

FAS Senate

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

FAS Senate Meeting

Thursday, February 14, 2019, CT Hall Rm. 201

APPROVED

Senators: William Nordhaus, Chair, Jill Campbell, Deputy Chair, Sybil Alexandrov, Arielle Baskin-Sommers, Howard Bloch, Marijeta Bozovic, Alexandre Debs, Emily Erikson, John Geanakoplos, Shiri Goren, Brad Inwood, Jennifer Klein, Ruth Koizim, Maureen Long, Nikhil Padmanabhan, Charles Schmuttenmaer, Ian Shapiro, Theresa Schenker, Mark Solomon

FASS Program Coordinator Rose Rita Riccitelli

Absent: Senators –Matthew Jacobson, Rajit Manohar, Ruzica Piskac

Guests: Maria Pilar Asensio-Manrique, Richard Bribiescas, Richard Cohn, Craig Crews, María de la Paz García, Sebastián Diaz, Stanley Eisenstat, Michael Fischer, Beverly Gage, Tamar Gendler, Marion Gehlker, Emily Greenwood, Diana Kleiner, Hélène Landemore, Fan Liu, Giulia Oskian, Irene Peirano Garrison, Lauren Pinzka, Lissette Reymundi, Juliana Ramos-Ruano, Lourdes Sabé, Terry Seymour, Karen von Kunes. Non-faculty: Dana Foster, John Mangan

Agenda and Senate actions in bold

FAS Senate meeting

1. Welcome from Bill Nordhaus, Senate Chair

The meeting of the Faculty of Arts and Sciences Senate (FASS) was called to order at 4:02 PM by Chair William Nordhaus. Mr. Nordhaus reported that there was a meeting on the CESOF Report in February with presentations by Tony Smith, Chair of the Committee, and Jack Dovidio, Dean of Academic Affairs, on behalf of the Provost and Dean of the Faculty. Mr. Nordhaus noted there has been some progress, including partial convergence on understandings of the issues of the salary gap and the competitive disadvantage in which that gap places Yale.

Mr. Nordhaus also reported that the FASS's *Faculty Excellence Report* was circulated again to faculty and appears to have been accessed by more than half of the ladder and instructional faculty. He has received comments from a number of colleagues about the usefulness of the Report. He noted that a public version was also released. He thanked members of the current and past Faculty Excellence Committees for their work on the report.

2. Approval of minutes, FASS meeting, January 17, 2019

Mr. Nordhaus presented the minutes from the January 17, 2019 FASS Meeting, and Deputy Chair Jill Campbell asked for corrections and comments. There were none.

The minutes as submitted were unanimously approved.

3. Committee reports

Mr. Nordhaus called on FASS committee chairs to report on their respective committees.

Co-Chairs Shiri Goren and Jennifer Klein reported for the Yale College, Library, and Instructional Faculty Committee. Ms. Klein reported that a sub-group of the committee met with University Librarian and Deputy Provost for Collections and Scholarly Communication Susan Gibbons [on Nov 7, 2018], to discuss library issues, including plans for the renovation of Bass Library, but that this meeting did not prepare them for the scale of the planned reduction of the Bass print collection (by two-thirds) subsequently announced at a “community project update” event on Jan 23. A group of Senators in the Humanities Division met with Dean Amy Hungerford on Feb 12. Among the topics discussed was the need to include faculty, as essential participants in the teaching and research missions of the University, in discussions of library policies and plans. Ms. Klein urged the importance of a serious, searching discussion of how the Bass Library best can serve the educational needs of students and faculty, beyond the consideration of expanding study space for the enlarged undergraduate student body.

Mr. Nordhaus noted that this is as much an issue of process as of substance and suggested that we need an “after action” report on the Bass renovation decision-making process. He noted a recurring pattern of announcements of initiatives taken by the University administration that stir objections and complaints of non-consultation, sometimes leading to reversals or belated discussion of constituents’ concerns.

