

Minutes for Yale Faculty of Arts and Science Senate Meeting
Thursday, January 28, 2016
HGS 211, 4:00 PM – 6:00 PM

In attendance: Chair Beverly Gage, Deputy Chair/Secretary William Nordhaus, David Bercovici, Jill Campbell, John Geanakoplos, Shiri Goren, Emily Greenwood, John Harris, Matthew Jacobson, Ruth Koizim, Christina Kraus, Katie Lofton, Reina Maruyama, Yair Minsky, Mark Mooseker, William Rankin, Douglas Rogers, Charles Schmuttenmaer, Ian Shapiro, Katie Trumpener, Vesla Weaver, Karen Wynn

Staff: Rose Rita Riccitelli

Guests: Tamar Gendler, Dean of the Faculty of Arts and Sciences; Paula Kavathas, Professor of Laboratory Medicine, of Immunobiology and of Molecular, Cellular and Developmental Biology; and Anna Zayaruznaya, Assistant Professor, Yale School of Music

Beverly Gage called the meeting to order at 4 PM. She noted that there were no faculty commenters scheduled to speak at this meeting. She also introduced the new Senate staff person, Rose Rita Riccitelli.

Beverly Gage noted that the March 10th meeting needed to be changed due to a schedule overlap with the Joint Board of Permanent Offices (JBPO) meeting scheduled for the same date.

Beverly Gage noted the meeting's agenda items: Diversity and Inclusivity in the FAS, Faculty Parental Leave Policy, and Faculty Senate Rules and Procedures. Senate policy is for committee members present reports for discussion, then make appropriate revisions and bring revised reports back to the Senate for a formal vote. Once a report is voted on and approved by the Faculty Senate, the report will be sent to all faculty.

Beverly Gage said that the March meeting is still relatively open and committees who want to present updates on their activity, the March meeting would be a good time to do this. There will be several senators going to Singapore – Katie T., Charlie and Shiri – and we hope to get a brief report from them at our April 14th meeting.

There will be continuing conversations on the Conduct Standards and Procedures. FAS Dean Tamar Gendler has agreed to compile faculty online comments, make them public and then allow another set of comments.

Gage noted three additional upcoming events:

- 1) A proposed FAS Senate retreat to discuss long-term plans.

- 2) A tentative meeting between members of the Senate and members of the Yale Corporation by the end of the spring semester.
- 3) A “State of the FAS” meeting with FAS Dean Tamar Gendler, sponsored by the Senate, on April 28. This will be a full public meeting of interested FAS faculty and will include a reception as well as a robust Q&A period.

FAS Dean Gendler commented that she would welcome the Senate’s advice on what would be most useful for her to address in her State of the FAS talk. Gendler also said that she had a discussion with Yale College Dean Jonathan Holloway about receiving advice from the Faculty Senate on what the Senate feels needs to be done at FAS faculty meetings, Yale College faculty meetings and FAS Senate meetings. Regarding the Yale faculty standards of conduct, it would be helpful for her to know when she can expect to receive the Faculty Senate’s report.

Charles Schmuttenmaer commented that regarding the FAS Senate meeting with the Corporation, he is happy to hear that this is being organized. He understands that initially the meeting would probably be with the Faculty Senate Executive Committee, and this can develop into establishing an ongoing relationship with the Corporation.

John Geanakoplos commented that the Corporation has lost sight of the FAS and meeting with them is a good way to remind them of that. He also the Dean’s meeting on April 28 should emphasize the excellence of the faculty and what steps have been taken to improve the excellence of the faculty.

Katie Trumpener said that she would like to hear more about admissions quotas. This is of particular importance in the humanities because enrollments have been shrinking.

Beverly Gage asked if there was anyone that has any further comments or objections to having the Faculty Senate sponsor these events.

Bill Nordhaus noted the importance of developing metrics to measure faculty excellence: What are the ways that we are excellent? What are the ways we are successful? Do we have this information and who sees it? We need to look at our overall progress and be able to measure it.

