



BRANDEIS UNIVERSITY

FACULTY SENATE



Mid-Year Letter to the Faculty from the Senate President December 21, 2016

“It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair....”

- From *A Tale of Two Cities* by Charles Dickens

Dear Colleagues:

On this first day of winter 2016, marking the Winter Solstice, I write with best wishes for the season and with hope for the new year. I also write to provide an update on Senate activities thus far in the 2016-2017 academic year, and to invite your comments and ideas.

Philosopher, social justice activist, and writer Simone Weil (1909-1943), reminds us that “attention is the rarest and purest form of generosity.” In that spirit, I want to thank the Senators, the Senate Council and Faculty representatives to the Board of Trustees for their generosity of time and attention to the Faculty Senate goals and faculty initiatives and concerns altogether. “Every Senator has a job” and we are grateful!

THANK YOU!

Faculty Senate Council, 2016-2017



Susan P. Curnan (Chair)
At-Large (The Heller School)



Sarah Mead
Music/Creative Arts



Laurence Simon
The Heller School for Social Policy & Management



John Wardle
Physics/Science

Faculty Senate, 2016-2017



Daniel Bergstresser
International Business School



Joe Cunningham
Psychology/
Social Science



Jane Ebert
International Business School



Elizabeth Ferry
At-Large (Anthropology)



Kathryn Graddy
Economics/ Social Science



Eli Hirsch
Philosophy/
Humanities



Adrienne Krstansky
Theater/ Creative Arts



Paul Miller
Biology, Computer Science/ Science



Kate Moran
At-Large (Philosophy)



Laurie Nsiah-Jefferson
The Heller School for Social Policy & Management



Susan Parish
At-Large (The Heller School)



Thomas Pochapsky
At-Large (Chemistry)



Raj Sampath
At-Large (The Heller School)



Faith Smith
African & Afro-American Studies & English/ Humanities

Faculty Representatives to the Board of Trustees, 2016-2017



Sen. Daniel Bergstresser
International Business School



Wendy Cadge
Sociology & Women's, Gender and Sexuality Studies



Sen. Susan P. Curnan
Appointed ex officio Board of Trustees



Liz Hedstrom
Biology & Chemistry



Sen. Susan Parish
The Heller School for Social Policy & Management

QUO VADIMUS?

This was the presenting question for the Senate this year, where are we going? The Senate formulated three goals:

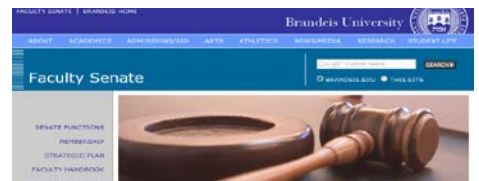
- 1. Strengthen Faculty Governance and Rebuild Trust between Faculty, Senior Leadership and Board of Trustees**
 - Recognizing this as a propitious moment in the history of the University for improvement in governance with a new President, new Chairman of the Board of Trustees, and active Senate leadership. We ask ourselves, “How can we work better together and do better work?”
- 2. Co-Launch Policy Task Forces on Key Issues Identified by Concerned Faculty**
 - Faculty Governance
 - Freedom of Expression
 - Workplace Bullying Policy for Faculty & Research Staff (now named “Dignity at Work”)
- 3. Ensure Continued Access, Accountability, and Responsiveness of the Senate to Address Faculty Matters Concerning the Quality of Education and Quality of Life at Brandeis**
 - This is the “consult and advise” role the Senate has traditionally carried out with Faculty, Senior Administrative Leadership and the Board of Trustees.

WHAT HAVE WE DONE SO FAR?

GOAL 1: FACULTY GOVERNANCE

Faculty Governance Retreat Planned for January 11, 2017, 10 AM – 2 PM

The Senate Council and Faculty Representatives to the Board of Trustees are working together to plan a Faculty Governance Retreat on January 11th. The President and Provost have accepted the Senate’s invitation to attend and participate.



The overarching goal for this work (which we hope and expect to continue over the semester through a Faculty Governance Task Force led by the Senate) is to seek clarity about purpose, authority, leadership and accountability regarding good governance of the University. Ultimately, we want to consider best practices in governance and how they might inform improvements in structure, transparency, and culture all to the great benefit of excellence in education and research at Brandeis.

The recent reports from Mark Neustadt and Kermit Daniel, consultants to the President and Board of Trustees, suggest a certain urgency in decision making. The retreat will help frame the Role of the Faculty in the process.

The draft agenda and pre-reading packets have been assembled and are posted on the Senate website. Registration is open. Lunch will be provided, courtesy of the Office of the Provost. **Simply RSVP to Lanni Isenberg, lanni@brandeis.edu, by Friday, December 30th so we can plan for space and food.**

Why a Faculty Governance Retreat? What's Going On?