Ms. Campbell reported on behalf of the Peer Advisory Committee that they have continued their investigation into whether creating a position of Ombudsperson would be advantageous for the University. Currently they are interviewing several people in the University who have worked in an area that is ombudsperson-like or who have knowledge of the functions of university ombudspersons.

Charles Schmuttenmaer, reporting on behalf of the Nominations Committee, said nominations will open tomorrow (February 15) and close on Friday, March 1, 2019. He asked for all Senators to clarify their plans for service on the Senate (concluding or continuing a term or running again) and urged all Senators to talk about the FASS to their colleagues, encouraging them to consider running for a Senate seat.

Mr. Nordhaus spoke for the Elections Committee, reporting that it is researching how FASS elections will be conducted this year as Jay Emerson (Statistics), who has run previous FASS elections, is no longer available to do so. Having determined that hiring an outside vendor appears to be impracticable, Mr. Nordhaus has been searching for someone within the Yale community with the expertise to run the elections process; he currently has tentative agreement from an experienced communications manager and IT expert. Next, he said, he will send an e-mail to all FAS faculty asking them to send their nominations to Mr. Schmuttenmaer, to be followed by the assembling of a ballot.

Alexandre Debs spoke on behalf of the Governance Committee, reporting that the committee has a preliminary list of people as potential members of the President’s review committee for the decanal structure to be formed this spring. He asked Senators for further suggestions of names. Mr. Debs reported that he and Mark Solomon met with Harold Rose from the General Counsel’s Office about the rules and

the circumstances under which the University may search faculty electronic devices. He said they this was a productive conversation. They will give the FASS a fuller update at the next meeting.

On behalf of the Budget Committee, Ian Shapiro reported that the committee has met and discussed the *Faculty Excellence Report* and wants to do more data-gathering to advance its goals.

Mr. Nordhaus announced that Matthew Jacobson has stepped down as Chair of the Diversity Committee. Maureen Long reported that, in order to understand the role of the FRC (Faculty Resource Committee) in the University's ongoing diversity efforts, the committee has been conducting interviews with departments Chairs, administrators, and other interested parties. They plan to provide a report on their findings to the FASS.

4. Plans for an open-format Faculty Forum, March 27, 2019

Mr. Nordhaus spoke of plans for the upcoming *Faculty Forum* scheduled for March 27, 2019 from 4-6 PM in Burke Auditorium in Kroon Hall followed by a reception. So far, he noted, we have asked FAS faculty to hold the date and plan to send another e-mail asking faculty to let us know what topics they want to talk about and if they wish, to sign up for speaking slots on the program. He said that all deans have been invited to attend and we hope for a good turn-out of faculty and administration.

Mr. Nordhaus noted that there are two Faculty Commenters today, and because each topic is of deep concern to faculty, the FASS is providing each two minutes for comment, followed by 3-4 minutes for responses, questions, and comments.

5. Faculty Commenter: María de la Paz García, Department of Spanish and Portuguese, on the rising cost of Yale Health Plan premiums

Mr. Nordhaus introduced the first commenter, María de la Paz García, to address the rising costs of the Yale Health Plan (YHP). Ms. García presented concerns about both the steep rise in employee contributions to YHP coverage and the University's failure to announce those increases clearly. [See paraphrase of her comments in Appendix A.]

Mr. Nordhaus said this concern has come up several times, and that the Senate has also recently heard objections from a Faculty Commenter to the institution of co-payments at YHP. He reported that a group has formed to look into these issues and that it recently met with Janet Lindner, Vice President for Human Resources and Administration. Discussions will continue.

6. Faculty Commenter: Richard Cohn, Department of Music, on faculty and university fundraising and development

Mr. Nordhaus introduced Richard Cohn from the Department of Music to talk about fundraising and the Yale Office of Development, and how well its structure and practices serve the Faculty of Arts and Sciences at Yale. Mr. Cohn spoke about the orientation of Yale's Development Office to donors rather than to faculty priorities and about the exclusion of faculty from the Development process -- to, he believes, detrimental effect. Mr. Cohn called on the Senate to investigate these conditions. [See Appendix B for his full remarks.]