John Geanakoplos added that the Senate’s Faculty Advancement Committee has been working on these questions.

Karen Wynn added that the Senate needs to develop some measure of quantifying the excellence of FAS for the administration. It’s much easier to quantify dollars and much harder to quantify quality.

Beverly Gage said that she will send a doodle poll to schedule the Senate retreat.

Beverly Gage opened a discussion on Diversity and Inclusivity in FAS and asked the chair of the committee, Emily Greenwood, to report on the committee's progress.

Emily Greenwood noted that at the last meeting in December she announced that the Executive Committee approved a working group on Diversity and Inclusivity in FAS. In the interim the committee has been established and the membership consists of Beverly Gage, John Harris, Matthew Jacobson, Reina Maruyama, Douglas Rogers, Charles Schmuttenmaer, Vesla Weaver and Emily Greenwood (chair). This ad hoc committee will consult widely to produce a report on the state of diversity and inclusivity in FAS and present a set of detailed recommendations for improvement by April.

Emily Greenwood opened the floor to questions. No questions were asked.

Beverly Gage asked for a motion to formally accept the committee. Ian Shapiro made a motion to create a committee on Diversity and Inclusivity. The motion was seconded by Bill Rankin, and the Senate unanimously voted to accept the formation of the committee on Diversity and Inclusivity.

Beverly Gage asked the Senate to review the minutes of the last meeting and asked for questions, comments or revisions. There were none. Katie Trumpener made a motion to accept the minutes as submitted. Karen Wynn seconded the motion and the Senate voted unanimously to accept the minutes as presented.

Beverly Gage asked for a report from the Committee on Elections - there was no update.

Beverly Gage asked for a report from the Committee on Committees – there was no update.

Beverly Gage reported that the Yale College expansion committee is meeting in February to work on their final report. She noted that in response to the committee's initial draft report, Tamar Gendler sent out statistical information to faculty to begin planning for the expansion.

Tamar Gendler noted that she and Jonathan Holloway sent out to DUSes, DGSes and Department Chairs enrollment reports on multi-section courses and courses that have teaching fellows associated with them. There will be another set of reports on smaller courses to be sent out at a later date. In the next few weeks she will be meeting with faculty who have historically taught the largest courses to give that particular group a chance to meet together.

Shiri Goren asked if this information will be sent to the entire faculty, and Tamar Gendler responded that there will be different versions of these reports sent out to all faculty because there is concern on the part of FAS leadership about "sensitive" information regarding courses with smaller enrollments.

Katie Trumpener noted that there is some concern about non-ladder faculty getting information across the University. They do not go to faculty meetings so cannot receive information this way.

Tamar Gendler commented if there are members of the non-ladder faculty who are concerned about what's going on in their own departments, they should reach out to her office and others.

Beverly Gage asked for a report from the Faculty Advancement Committee.

Dave Bercovici reported that they are working on gathering data on faculty excellence. He also said that they are working with Bob Burger from the FAS Dean's office to gather detailed parental data.

Charles Schmuttenmaer commented that faculty excellence should include teaching, which is hard to quantify.

Dave Bercovici noted that the committee is looking at national rankings, including the NRC, to start.

Karen Wynn noted that any individual metric is going to be problematic and the task is to invest widely on a balanced portfolio of metrics to try to tell an overall story.

Ian Shapiro suggested that they work closely with Graduate School Dean Lynn Cooley's committee to assess programs in FAS.

Beverly Gage said that this type of information is valuable to committees so if you have suggestions, please talk to individual committee members after the meeting or at the retreat to provide this type of information.

Katie Trumpener noted that one of the goals of the committee is eventually to figure out if we are successful pedagogically compared to other institutions (which she suspects we are) as well as how we are doing in other areas.

