Minutes of the Third Meeting
19 October 2006

The third meeting of the Faculty Senate was held at 3:00 p.m., 19 October 2006, in the Board
of Trustees Conference Room. Senators present: William Flesch, Seth Fraden, Richard
Gaskins, Ira Gessel, David Jacobson, Harry Mairson (Chair), Leonard Muellner, David
Rakowski, Eugene Sheppard, Govind Sreenivasan, Malcolm Watson, Aida Yuen Wong.
Senators absent: Steven Cecchetti, Jon Chilingerian, Richard Parmentier, Laura Quinney.
Guest: Adam Jaffe, Dean of Arts and Sciences.

Report from the Chair
At its last meeting the Senate agreed that the University Curriculum Committee be asked to
consider the elimination of the triple major, as a benign means of prompting a measured
discussion of the merits of multiple majors. The Senate Council had thus contacted the UCC,
which has begun discussion of relevant issues, including the “double counting” of courses
towards majors.

The Senate Council has communicated its support of the change of title for the position of
Associate Dean of the Graduate School to Dean of the Graduate School (reporting to the Dean
of Arts and Sciences). Formal changes are needed to the Faculty Handbook for the creation of
a Deanship, with details of the requisite fine print currently under discussion. (Professor
Gregory Freeze (History) was appointed Associate Dean last spring.)

Further Changes to the Tenure Clock
While an extension to seven years was approved last year by the Faculty, there are details
concerning related leave policy for personal reasons which may extend the tenure clock
further, and such details have yet to be fully resolved. Professor Richard Gaskins, Chair of the
Committee on Faculty Rights and Responsibilities, distributed to the Senate a list of possible
revisions to the tenure clock, which have been compiled by Assistant Provost Richard
Silberman, at the request of the Provost and the Task Force on the Tenure Clock. This list, an
amalgam of procedures at other universities, is a useful starting place for discussion of
situations that might warrant extension of the tenure clock. Professor Gaskins added that any
of the proposed changes would be considered on a case-by-case basis. Professors Leonard
Muellner and Govind Sreenivasan agreed to take part in the discussion group, which will
study the proposed guidelines.
Reaccreditation Committee Meeting with the Senate
The Chair announced that the Senate will meet with John Sexton, President of New York University and Chair of the NEASC reaccreditation committee, together with a subset of that committee, on 13 November. Some issues for discussion that were suggested by Senators included: faculty governance, and the collaborative role that has evolved between the faculty and the administration in substantive issues such as curriculum planning and the selection of deans. A matter of concern that should be addressed, as expressed by more than one Senator, is the reduced size of the faculty and the difficulty in renewing and obtaining new faculty positions. Brandeis needs to strengthen faculty infrastructure in order to remain competitive with other universities.

Voices of Palestine
Now that the Committee on Exhibitions and Public Expressions on Campus has submitted its report to the Provost, Senators discussed what action the administration could conceivably pursue as a consequence of the report. They stressed the importance of encouraging vigorous discussion of the issues addressed in the report. Senators agreed that the Senate should keep in touch with the administration about follow-up to the report. To that end, the Chair was asked to write a letter to the Provost, stressing a common goal of fostering intellectual debate.

Meeting with Dean Jaffe
Dean of Arts and Sciences Adam Jaffe met with Senators to discuss faculty salaries, and academic planning initiatives. The Dean said that during the past three years, Brandeis has moved from number 40 to number 31 (of 60) in the AAU rankings (when adjusted by discipline and rank). Even given these improvements, he said, it is imperative to increase faculty salaries in order to remain competitive with the universities with whom we compete to hire and retain faculty. The Dean added that, as a retention strategy, he plans to identify with department chairs those faculty members who are likely to get offers from other schools and to target a certain amount of money to retain those faculty.

Dean Jaffe reminded the Senate that there is always internal competition for resources, such as physical plant needs. Because faculty salaries are a significant component of the US News and World Report rankings, salary increases are a substantial and even economical way of raising the University’s public profile. He told the Senate that there has been a 15% increase in faculty salaries over the past three years, and that there would be a sustained commitment to competitive salary equity over the next three years; this would be above increases built into the integrated plan. The proposed salary plan for 2006-07 included a 3.5% basic pool plus $400,000 in catch-up funds. Current benchmarks are posted on the Dean’s website.

The Dean also spoke to the Senate on academic plans for the near future. The strategic plan for Arts and Sciences, essentially a retrospective on past events, was to be presented at the autumn Board meeting. The salary plans, outlined above, were included, with additional
increases in Ph.D. stipends. The Integrated Plan allocates an additional $2M per year to Arts and Sciences by 2010, including increasing Ph.D. stipends, which would cost $1M. Some $600,000 for Ph.D. stipends has already been committed. Finally, the Dean said that there remain significant budget issues involving the staff positions necessary to support new majors and programs such as International and Global Studies, and Health: Science, Society, and Policy.

During the Dean’s tenure, 51 new tenured, tenure-track, and contract faculty have been hired, which equals 8 net, paid for through a combination of the Integrated Plan A&S budget increase, conversion of part-time to full-time positions, and temporary grant funding sustaining initial years of appointments. This net increase is entirely in the tenure-track and tenured faculty, as there has been no change in full-time faculty outside the tenure structure---30 men were hired, and 30 departed; 20 women were hired, and 12 departed; 15 minority faculty were hired, and 5 departed.

There is a growing gap, noted the Dean, between the number of departing faculty and their replacements. An acceptable lag is 1 to 2 years before replacement, but in some cases this lag has stretched up to five years. Roughly eight faculty retire annually, and the lag time before they are replaced has continued to grow. This lag, the Dean informed the Senate, has been used to support faculty hiring for new initiatives.

The Dean expressed hope that additional resources can be found for Arts and Sciences. When he argues for additional resources, he asserted that it would be better if he works cooperatively concerning what can be given up to make gains. He estimated that there are currently about 30 “legitimate gaps” (requested replacements, and sound requests for new positions); a Senator suggested that 10-15 would be a more reasonable and manageable number.

The Dean reiterated the confidence of the Board in President Reinharz and Chief Operating Officer Peter French, who are credited with steering the University out of financial difficulty, and onto a sound fiscal course. He stressed that Peter French believes in the mission of the University, even as Mr. French has underlined the importance of balanced resource allocation, with particular emphasis on maintaining the physical plant.

Concluding the meeting, the Dean and Senate had a brief discussion of a proposed course accounting system, which he said would allow more flexibility in arranging teaching responsibilities for faculty; this remains an issue of cooperative and ongoing collaboration with the Senate. The Chair thanked the Dean for his participation in the cordial and comprehensive discussion with the Senate.

The meeting was adjourned at 5:20 p.m.