Mr. Nordhaus asked for comments and questions. Jennifer Klein asked about the kinds of purposes departments might seek funds for. Mr. Cohn spoke of the absence of funds in the Department of Music to bring outside speakers to campus or to support travel to conferences. While Ms. Klein noted that the Department of History similarly lacks such funds, Mark Solomon (Molecular Biophysics and Biochemistry) expressed consternation that departments would lack resources for these purposes, as MBB has a robust university-funded seminar series. He expressed the view that the university should support such series without special fundraising from donors. Mr. Nordhaus noted that these issues were also raised in the *Faculty Excellence* report and urged that the Budget Committee and Governance Committee pursue them further.

Mr. Nordhaus also noted that over the four years since the formation of the FASS, the Senate has sought information and discussion of development issues, including requesting a meeting on the topic with the President and the Vice President of Development, with little success.

7. Presentation on partner hiring at Yale and at peer institutions, Steven Wilkinson, Department of Political Science and Institution for Social and Policy Studies

Mr. Nordhaus introduced Steven Wilkinson to discuss partner hiring at Yale and at other institutions. Mr. Nordhaus noted that Mr. Wilkinson is largely responsible for the forming of the FAS Senate, as he was Chair of the committee that designed the FAS Senate and recommended its adoption. We all owe a debt of gratitude to him, Mr. Nordhaus affirmed, for his wisdom in setting up a successful Senate structure.

Mr. Wilkinson spoke about the importance of an effective system of partner hiring in Yale's efforts to recruit and retain excellent faculty, and of the particular challenge posed by Yale's location in a relatively small city. Our current system, he noted, works on a case-by-case basis, with department Chairs talking to other Chairs to try to interest them in helping with a particular hire; there is no university-wide system to go to or shared currency to access in making appointments. He described some of the features he feels are needed in order to enhance this system for ladder and non-ladder partner hires: the system needs to provide positive incentives for departments and schools to participate, with widely-understood rules, and ideally it would encompass all the academic units and schools at Yale.

Mr. Wilkinson called attention to the University of California, San Diego (UCSD) as one model for a successful program of partner hiring. He explained that they have a pool for spousal ladder and non-ladder slots for each school and a pool of such slots at the Executive Vice Chancellor level. He said that a third of each slot comes from the dean of the department's own school, a third from the dean of the school of the partner's department, and a third from the Executive Vice Chancellor. A core principle is that the second department makes its decision primarily based on the quality of the individual concerned, not the immediate needs or department hiring plans. He noted that this system has the advantages of including both ladder and non-ladder slots; a currency that is usable across all departments; and an assurance to departments that they can agree to an appointment based on considerations of quality and not their priorities for a particular year. He also noted that deans play an important role over time in ensuring broad department participation and fairness.

Mr. Wilkinson remarked that there also needs to be a separate pool of resources set aside for expenses such as start-up costs. In terms of non-ladder positions, he noted that Yale has made progress in developing a broader complement of non-ladder titles than in the past. On staff positions, he said, Yale might even be more flexible than other places, in part because we are not a public institution. Looking

into private employment is a bit trickier, given local and state conditions. Emphasizing the importance to Yale of developing more effective means of offering positions for partners of faculty, he underlined that it is going to take real resources to accomplish these aims. He suggested that a Provostial committee might be created to investigate strategies and means. He concluded by saying he feels a larger plan is necessary.

Senators raised questions about the number of positions it would require for Yale to emulate UCSD's model (Mr. Wilkinson said he does not have sufficient data to say), and about the basis in the current system for seeking ladder appointments for the partners of some faculty and non-ladder appointments for the partners of others, including whether gender was a factor in these varying arrangements. Mr. Wilkinson responded that there seems to be no set guideline for current practices.