Katie Lofton reported from the conduct standards committee. The committee has a consensus that the standards and procedures need to reflect the processes already in place. She expects to have a report ready by the end of this month.

Bill Nordhaus reported on the budget committee, which has scheduled a meeting with the FAS Dean. He also noted that the longstanding efforts to receive data on the budgeting of the university continue to be unsuccessful.

John Geanakoplos noted that the last time Bill Nordhaus reported on this, he said he would consider asking the Senate to make a formal request for this information, and John asked if the committee has decided to wait on this.

Bill Nordhaus responded that they have decided to wait until the committee meets with the dean next week.

Tamar Gendler commented that the Dean has made a request on the Senate's behalf and also has not received a positive answer. She is happy to share whatever information she has.

Jill Campbell reported on the Peer Advisory Committee. There has not been much activity, largely due to the inaccessibility of confidential information. Committee Chair Emily Greenwood is hoping to initiate a formal process by which the Peer Advisory Committee may access confidential reports and agree to treat them confidentially.

Beverly Gage opened discussion of parenting policies and called on Bill Rankin to give the report.

Bill Rankin stated that one of the things the faculty advancement committee is trying to understand is the junior faculty situation and the problem at Yale with mid-career excellence. He noted that it is hard for Yale to recruit at mid-career level and hard for Yale to retain at mid-career level. When he joined the Senate, he e-mailed all junior faculty in the humanities to assess their concerns. With only one or two exceptions, all of the responses were about parenting. The report he is distributing is a draft that will be revised, with additional data from the FAS Dean's office as well as additional details about cost and budgeting. Just as important are things that don't cost any money at all – questions of procedure – questions of how much the university should involve itself in the private lives of faculty – and the expectations for how parental leave should change the standards for promotion and tenure. He noted that the report is really about parental policies and not about daycare, schooling, and other kinds of caregiving, all of which are also important.

Beverly Gage opened the discussion to other members of the senate.

Karen Wynn commented that Bill did a terrific job in writing and collating the report. The Faculty Advancement Committee feels that Yale lags behind in comparison to peer institutions.

Bill Rankin noted that that it was difficult to put together a comprehensive comparison between universities because the categories are different, the metrics are different, and the types of faculty are different.

Vesla Weaver thanked Bill for all the work that he has done on this report. She raised the potential issue of men who opt to not do caregiving work, and thus spend parental leave working on research or other forms of scholarship. How will they be assessed as compared to

people who have done significant caregiving work and have used the leave as it was intended? She pointed out that many faculty have witnessed such abuse of parental leave.

Bill Rankin responded that the committee had considered these issues, and did not see how Yale could police such situations without an overly invasive policy. The goal of the policy should not be to guard against its misuse, but to have the policy effectively support those who use it properly.

Karen Wynn noted that for any policy used at the university that there is a potential for misuse. It's not Yale's job to presuppose who is doing what in a family.

Dave Bercovici noted that the committee agreed it was important to give faculty the best situation possible rather than having to level the playing ground by being most restrictive.

Katie Trumpener said that a big footnote to this entire document is all of the empirical research showing that parenting is not equal and that women's career often suffer in terms of their tenure rates, their wages, everything.

Dave Bercovici noted that the Senate report is trying to get away from strict rules identifying who is the "caregiver" and who is the "breadwinner."

Bill Rankin mentioned studies showing that restrictions on faculty parental leave generally had the effect of making women not take it, rather than preventing non-caregiving men from taking it.

Christina Kraus addressed the recommendation about non-ladder parent leave. She suggested that the university must make a back-up plan for non-ladder faculty who teach required courses, and who go on parent leave. Bill Rankin said that he would revise the report to reflect this.

John Geanakoplos noted that it is important to know how many faculty and non-ladder faculty have children and how many will be affected by this policy. It's important to know what the costs are.

Bill Nordhaus agreed that it's important to get information on what the costs will be. He also remarked that he is troubled by the brevity of the sections on childcare policies and activity scheduling.

