

## **Minutes of the Faculty Meeting February 2, 2010**

President Simmons called the meeting to order at 4:06 p.m., and the customary motion to adjourn no later than 6:00 p.m. was approved. The minutes of the meeting of December 1, 2009 were approved.

Professor Lipsitt delivered a memorial minute for Trygg Engen, late Professor Emeritus of Psychology. The faculty rose in a standing vote of respect, and the attached minute will be entered in the permanent records of the Faculty, with copies to be sent to members of the immediate family.

Professor Tan, Chair of the Faculty Executive Committee (FEC), welcomed the Faculty back to the new semester, reviewed the agenda for the meeting, and signaled issues and events forthcoming. He reported that the FEC had met with the President, the Provost, and Vice-President Huidekoper, concerned particularly with the potential effect upon faculty of the work of the Organizational Review Committee (ORC), the University Resources Committee (URC) and the *ad hoc* Committee on Tenure and Faculty Development Policies. He noted that these consultations are reflected in the reports of these bodies. In the Spring a Faculty Forum is planned to discuss the proposed creation of a School of Engineering and the potential issues for individual programs and the University posed by the shift from division to school status. A faculty vote is expected in April. The report of the *ad hoc* Committee on Tenure and Faculty Development Policies, following meetings with junior faculty and the FEC, is to be completed after a Faculty Forum and may be expected to be presented to the Faculty in May. The retirement subcommittee of the Committee on Faculty Equity and Diversity (CFED) presented recommendations to the Provost and a new incentive plan for faculty retirement is expected to be announced in late February.

In response to inquiries about the current status of the Wayland Collegium, Professor Tan reported that the FEC has determined that while the scale of budgeted Collegium activities had been reduced it will retain its core mission. The FEC has also consulted with the Dean of the College on work through the Sheridan Center to implement a system of online faculty evaluation. In response to email inquiries about the initiative of the Office of the Vice-President for Research to post automatically on the Brown Directory of Researchers the curricula vitarum submitted to the Dean of the Faculty, Professor Tan indicated that faculty would retain the right to upload their own versions of the c.v. for this public site. In response to a question from Professor Valente, Professor Tan reaffirmed that individual faculty members would be able to upload their own c.v's themselves. Professor Valente also questioned whether there had been adequate communication during the process of decisions about the Wayland Collegium, which he views as a unique and critical opportunity for shared intellectual discourse across disciplines. Professor Valles, Senior Fellow of the Collegium, was not able to confirm the precise sequence or origin of such communication, and he announced two forthcoming talks and reviewed ongoing work, including the February 10 deadline for proposals for course development grants, with targets for innovative proposals for writing

and for science courses. Returning to the matter of posted c.v.'s, Vice-President Briant stated that the reason for expediting the uploading of c.v.'s was that this site is consulted with high frequency and most faculty do not update their materials.

Professor Andrea Simmons presented the following election results and nominations on behalf of the Committee on Nominations. Elected by ballot were:

University Resources Council (URC)—Terms effective 3/1/10-2/28/13

Franco Preparata (Computer Science)

Tricia Serio (MCB)

Alternate members:

Louis Putterman (Economics)

Thomas Webster (Engineering)

Those nominated for terms to be effective immediately were:

Commencement Speakers:

Bill Rakowski (Community Health) replacing Robert Patrick (Neuroscience)

Sem. II to 6/30/10

Standing Committee on the Academic Code:

Michael McKeown (MCB) replacing Robert Patrick (Neuroscience) Sem. II to 6/30/10

Alex Zaslavsky (Engineering) replacing Rod Beresford (Engineering) to June 30, 2011

The nominations were approved without dissent.

Professors Heindel and Warren, chairs of Psychology and of Cognitive and Linguistic Sciences, presented the motion, also made by Professor Blumstein, to establish a Department of Cognitive, Linguistic, and Psychological Sciences. They endorsed the motion as the culmination of close work by two departments to integrate in the interest of strong graduate and undergraduate programs.

