

**Minutes for Yale Faculty of Arts and Science Senate Meeting**  
**Thursday, April 14, 2016**  
**CT Hall, 4:00 PM – 6:00 PM**  
**Minutes**  
**APPROVED**

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

Not present: David Bercovicci, John Geankoplos, Katie Lofton, Vesla Weaver, Karen Wynn

Guests: Victor Bers, Classics; Stephen Dellaporta, MCDB; Stan Eisenstat, Computer Science; Tamar Gendler, Dean of FAS; Chris Hayes, Margaret Homans, English and WGSS; Joel Rosenbaum, MCDB; Fred Strebeigh, English; Karen von Kunes, Slavic Languages; Elisabeth Wood, Political Science; Bethany Zemba, FAS Dean's Office

FAS Senate Chair Beverly Gage called the meeting to order and announced the remaining Senate events for this semester: April 28<sup>th</sup> is the first annual "State of the FAS" meeting in Kroon Hall at 4 PM, and May 19<sup>th</sup> is the final FAS Senate meeting where we will wrap up the Diversity and Inclusivity Report and discuss the FASTAP proposals. Ms. Gage mentioned two topics under consideration at the Yale College faculty meeting: the switch in course management systems to Canvas, and a series of changes in the course evaluation system. Ms. Gage noted that at this time the Senate will not address these two topics, however she wanted senators to be aware of them.

Ms. Gage presented the minutes from the March 10<sup>th</sup> meeting for review. There was no discussion and Charles Schmuttenmaer moved that the minutes be approved with Emily Greenwood seconding the motion. The Senate approved the minutes of the March 10, 2016 meeting without objection.

Ms. Gage moved to committee updates.

Committee on Committees: No report.

Elections Committee, reported by William Nordhaus in the absence of the chair, Vesla Weaver. Since this is the first election that is administered by the Senate, the elections committee has been careful to set a procedure that can be used for future elections. The election will be overseen and tabulated by a three-person external committee, with liaison from the elections committee. The three-person external committee that has been charged with overseeing the process has Steven Wilkinson as chair, with the other two members being Richard Cohn and Valerie Horsley. Mr. Nordhaus reported that there are three

rounds of elections taking place: the first for the Chair of the FAS Senate, the second for the Deputy Chair/Secretary, and the third for the Executive Committee. He noted that the first round has been completed and is in the process of being tabulated. The outgoing members of the Executive Council, particularly the Senate Chair and Deputy Chair, will speak with the people who are elected to advise them of what the roles involve, what the time commitments are, and also to encourage the individuals to consider accepting the position.

**Budget Committee:** Mr. Nordhaus reported that the committee met with Provost Ben Polack and Vice President of Finance Stephen Murphy and were given a historical view the University budget and the FAS budget. The meeting was primarily an overview of budget years 2001 and 2014. While the Budget Committee was told it could speak about the report in a general manner, the report itself was not to be shared outside the committee. However, he was able to report on the general contours of the changes over the period from 2001 to 2014 – a thirteen-year period. The data reported on were inflation-corrected (by the consumer price index). The total expenses of the University grew by 82%. (again, in real terms) Of that, the Medical School grew almost exactly the same and the FAS grew 68%. Within the FAS, the faculty component grew 54%. The two items that grew most rapidly within the FAS were buildings at 118%, and financial aid at 150%. Interest, CRC (capital recovery charge on our buildings), and other amortization (depreciation on our buildings) grew at 200%. Expenses on residential life grew at 116% over this period. Average faculty salaries in real terms over this period grew 22%, and if you take out composition effects (actual numbers include the effect of higher tenured rate, composition by rank and composition by division), the real growth was approximately 18% over this period. The committee was not provided with data on a comparison of the faculty salaries of the Yale FAS with that of other major universities.

**Conduct Standards Committee:** There was no report from this Committee. However Ms. Gage noted that there is a plan to appoint a University-wide committee before the end of this academic year, with the committee to begin work on the Faculty Standards and Procedures at the beginning of the next academic year. FAS Dean Tamar Gendler confirmed this information.

**Peer Advisory Committee:** Jill Campbell reported that the committee has responded throughout the year to a variety of issues, providing information, advice, and mediation in response to concerns that were brought before the committee.

**Faculty Advancement Committee:** no report.

**Singapore report:** Ms. Gage introduced Shiri Goren and Charles Schmuttenmaer to report on their trip to Yale-National University of Singapore (Yale-NUS), where they visited with faculty and students on and off campus. Ms. Goren noted that their visit was not to judge the morality of the endeavor but to reflect upon the practices and daily operations as they observed them. The following contains their major points:

Yale-NUS has a capacity of 1,000 students with a current enrollment of 514. This number includes up to the junior class, with next year to include seniors. Current enrollment is 57% female and 43% male students who come from 43 countries: about 63% from Singapore (328) with 41 students from the US, 23 from India, 15 from China and Malaysia, and the rest from other countries. The number of admitted students is to be increased by 20 each year with a goal of accepting 250 per year when capacity is reached. There are 116 total faculty, with 91 on tenure track (and therefore 25 that are not on the tenure track). Of the 91 on the tenure track, 33 are already tenured. There are 13 non-tenure track faculty and 12 visiting faculty and others not reported. The faculty make-up is 48% from the US, 18% from Singapore (which includes some former residents from other countries), 15% from other Asian countries, and 13% from Europe.