Bill Rankin noted that they were included because they were specifically brought to the attention of the committee, but the report is concerned primarily with parental leave. The committee will revisit these points.

Charles Schmuttenmaer talked about the idea that people may misuse parental leave. He suggested that faculty might sign a simple form agreeing to use the leave as intended.

Paula Kavathas, Chair of Women's Faculty Forum, spoke as a guest and noted the WFF's long-term work on these issues.

Katie Trumpener noted that there is a misplaced resentment toward women who take parental leave. She thinks that we need to push that it is a right and not a special favor. She also suggested improvements in daycare policy, including the creation of evening drop-off care.

Matthew Jacobson agreed that the motherhood penalty should be part of the work of the Senate as it relates to examining promotions and retention.

Doug Rogers recommended that the dean's office develop a specific form outlining how tenure committees should consider (or not consider) time spent on parent leave.

Paula Kavathas noted that she loves the document that the committee has created and the more people who are involved with this process, the better the chances are that these changes will happen. She encouraged Yale to update its policies on parenting leave for dual-faculty couple; each member of the couple should be entitled to leave, as at many of our peer institutions. She also believed that a leave form would be of little use; instead, Yale should show trust and confidence that people are taking the leave for the right reasons. She noted that the Bodel child care center at the Medical School rarely closes, even on snow days; nothing in FAS that comes close to this. She invited senators to a meeting on February 25 to discuss toddler care and daycare improvements on the main campus.

Bill Rankin said that regarding after-hours scheduling for FAS faculty events, even if we had something like the Bodel Center, it could not possibly serve everyone and we would still have to rely on private day care for non-regular hours.

Shiri Goren noted that the question of childcare is highly important. She agrees that the question of money is important but we should support changes to parental leave policy regardless of how much it costs. She noted that the policy for non-ladder faculty is not acceptable.

Ian Shapiro commented faculty who have young children need affordable daycare very close to campus and this is the number one issue for many junior faculty.

Bill Nordhaus noted that day care has been a big struggle for a long time. In 2006, 2007 and 2008 there was an effort to provide expanded childcare. And then we had the financial explosion and it disappeared from the agenda.

A guest Anna Zayaruznaya thanked everyone for their work on this issue as she will be needing it soon. She said that last semester someone in the administration wrote to her to say that Yale's policy holds up well and that it seems very clear that it doesn't. She said that child care is a big issue and it becomes an even bigger issue when there is not sufficient parental leave.

Karen Wynn remarked that it's very easy to evaluate the monetary cost of parental leave but not so easy to evaluate the cost of making life more difficult for junior faculty.

Bill Rankin noted that he and his committee will take all the points made here into consideration as they revise the document and bring it back to a future meeting for a vote.

Beverly Gage introduced the topic of the Senate's internal rules and procedures. At the September 2015 meeting, the Senate agreed to revisit this question at the January meeting, with more experience to draw on. There are small changes that the executive committee recommends, including a reduction in the deadline for suggesting agents items, the elimination of the requirement that a junior faculty member serve on the Executive Committee (which is very time-consuming), and flexibility in the rule that Executive Committee members should chair senate committees.

Katie Trumpener suggested creating an enhanced web site where faculty could register comments anonymously. She also raised the issue of following up on all-fund budgeting, a subject introduced by a faculty member earlier this year.

Beverly Gage commented that it is her understanding that the Budget Committee is actually interested in this issue and is looking into it.

Bill Nordhaus said that this is something that he investigated and spoke to people around campus to find out how prevalent this practice was. The budget committee is concentrating on larger budget issues but plans to take up this issue when time allows.

Beverly Gage noted that these are exactly the kinds of issue that we want to discuss on our retreat.

John Geanakoplos said that the retreat is a really great idea because it adds an element of unscripted work to our committee. It is good to have a built-in opportunity for people to speak about what's really bothering them without time constraints. He feels that the retreat should become a regular part of the FASS and added to the by-laws to say that we have to hold one once a semester or once a year.