Several faculty from different departments across campus have asked these questions of the Senate.

Why should you participate? Well, have you ever been on a committee and wondered about its purpose and impact? Written a committee or task force report that got no action? Confused about where to go for clarity on a particular policy issue or problem? Wonder what **does** the senate do? Is it about academic excellence only? Overall faculty and student well-being? What does the CFRR do? Who makes decisions on what issues around here? Who decides who decides? We think the connections and communication between committees, faculty, senior administration leaders and the Board of Trustees need to improve. To use a plumbing metaphor, the system is in need of repair. A lot of disconnects, leaky, and dangling pipes have led to this kind of confusion, inefficiencies and blurry vision. It's time for taking a close look and renovate our house... where needed. Come join us!

Legislation

Meantime, also related to governance, the Faculty has voted on two Handbook amendments, including adding an emeriti seat to the Senate and enabling the Faculty Senate chair, or Council member, to preside at Faculty meetings, rather than the Senior Administrative leadership as in the past. We expect these amendments will be presented to the Board of Trustees for review and approval in the spring term.

Speaking of the Board, you may know that the Board of Trustees has substantially reorganized itself as a result of the work of a Board Governance Task Force last summer. **Wendy Cadge**, Faculty Representative to the Executive Committee and I, as Senate Chair, were invited by Board Chair **Larry Kanarek**, to join the intensive seven-person work group. Together, the Task Force engaged in review of substantive issues facing the University, and identified structural and cultural elements to strengthen Board governance.

As a result, the Board Committees have been streamlined, Faculty representatives have been assigned as illustrated below, and the Faculty Senate Chair has been appointed ex officio to the Board of Trustees and also serves on a committee. Please feel free to reach out to the representatives with any comments and questions.

Faculty Representatives to the Board of Trustees – COMMITTEE ASSIGNMENTS

Sen. Daniel Bergstresser INVESTMENTS	Wendy Cadge COORDINATING, AND RISK MANAGEMENT & AUDIT	Sen. Susan P. Curnan RESOURCES	Liz Hedstrom INSTITUTIONAL ADVANCEMENT	Sen. Susan Parish ACADEMY
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The President's Report on the recent Board of Trustees retreat and meetings provided an excellent summary of the sessions that we participated in on behalf of the Faculty. As part of the Retreat with Trustees, Senate Council members and Faculty Representatives participated in dinner table conversation around Free Expression on Campus.

Returning to the legislative agenda and specific Handbook changes requested by Faculty, the Senate established a draft schedule to address a number of issues, e.g., policies and procedures related to Faculty appointments and lateral moves outside the tenure track; formulation of a standing committee for promotion to Full Tenure Professor, in Arts and Sciences; clarification of grievance procedures and dispute resolution and others.

Also, early in October, a proposal from the Student Union to rename Columbus Day as Indigenous Peoples' Day on the academic calendar was presented to the University Advisory Council (UAC). The UAC reviewed that resolution, endorsing it and requesting that the Faculty Senate also review it and make a recommendation to the full Faculty at the October 7th meeting. The Senate voted in favor of the resolution, which was then approved by the full Faculty after a brief discussion.

Looking ahead, the Senate expects that recommendations flowing from the Faculty Governance work underway will likely result in significant Handbook changes regarding the role and structure for Faculty Governance. Similarly, recommendations stemming from the newly appointment Presidential Task Force on Free Expression and the Senate workgroup on "Dignity at Work" are likely to result in Handbook amendments.

GOAL 2: POLICY TASK FORCES

Free Expression

The Senate Chair worked closely with the Provost and President to determine the charge and composition of the Presidential Task Force on Free Expression as announced in the President's recent message.

Thank you to **George Hall**, Fred C. Hecht Professor of Economics, for his leadership and willingness chair, and to the Faculty and Staff committed to this timely and important work. Members include: **Charlotte Aaron**, Undergraduate Student Representative; **Jamele Adams**, Dean of Students; **Stephen Alkins**, Graduate Student Representative; **Susan Dibble**, Louis, Frances, and Jeffrey Sachar Professor of Creative Arts; **Sylvia Fishman**, Joseph and Esther Foster Professor in Judaic Studies; **Jeff Flier**, P'00, P'11, Member, Board of Trustees; **John Plotz**, Professor of English; **Senator Tom Pochapsky**, Professor of Chemistry and Biochemistry; **Senator Raj Sampath**, Associate Professor of the Philosophy of Justice, Rights, and Social Change; **Cynthia Shapira**, Member, Board of Trustees; **Matthew Sheehy**, Interim University Librarian; **Sheryl Sousa '90**, Senior Associate Vice President for Student Affairs; **Curtis Tearte '73**, Member, Board of Trustees; **Javier Urcid**, Jane's Chair Professor of Latin American Studies; and **Aida Wong**, Nathan Cummings and Robert B. and Beatrice C. Mayer Chair in Fine Arts and Associate Professor of Fine Arts.

