsive to teaching and scholarship needs of faculty and students.

Some topics include:

- Staffing (IT people are not appropriate alternative); Libraries need specially trained staff specifically for libraries, and Yale is not offering competitive salaries.
 - Faculty feel excluded from the decision process – talked about how can we involve faculty.
 - Use “how to use the library” as a recruiting tool. Have orientation for new faculty.
 - RE: Bass Library – we still need to know how many books are being removed.
 - Suggested recommendations for augmenting student use of the libraries
Have meetings with FASS committee at least two times per year for updates on what’s being done.
- 2) Jennifer Klein and Shiri Goren met with Pam Schirmeister last week, to discuss minor changes in the Convocation and to Commencement, that is, written and oral recognition in the behind the scene work that is being done by faculty dissertation advisors. Pam discussed the requests with Lynn Cooley and they have agreed to make those changes.

Goals for the year:

- 1) Continue the ongoing communication with the leadership of the Yale library.
- 2) *Continue the work to establish Prizes to recognize instructional faculty excellence*
- 3) *Establish a non-coercive mechanism to allow instructional faculty to volunteer to serve in various college committees that directly relate to undergraduate issues.*
- 4) *Consider conducting a midway survey on the Yale college expansion (toward the end of the year)*
- 5) *Work with Yale’s Vice President for operations to identify a person in his office (or elsewhere) who could serve as a “faculty liaison” for issues related to operations.*
- 6) Instructional faculty compensation still needs attention

2.5 Diversity Committee: Mr. Jacobson reported that the committee has had two meetings - one with Kathryn Lofton and one as a committee to debrief and plan goals. He noted that two projects have emerged:

3rd year review of FRC/ pool slot system (selected interviews – not a study) – how people view the system and if it is doing its work. This will lead to an executive summary.
Visit top and bottom 10% of departments on the issue of diversification, with the aim of helping Richard Bribiescas develop best practices.

The committee plans to meet with Larry Gladney, Dean of Diversity and Faculty Development for FAS as he transitions into this position.

2.6 Faculty Advancement Committee:

Mr. Geanakoplos said that this committee has been charged by Executive Committee to examine several topics, including:

3. Why the faculty has less free time. The committee's idea is to issue a tightly focused survey to look into this.
4. Spousal hiring – look into what the issues are that affect spousal hiring.
5. Recruiting and hiring – why does it take so much time?
- 5.1 YC admissions policy – get the faculty involved again; bring it out into the open. What are the categories? How did they get designated? Invite Director of Admissions to a meeting (Collaboration between Diversity Committee and Faculty Advancement Committee)

3. Faculty Commenter, Yale Faculty Senate – December 11, 2018

Rene Almeling, Associate Professor (with tenure) of Sociology, with courtesy appointments in the School of Medicine and the School of Public Health

Re: New proposed co-pays at Yale Health

Thank you for the opportunity to be here. As many of you know, Yale announced in mid-November there would now be \$20 co-pays for most visits to Yale Health. Last Friday, Janet Lindner announced that the implementation of this policy would be delayed until next summer, so I am here to encourage the Faculty Senate to engage the administration on this issue.

As a scholar of health and medicine, I am surprised that Yale is ignoring the enormous body of [research](#) showing that even relatively small dollar amounts, such as \$5 copays, deter people from seeking necessary medical care, especially if they have lower incomes and/or chronic medical conditions.

So I created a [petition](#) and heard from dozens of people around campus with heartbreaking stories about the effects this policy would have: someone who survived cancer but cannot afford the \$100 imaging copays making sure the cancer does not recur, parents of children with mental or physical health problems whose copays would easily total hundreds of dollars a month.

As originally designed, the copays were going to affect people across a wide variety of income levels: it is not only faculty, a category that includes junior faculty and non-ladder faculty, but also postdoctoral scholars, M&P staff, childcare workers, and others.

Now it is certainly true that health care costs are rising, but copays are not the solution. As I wrote in the petition, they are unlikely to save money in the long run and cause a whole lot of suffering in the meantime. Indeed, co-pays can be understood as a further tax on the sick.

In her email on Friday, Ms. Lindner argues that we are the last of the Ivies to use co-pays. An important question here is how many other Ivies have an in-house HMO like Yale Health? If other universities are just contracting with external HMOs, then there really is no comparison. Yale is paying itself, but just taking more money out of our salaries to do it. This is not unrelated to the more general issue of eroding salaries and benefits relative to our peers.

In sum, there are financial, medical, and moral reasons to oppose copays. As a representative of the more than 900 people who have signed the petition, **I ask the Yale Faculty Senate to formally take up the issue of copays with the administration and push for an open, transparent, and deliberative process that includes input from all of the members of our community who could be affected by this new policy.** To the extent possible, it may be useful to coordinate with other organizations working on this, including the LGBTQ Staff Affinity Group and the Yale Postdoctoral Association, which has circulated a survey to examine the potential effects of this new policy. Thank you.