Mark Mooseker noted that some faculty who are not members of FAS are not able to address the senate and we should consider revising this as this kind of outreach seems important.

Charles Schmuttenmaer commented that he liked the fact that we are reviewing the rules that were set out in September. It might be worth having this as a policy for a yearly activity.

Beverly Gage agreed that this suggestion makes sense. She thinks that this is already in the by-laws committee's rules but it makes sense for the conversation to take place with the entire senate.

Bill Nordhaus asked if it is correct that people in the professional schools are not on the FASS email list. Beverly said this is correct, that the list she has is for voting and this is the way voting was determined. However, she doesn't believe that the voting list must be the same as the list of people who are invited to meetings or receive emails so we'll have to figure out a way to compile all those names together to add them to the active e-mail list.

Beverly Gage brought up the questions of voting by secret ballot and what we want our speaking policy to be.

Karen Wynn commented that she always felt a little strange to have a silent "peanut gallery" and that faculty should have a chance to contribute without having to sign up in advance. She also noted that she prefers not voting by secret ballot.

Beverly Gage noted that the executive committee's view is that when voting we would have a show of hands but would reserve the right to have a secret ballot vote in a sensitive case. On the speaker policy, the executive committee was thinking that we would move to what has been done at this meeting that open faculty comments are useful. The floor should open first to the senate, and then at an appropriate moment discussion will open to the full floor on issues of major importance.

Jill Campbell said that she agrees that people who are not part of the senate have a chance to speak. She likes this being combined with the signing up in advance to discuss more substantive issues. She supports not voting by secret ballot. We are elected to represent our colleagues and our colleagues have a right to know what positions we're taking. She also supports eliminating the preference of Executive Committee members to chair Senate committees so that members of the senate can take on more responsibilities.

Doug Rogers commented that there does not seem to be any provision for calling a very quick emergency meeting of the senate and wondered whether we want to have procedures in place for this.

Beverly Gage said that the executive committee can call a meeting of the senate outside a regular scheduled meeting, and we need to decide how much notice people need to respond and if we have a quorum (13). Also, we do have the ability to call a public meeting. She agrees that we need a provision for calling an emergency meeting. On the other hand, do we want the

senate to be a quick-reaction body? Senates are usually slow-acting, deliberative bodies – that is often how they are structured.

Katie Trumpener asked if we could have some provision for how we decide if we will vote by secret ballot.

Bill Nordhaus suggested that we can simply ask the question if we want to vote by show of hands or secret ballot. And if agreed by all, we can simply say “a secret ballot was called for.”

Charles Schmuttenmaer commented that it’s really great to have the ability of non-senators to speak at meetings. He also likes having the ability for someone to submit something in advance to bring in new business.

Beverly Gage said that the executive committee will sit down and put together a document that reflects the changes discussed here. She called on Ian Shapiro for new business.

Ian Shapiro said that there is a concern about the fact that ITS recently laid off 24 people. He suggested that the senate ask for an explanation of the lay-offs and some sort of an accounting of how that area is being run.

Matt Jacobson proposed that we each go back to our departments and ask how it will affect our department. Even though the Senate agenda is crowded, it would be good to have ITS attend a meeting to comment and report on the lay-offs.

Katie Trumpener brought up the issue of why departments cannot choose their own chairs. This is a time-sensitive issue for her department, however it also speaks to a larger issue of governance for the future.

Ruth Koizim went back to the issue of ITS lay-offs. She is concerned and wonders if the FASS, as a duly elected body, can issue a statement of concern.

Beverly Gage said she would send out possible dates for a retreat. She then asked for a motion to adjourn.

Ian Shapiro made a motion to adjourn.

Charles Schmuttenmaer seconded the motion. All accepted.

Meeting was adjourned at 6:00 p.m.