Dignity at Work (Formerly Workplace Bullying Policy)

Thank you to Senate Council member **Larry Simon** (The Heller School) and **Carol Osler** (IBS) for leadership and willingness to take on this faculty concern and to co-chair the Senate Work Group on what we are now calling "Dignity at Work."

The charge of the workgroup is to draft a policy statement on workplace bullying and other forms of disrespect and aggression, as well as procedures for adjudicating grievances, to be included in the Handbook.

The co-chairs are in the process of consulting with concerned Faculty to test interest in serving on a workgroup. So far, a thank you to **Marion Smiley**, **Chad Williams**, Senate Council Members **John Wardle**, and **Sarah Mead**. More interviews are underway at this writing. Please reach out if you are interested in adding your voice to the work!

Several resources have been assembled to guide the workgroup, including sample policies from other institutions and the *New York Times*, *Wall Street Journal* and *Business Week* bestseller: "The No Asshole

Rule: Building a Civilized Workplace and Surviving One That Isn't" by Robert Sutton. The Senate expects to have a report with policy and Handbook recommendations for consideration this spring.

GOAL 3: ACCESS, ACCOUNTABILITY, AND RESPONSIVENESS OF THE SENATE

Post-Election Climate

Following the Presidential election, the Faculty Senate held two special meetings to generate ideas for what the Senate might do, or make happen, to address the "post-election" climate on campus. One of the ideas that got traction with the Senate and with students and staff was that of organizing a "Teach-In" on campus with, and for, all students, staff, and faculty. The Provost and President were consulted and endorsed this idea and agreed to co-sponsor the event now scheduled for **January 29th, Sunday afternoon, 1 PM – 5 PM.**

Senators have reached out to their contingencies for ideas, student leaders have been consulted and the door is still wide open for your participation! We expect to finalize the topics and speakers early in the new year.

Thank you to the following faculty for rapid response and terrific ideas:

Senator Dan Bergstresser, Peter Conrad, Charles Chester, Senator Joseph Cunningham, Senator Jane Ebert, Senator Elizabeth Ferry, Gordie Fellman, Senator Eli Hirsch, Reuven Kimelman, Senator Adrienne Krstansky, Kerey Luis, Provost Lisa Lynch, Senator Sarah Mead, Senator Paul Miller, Theresa Mitchell, Senator Kate Moran, Eric Olson, Dean Peter Petri, Senator Thomas Pochapsky, and Senator Raj Sampath, Senator Larry Simon, Senator Faith Smith and Senator John Wardle.

Task Force for Sexual Assault Response, Services and Prevention

The Senate had the opportunity to consult with representatives of the Task Force, **Prof. Bernadette Brooten** and **Kim Godsoe** at our November Senate meeting and will be engaged in reviewing policy revision with the Task Force and others committed to this urgent policy to protect our students and faculty.

Senate President Think Tanks

The Chair of the Faculty Senate has hosted and facilitated two meetings with Senate leaders from other New England institutions of higher education to discuss Free Expression on Campus, and Faculty Governance. Findings from these discussions will be used to inform our Brandeis work on these topics. Two more are planned for the spring term.

'DEIS Impact 5th Anniversary Panel, February 3, 2017, 12:30 PM – 2 PM

The Faculty Senate is co-sponsoring this event with the International Center for Ethics, Justice and Public Life and joined in a call for faculty to participate in a retrospective analysis of the first five years of 'DEIS Impact, 2012-2016. The goal of the retrospective effort is to honor the work of a uniquely Brandeisian festival of social justice, and identify successes and opportunities for improvement going forward. Thank you to **Cynthia Cohen**, Acting Director, and **Marci McPhee** of the Ethics Center for the vision and leadership behind 'DEIS Impact, and congratulations to five faculty members who were selected to analyze one of the 'DEIS Impact years:

Larry Simon (The Heller School), **Madeleine Lopez** (History and Intercultural Center), **Chad Williams** (African and Afro-American Studies), **Larry Bailis** (The Heller School) and **Azlin Perdomo** (Hispanic Studies).

Each will write analytical papers and participate in a panel presentation to be moderated by the Faculty Senate Chair. Please join us!

University Budget Committee Appointment

As you know, there are several faculty committees identified in the Handbook that offer opportunities for faculty to serve. This year, two Senate appointments were made to the University Budget Committee.

Thank you, **Brenda Anderson** (The Heller School) and **Barry Snider** (Chemistry) for taking this on and to **Carol Osler** for agreeing to continue as chair.