Moreover, they reported, Yale-NUS is completely independent academically and does not grant National University of Singapore (NUS) degrees or Yale degrees – they grant Yale-NUS degrees. It is a liberal arts college in Asia, and all their funding comes from the government of Singapore. The campus is considered a “gated” community, however they observed the gates to be opened and did not see any restrictions; students were coming and going with active awareness of the community around them. Yale NUS talks about importing Yale and its practices rather than the idea that Yale is exporting to Singapore. The library holdings are minimal and they are working with faculty to build them up. Currently it has 12,500 volumes and they want to increase it to 40,000 in the next couple of years. However, access to electronic journals is just as good as at Yale. Even though the campus is a limited, gated community, there is no censorship and students can purchase any books or films that they choose to. They observed no problems with personal freedom on campus. There is a very active LGBTQ group on this campus, as is the case for most all the campuses in Singapore, however this group is unique in that they are officially registered and receive government funding. Prior to going to Singapore, Ms. Goren and Mr. Schmuttenmaer had heard of difficulties hiring senior scholars in some fields. However, the response they received from the Yale-NUS administration is that this is not the case, and that NUS often complains that Yale-NUS pays more than NUS.

Further, housing benefits for incoming foreign faculty are available for up to nine years, and faculty committed to staying three years or more are given education allowances for children ages 5 to 18, up to \$12,000 US dollars per child every year, to attend private schools. Parental leave policy is fine for women but lacking for men. There is a childcare facility on campus and that is open 7 days a week from 7 AM to 7 PM. An area of concern is the sciences and the lack of proper facilities. Currently renovation is taking place to help with this issue. The tenure process is an issue with a lot of uncertainty, anxiety and concern on how this process will proceed. Faculty receive compensation for service that goes beyond the standard amount of service performed, with bonuses from half a month to two and a half months of salary depending on the service, and there is also course relief for exceptional amounts of service work. They disseminate the average grades in every department at the end of each semester to the entire faculty to determine where each department is with their grading.

Ms. Gage remarked that this is a valuable report and asked if there were any comments from the senate.

Ruth Koizim requested that, when the report is posted, a copy of the invitation that was sent to the entire senate be included. Ms. Campbell noted that it is interesting that all of the expenses, except for a few incidentals, were paid for by Yale-NUS. She noted that all the FAS Senators were invited on this visit and that there was a large amount of money set aside by Yale-NUS that was paid for by Singapore. She suggested that there be a code of ethics in place regarding accepting this kind of support. She also noted that President Salovey mentioned the trip by two FAS Senators in his weekly e-mail and mentioned their names.

Katie Trumpener noted that she was also originally scheduled to take this trip. She suggested it might be useful to look at the model of NYU/Abu Dhabi and how the NYU Senate has been an important external force in conducting their own investigations into labor practices and other kinds of concerns. Mr. Nordhaus thanked the two senators for taking the time to visit Singapore and suggested keeping this topic on the list of items that the Senate discusses on an annual basis.

Ms. Gage asked for comments from the floor. Joel Rosenbaum (MCDB) would like to have included in the report how the interrelationships between Yale-NUS and NUS are progressing and what the hopes are for interrelationships between those two campuses. He feels that it is especially important for the sciences where Yale-NUS has limited facilities and space, and the science facilities at NUS are huge and have many resources. He also would like to obtain Yale's tax return for the last two years and have this available on the web. Mr. Nordhaus replied that he would inquire into the availability of such information. Mr. Schmuttenmaer noted that there would not be a report on the interrelationships between Yale-NUS and NUS in the sciences that Mr. Rosenbaum would like to see because this was not an area that was looked at closely during their trip.

Emily Greenwood introduced the Diversity and Inclusivity report and noted that it appears that protests last semester have again pushed Yale to once again address this issue. Ms. Gage noted that working on the historical section of the report underscored the fact that there have been so many outstanding faculty who brought intellectual and demographic diversity to Yale and who are no longer here. This tells us that we not only face a recruitment issue, but also must address the retention issue, and it appears that there is something deep in Yale's historic culture that indicates that Yale is not good at this.