8. Presentation on the state of the FAS, Tamar Gendler, Dean of the Faculty, Departments of Philosophy and Psychology; with discussion by the Senate

Mr. Nordhaus introduced the session on the "State of the FAS". He began by noting that there had been a proposal to adopt "closed Senate rules" for this segment of the meeting. These would ask that those in attendance not discuss this segment of the meeting with anyone other than members of the FAS faculty and that the minutes would not include the contents of this part of the meeting. The motion was moved by Mr. Shapiro and seconded by Mr. Inwood. The final vote was 7 in favor and 7 against the motion. After the vote, the Chair held that changing the rules on open discussion and not making the minutes public required a 2/3 vote of Senators present and voting, so the motion did not pass.

Dean Gendler said that the state of the FAS is healthy, with room to grow. She highlighted some notable accomplishments in the past year, including robust hiring by the Departments of History and of Economics as well as the addition of faculty to the Mathematics Department that has restored it to its traditional size. Dean Gendler noted that the University recently has made important investments in infrastructure, including the Wright Laboratory, Sterling Chemical Laboratory teaching labs, an engineering teaching concourse, the Poorvu Center for Teaching and Learning, housing for graduate students, and two new residential colleges. Under construction now are two innovative centers – one in support of the Arts and the other in support of entrepreneurship. She remarked that construction projects are only enabling projects, as necessary conditions for faculty interactions. For all three of the FAS divisions, investments of millions of dollars are being made in key building projects: the new Yale Science Building, a new building for the Economics Department that will house the *Tobin Center for Economic Policy*, and renovation of the 320 York Street Building. All, she said, reflect a major commitment to both the teaching and the research missions of the FAS.

Dean Gendler went on to describe the public recognition afforded some of Yale's outstanding faculty in the previous two weeks alone, including David Blight (History), Joanne Freeman (History), Fabrizio Zilibotti (Economics), Laurie Santos (Psychology), Robert Schoelkopf (Applied Physics), Priyamvada Natarajan (Astronomy), Pieter van Dokkum (Physics), and the *Yale Center for the Study of Race, Indigeneity, and Transnational Migration*. The FAS administrative leadership team is also reaching maturity, with Debra Fisher apprenticing under Jack Divideo to take on the role of Dean of Academic Affairs on January 1, 2020, and divisional directors for the physical science and the biological science assuming their offices. Dean Gendler also spoke enthusiastically about the opportunities afforded faculty by the several initiatives in the *Scholars as Leaders, Scholars as Learners Program*, including individual coaching; Teaching Relief for Learning (through course attendance); and the FAS YES Program which funds small initiatives. All assistant professors on a ladder track now have a colloquium where their work

is responded to; every FAS ladder faculty member now has personal research funds; and all new junior faculty members in the sciences receive mentoring in starting laboratories.

Dean Gendler noted that alongside these many accomplishments, challenges remain: she acknowledged the particular challenge of achieving greater faculty diversity. Faculty recruitment and retention continue to occupy huge commitments of time from faculty who could be spending time in the joyful activities of research and teaching and instead spend it in the service of the institution. FAS remains, she said, an institution that is extraordinarily broad in intellectual reach with divisions in humanities, social science, science, and engineering and applied science. It educates more than two-thirds of the students at the University, and the FAS and the Medical School employ virtually all of the tenured faculty at Yale.

Turning to budgetary questions, she reported that the Medical School remains about half of the University Budget and FAS just under one-quarter, with about 40% of the FAS budget for salaries for faculty and staff, under 10% for PhD fellowships, 10% on non-salary expenses, and the remainder for contributions to “central services.” She noted that one issue of continuing concern is the stagnancy of FAS faculty size over the last four years, which she offered to discuss this further with the FASS.

Thanking the Dean for her remarks, Mr. Nordhaus called on four members of the FASS to offer perspectives from different points of view. He first introduced Ian Shapiro.

Mr. Shapiro thanked Dean Gendler for her informative presentation. He spoke of a significant and continuing morale deficit among FAS faculty and pointed to the data about salaries and faculty size that has come to light from this year’s *Faculty Excellence* and CESOF reports. He suggested that faculty low morale was a response to university priorities, with FAS short-changed over the past two decades and uncertainty about how the university will allocate resources in the future. While the Provost has committed funds to a “Faculty Excellence” initiative, Mr. Shapiro pointed to the gap between the scale of that commitment and what the *Faculty Excellent Report* says is needed. He also expressed concern about whether the proposed *Jackson School of Global Affairs* could prove another net drain of resources that are needed for the core mission of the FAS.