Other Consultations, Advisories and Actions

- Monthly meetings of the Senate Council with President Liebowitz & Provost Lynch
- University Advisory Council meetings
- Reaccreditation Steering Committee and related subcommittees
- Monthly meetings of the Senate Chair and the Chair of the Board of Trustees
- Consultations with the Provost Office on new questions for the Faculty Activity Report
- Consultations on the hiring of the new Chief Diversity Office (welcome **Mark Brimhall-Vargas**)!
- Participation in the Presidential Inauguration ceremonies!
- Promotion of the Theater Department's production and community discussion of Director Dmitry Troyanovsky's *Martyr* by Marius von Mayenburg, and *After Orlando*, an evening of short plays in response to the shooting at Pulse Nightclub in Orlando, Florida. Thank you, **Senator Adrienne Krstansky** for your extraordinary leadership and for guiding the development of fine young actors!
- Supported the Anthropology Department post-election expression project in Schwartz Lobby. (Thank you, **Senator Elizabeth Ferry** for your leadership on this project.)
- 1:1 Faculty consultations with schools and departments around specific faculty issues.
- Information sessions and plans for the Library & Technology units. Thank you, **Matthew Sheehy** and **James La Creta** for your leadership and to the LTS Committee: co-chairs **Senator Jane Ebert** and **Barry Snider**, **Michael Corn**, **Daniel Feldman**, **Laura Miller**, and **Sarah Shoemaker**.
- Information session on the smart and hard work of the Task Force on General Education led by **Dean Susan Birren**. The Senate looks forward to reviewing the recommendations of the Task Force next semester.



Finally, in conducting the business of the Senate, we interact with Faculty of course, but also with staff on many levels, students, senior administrative leadership and trustees. The following individuals, while not necessarily formally engaged in Senate business as others mentioned above, have facilitated the Senate's work in big and small ways, have contributed their ideas, offered critical friend feedback, opened doors, served as sounding boards and seem always ready to work together in the best interest of this great place.

Faculty & Senior Researchers

Dolores Acevedo-Garcia • Stuart Altman • Gannit Ankori • Michael Appell • Janet Boguslaw • Mary Brolin • Bernadette Brooten • Cathy Burack • Carole Carlson • Jon Chilingirian • Joel Christensen • Cindy Cohen • Peter Conrad • Jonathan Decter • Susan Eaton • Deborah Garnick • Joel Cutcher-Gershenfeld • Tren Dolbear • Michael Doonan • Joshua Ellsworth • Marji Erickson Warfield • Cristina Espinosa • Tory Fair • Gordie Fellman • Mari Fitzduff • Stephen Fournier • Deborah Garnick • Tim Hickey • Hollie Harder • Michael Henchman • Anita Hill • Jody Hoffer Gittel • Susan Holcombe • Constance Horgan • Marion Howard • Della Hughes • Caren Irr • Ted Johnson • Nina Kammerer • Sarah Lamb • Sue Lanser • Susan Lanspery • Alain Lempereur • Madeleine Lopez • Kristen Lucken • Janet McIntosh • Marci McPhee • Alan Melchior • Azlin Perdoma • John Plotz • Carina Ray • Sharon Reif • Shula Reinharz • Chandler Rosenberger • Alex Rubington • Len Saxe • Paola Servino • Mitra Shavarini • Ellen Smith • Erika Smith • Cindy Thomas • Sabine von Mering • Steve Whitfield • Chad Williams • Aida Wong • Darren Zinner

Administrative Staff

Meaghan Cummings • Norma DeMattos • Orla O'Brien • Gretchen Rowley • Judy Salvucci • Jennifer Stern • Kristen Stevens • Merrill Swig • Meredith Walsh • and Lanni Isenberg, Senate Administrator

Senior Administrative Leadership

Susan Birren • Eric Chasalow • Marianne Cwalina • Andrew Flagel • Peter Giumette • Judy Glasser • Kim Godsoe • Jim Gray • Mark Hewitt • Marty Krauss • Jim LaCreta • Ron Liebowtiz • Steve Locke • Lisa Lynch • Karen Muncaster • Robin Nelson-Bailey • Peter Petri • Matthew Sheehy • Rick Silberman • Sheryl Sousa • Stewart Uretsky • Nick Warren • Myles Weisenberg

Thank you for easing the way and sharing your ideas and commitment to Brandeis.

Best wishes for the holiday season,

Susan P. Curnan

"Given the nature of our community and institutional problems, "thinking alone at whatever level of leadership is no longer adequate. The problems are too complex, the interdependences too intricate, and the consequences of isolation and fragmentation too devastating. Human beings everywhere are being forced to develop their capacity to think together – to develop collaborative thought and coordinated action."

- From Williams, W.N. (1993). Taking Flight: Dialogue, Collective Thinking and Organizational Learning. *Organizational Dynamics*, 22(2)