Douglas Rogers spoke on the data analysis section that he and Mr. Schmuttenmaer worked on. They gathered information from the FAS Dean's Office and the Office of Institutional Research (OIR), looking for trends and indicators. He cautioned that there are issues of comparability over time or with other surveys, and as an example noted that when Yale counts minorities, it does not distinguish between a US citizen and a non-US citizen, which is different from the data considering underrepresented minorities (URM). He noted that MIT has a more elaborate system that Yale may want to consider. He also said that the change to self-reporting in 2012 is of concern because there is no way to determine if a person has completed the process of self-reporting. Also, adding category "unknown" to the

list of reporting factors can change the numbers slightly. The FAS Dean's Office and the OIR believe that this "unknown" category captures URM faculty who have not identified themselves by race/ethnicity in submitting their personal information. Dean Gendler noted that faculty cannot be required to self-report and that she is consulting with the General Council's Office to see if they are able to come up with a way to institute a self-reporting requirement for faculty. Mr. Rogers said that, especially after the budget crisis of 2008, the number of women and URM faculty has fallen, and that we need more understanding on why this happened. We also need to address budgeting for these areas.

Emily Greenwood spoke on the preliminary results of the Diversity and Inclusivity Survey that Vesla Weaver created and implemented. She noted that if we focus on numbers and headcounts to the exclusion of climate, the university will never make any progress. She further pointed out that too often diversity initiatives in universities focus on getting racial and gendered minorities into the institution, but there is then a revolving door phenomenon because the climate is inimical to their well-being. This is why it was important to have a survey of faculty to get at levels of inclusivity or, in negative terms, exclusion within the FAS. Three hundred and thirteen FAS faculty responded to the survey, with roughly the same number of women as men responding. She pointed to the section on divergence and the margins of divergence in the responses on page 30 of the report. This indicates that on virtually every measure of satisfaction and perception of treatment, there is divergence by gender and racial/ethnic group, and this is also true within divisions. Levels of dissatisfaction are highest among female faculty, faculty who identify as black, Latino, or Asian/Asian-American, and non-ladder faculty. 53% of women in the social sciences and sciences reported being dissatisfied with their departmental climate and inclusion. Some of the shortcomings that were pointed out were not allowing Yale's international faculty to report on Yale's diversity and inclusivity from an international perspective, and there was some dissatisfaction about not asking more questions about discrimination on ground of age.

John Harris and Reina Maruyama reported on views of women and URM faculty in the physical sciences. Ms. Maruyama noted that the number of women in her field of physics increased by 8% in 1998 to 16% in 2014, and although this number doubled across that period of time, it is still considered a small number. She also pointed out that the numbers for URM faculty are even lower. They asked women and URM faculty several questions regarding their experiences with resources and programs that they thought might be useful for diversity. They reported on the physical sciences and on how hiring is done, how faculty searches are conducted and on promotion, retention, climate and resources. Ms. Maruyama and Mr. Harris said that if it were determined useful, they would also report this information for the other sciences.

Matthew Jacobson reported on the section on the impact of faculty diversity and inclusivity on graduate students. Three points he discovered and wished to stress are: First, many graduate students say that they experience the diversity issue as a daily affront, a daily discouragement and a constant sense of "swimming upstream." Second, there are

generational issues and it is noted that faculty in the older cohorts think differently on the questions on diversity than those in the younger cohorts. These differences also reflect the different demographics of the two groups. Mr. Jacobson asked the question “is it the case in your department that white students have easier access to the senior most famous, well-resourced and secure faculty members, and is it the case that our minority students are trained by less senior faculty?” He pointed out that students are certain that this is the case in several units and the departure of junior faculty in several departments is devastating to the students whom they are mentoring. Third, while departments have to think about mentoring, postdocs, bridge programs, hiring and retention, it is crucial that they also consider the culture of the department.

Ms. Greenwood noted that the report does not include an executive summary or recommendations and that these will be forthcoming.

Ian Shapiro asked if there would be a section on how Yale compares to peer institutions. It could not only provide an assessment on how we are doing, it can also help determine how we address the important questions. Ms. Greenwood said they would consider having a global table of comparisons and that some of the current sections contain these comparisons. Ms. Gage reported on an earlier study done by the Provost’s office, and office then prepared charts comparing diversity across those departments. In many areas Yale did not do very well.

Katie Trumpener remarked that this was a fine report, however she would like to have access to the full survey responses. She suggested that the survey be repeated often – perhaps every five years. On the question of age discrimination, she said this would also apply to older faculty and not just younger faculty and feels that pertinent questions should be included in the next survey. It will also be interesting to know more about International faculty and students. She would like to see this report continue to be widely discussed, especially the descriptions of the graduate student portion and graduate student mentoring, and would like to have take-out sheets to be distributed to DGS’s to prompt discussions. She would also like to see more information on the attrition rate among faculty who have left the tenure track and to be able to ask them why. She also noted the fact that graduate students do notice the faculty-on-faculty moments of discrimination and take these incidents very much to heart.

Ms. Gage asked if there were any comments from the floor. There were none.

Ms. Gage remarked that we want to think creatively as a Senate on what role we can play to prod a level of collective action among our colleagues that is very different from being told by the administration to do something. So she feels that the Senate can think creatively on what role we can play to get the diversity and inclusivity issue addressed.

There being no further business, Matthew Jacobson made a motion for the meeting to be adjourned, which Mr. Nordhaus seconded. All were in favor and the meeting was adjourned

at 6:10 pm.