Emily Erikson was introduced and addressed the burden of service that many faculty members feel, as documented in the *Faculty Excellence* and CESOF reports. She noted two main issues: 1) unequal distribution of service across faculty, and 2) a perceived increase in the service burden on faculty over time. Excessive service responsibilities, she suggested, can be a misallocation of faculty time, detracting from teaching and research and potentially damaging both an individual’s own career and the excellence of the University. While acknowledging the difficulty of measuring the time devoted to various service tasks, Ms. Erikson suggested the value of gaining much greater knowledge of the allocation of faculty time. She proposed that the Dean’s new committee studying faculty service consider more granular methods for measuring service time, including new methods of “time use” analysis. She feels that this is a pressing issue that needs serious addressing, and she encourages everyone to begin keeping track of the service they engage in.

Mr. Nordhaus then introduced Howard Bloch. Mr. Bloch noted that in his November 2016 statement, President Salovey affirmed Yale’s commitment to the Humanities. While Yale has historically been a leading voice for the Humanities in the United States, President Salovey identified Yale’s major opportunity for growth as being in the Sciences. At present, Mr. Bloch remarked, the Humanities faculty is no less affected by the general material and working conditions described in the recent FASS *Faculty Excellence* report and in its 2017 report on the status and pay of non-ladder faculty. In March of 2018, Provost Polak appointed a university committee to think strategically about the Humanities; Mr. Bloch

said we await that committee's report to see what shape the Humanities at Yale will take in the future. He cautioned against focusing exclusively on the usefulness of Humanities' contribution to solving identifiable problems of current concern. Mr. Bloch noted that the Humanities are an essential interface between science, technology, social science, and the world outside of the academy, in the Provost's phrase. He averred that Humanists are specialists in the most distinctively human activity there is, that upon which all other disciplines rely and our daily lives depend: interpretation, the making and assessment of meaning, shaping the world in the arts, informing all understandings of the law, guiding the application of pure science to the human condition and to our everyday lives. Although medicine can prolong life, it cannot give life meaning. He asserted that Yale has a unique opportunity to integrate new-found strengths in the sciences with historic strengths in the Humanities and social sciences. Yale is poised to take a step beyond merely interdisciplinary to truly intersectional work, connecting physics, chemistry, evolutionary and micro-biology, computer science, cognitive science, archeology, anthropology, history, art history, literature, and music. It is the nature of educational institutions, he went on to say, shifting resources from one area to another, to pretend to be poorer than they are. Yale, he reflected, is masterful at projecting penury, in good times and in bad, and yet Yale is demonstratively rich and stable at present.

Finally, Mr. Nordhaus introduced Sybil Alexandrov. Ms. Alexandrov said that she spoke on behalf of the instructional faculty who, she observed, had not been mentioned in Dean Gendler's presentation. She expressed her gratitude for some of the changes made and programs implemented since the Senate's 2017 Report on the Status, Pay, and Condition of Non-Ladder Faculty. She said, however, that there are two major issues for instructional faculty that remain unaddressed: their exclusion from the new parental leave policies, and equity among instructional faculty salaries. She noted that while there were some important changes in parental policies made last fall in response to the FASS 2016 report on parenting, the new policies do not include instructional faculty. She called attention to the valuable information in the 2017 FASS report, which remains pertinent and largely unaddressed. Illustrating that general information with a particular case, she turned to a story about herself. Ms. Alexandrov recounted that she was hired on July 1, 1997 (twenty-two years ago) with a starting salary of \$38,000; to date, her salary has not reached \$70,000. What bothers her more than her own low salary, she said, is that there are many members of the instructional faculty who make significantly less than she. She concluded by saying that people who are in a single-income household, especially single parents, cannot live healthy and productive lives on such salaries.

Mr. Nordhaus thanked each Senator for their comments and asked for comments from the floor.

Theresa Schenker said that she has the same concerns of underrepresentation of instructional faculty and the other concerns raised by Ms. Alexandrov.

Ms. Klein asked what steps will be taken in response to the CESOF Report's demonstration of a salary gap in relation to Yale's peers. She also said that because of the way leave time is structured, it is difficult for faculty to accept outside fellowships; she asked what can be done to allow mid-career faculty to arrange full-year leaves.

In response to Ms. Alexandrov and Ms. Schenker's comments, Dean Gendler said that in removing slides from her presentation, information on instructional faculty she had planned to present was omitted. She assured them that addressing issues for instructional faculty is a subject of ongoing discussions. Regarding the suggestions that came from the four Senate commenters, Dean Gendler said she was grateful for the positive tone in which they were presented. Regarding Ms. Erikson's comments on service

time tracking, Dean Gendler said that her office has begun to study this topic and is gathering a set of articles on this understudied topic. She noted that Yale would like to be the leading university in this area both in our practice and our pushing this forward as an intellectual question. On Professors Shapiro's and Bloch's remarks, she agrees that finding a way to celebrate and tell our stories is important, and that we should relate what is "going right" as well as report on what is "wrong" when we tell Yale's story.

Mr. Nordhaus thanked Dean Gendler for her time and adjourned the meeting at 6 PM.

Appendix A – Faculty Commenter María de la Paz García on the cost of Yale Health Plan premiums

Ms. García expressed concern about the rapidly rising cost of the employee contribution to the Yale Health Plan (YHP), which was free for many years. In 2015, Yale began to deduct a \$20 monthly contribution from people's pay towards the cost of the YHP. This fee, she said, was not advertised or announced in any proper way, so most people did not know there was any charge. The next year, she said, the fee [for many Instructional Faculty] went to \$30; the following year to \$50; and the next year to \$74.50. This year the fee was raised to \$98 for a single person. In the first years, the increase went into effect without notification of employees; in the last two years the increases have been posted on the Benefits webpage. Ms. García objected that Yale has not announced these contributions properly, so most people don't know about the steeply mounting increases. She distributed a hand-out with the current deductions according to salary, and she noted that some people are receiving less in their paychecks this year than in previous years because of these deductions. Ms. García posed two questions, followed by a statement and request:

- 1) How much is the premium going to be increased in the coming years?
- 2) Will there be a limit in the increase? According to Yale, the average subsidy is 80% Yale and 20% employee.
- 3) We believe that this employee contribution has not been clearly explained nor was it properly announced in 2015 when it started. We ask that Yale announce and explain these increases more clearly in the future.

Appendix B – Faculty Commenter Richard Cohn on faculty and university fundraising and development

I'm here to speak about Yale's Development Office: to ask how well its structure and practices serve the Arts and Sciences at Yale. I have no special knowledge of how that Office operates, only some general impressions that seem broadly shared. 1) that fund raising is more attuned to the outside world of donors than to the inside world of teaching and research; 2) that this external orientation is in part a function of how the office is internally structured; 3) that department chairs and program directors find it difficult to establish relationships with development officers, to communicate the needs of their academic units, and to develop plans that would satisfy those needs; 4) that chairs and faculties are not often encouraged to cultivate relationships with donors, and indeed are frequently discouraged from such relationships.

Institutions must to some degree regulate donor relations. Nonetheless, other institutions handle this in ways that better respond to local needs and aspirations. At Chicago, where I taught and chaired before coming to Yale, a development officer was permanently tasked to each academic unit; learned its character and its aspirations; built donor relations in response; educated chairs about the world of philanthropy; and eased their passage into a world in which not all of us are naturally comfortable. Academic units

accumulated discretionary funds, and were able to support their programs and respond nimbly to needs and opportunities as they arose. Few Yale departments seem to have this advantage; at a particular disadvantage are units mirrored by professional schools with their own development machines.

This is not a matter for immediate Senate action, but rather one that would benefit from research into current Yale practices; comparative information about other institutions; conversation about what models might better serve the FAS; and, if warranted, the beginning of a slow process of encouraging cultural change.