**MOTION:** The Faculty acknowledges receipt of the report from the Academic Priorities Committee supporting the establishment of a Department of Cognitive, Linguistic, and Psychological Sciences. The Faculty recommends to the President and the Board of Fellows that a Department of Cognitive, Linguistic, and Psychological Sciences be established.

Professor Warren cited the motion as a rare instance of consolidation to create conditions of synergy and flexibility with a launch date of Fall 2010 and the move to a new departmental home in a renovated Metcalf in Fall 2011.

Professor Colwill commented that weirdness in the process makes it rather difficult to have full confidence in the outcome. She called for an internal independent review of how faculty are faring in the new arrangement every year for three years. She expressed a number of concerns about the personal impact of changes including a change in the graduate admission policies and the lack of a revised standards and criteria for the merged department. She also stated that the decision of the Provost to reduce the number of faculty in behavioral neuroscience from 6 to 4 might affect course enrollments that differentially impacted teaching loads among members of the new department and might put her research and that of others so affected at a disadvantage. She also raised concern about the long-term impact of the permanent physical separation of the animal laboratories from the rest of the department. She reiterated that a review taking into account the needs and experiences of individual faculty members on a year-by-year basis would ensure the fair assessment of how the change is being implemented. Professors Heindel and Warren independently stated that they did not object to having a review. The Provost indicated that a review after three years would be preferable. Professor Colwill stated that as one of several members likely to come up for promotion, she had not yet seen the standards and criteria that will apply in the new department and that three years was too long to wait for a first review. Professor Blumstein stated that as a group, all department faculty share the same teaching load and that the idea of shifting teaching loads had been considered as new hires are made and the potential for release comes into play so that department members would be serving on the same basis as other science faculty. Professor Blumstein declared a yearly review excessive, and said that review after the first year would be unfeasible, since the faculty would be divided between existing housing and temporary locations at Wayland Square. Professors Warren and Heindel stated that new administrative structures with an emphasis on fair and strong governance were being worked out for the new combined entity.

Professor Andrea Simmons seconded Professor Colwill's concerns about a serious flaw in the new department proposal in that it fails to define the transition to new shared procedures for promotion, a matter of critical importance to assistant and associate professors, and that full professors should be responsive to such concerns from those not yet promoted to their ranks. Professor Heindel stated that the criteria of the two current departments are similar and could easily be integrated, as is now the plan; he shares concerns about the practical effects of temporary and permanent relocation. Professor Morgan noted ongoing discussion between the concerned departments and the Dean of the Faculty about the administrative structure of the new department, with such potential features as chair and associate chair drawn from each of the originating departments; he stated that the standards and criteria have not yet received consideration, and that no one would wish to imperil those working under existing standards and criteria. Professor Serio stated that since the department is the body that determines standards and criteria, the new procedures should have been determined first. Professors Heindel and Warren stated that the procedures would be in place by the time of the change. Professor Dill stated that clarity was lacking in the proposal about changes in admissions procedures and criteria for the graduate programs and about the distribution of support for research areas, given the shifting position of fields in the new arrangement. Professor Spoehr reported that the Cognitive and Linguistic Sciences Department has been conducting a

test-run of a new admissions process, with attention given to two tracks, soon to be three, and with places reserved for out-liers. Professor Mor offered congratulations on the new department. Professor Malle expressed a preference for the articulation of the names of the individual characters in the acronym "C.L.P.S." as opposed to the elisions and suggestiveness of the nickname "clips."

Professor Colwill, asking for a clear resolution of whether or not a review of the department would be conducted on a yearly basis following implementation of the integration, expressed trepidations about potential repercussions for making public her reservations about the motion. Earlier consideration of the potential merger in the context of a new forthcoming Mind/Brain/Behavior facility had taken place involving the Provost in consultation with the President and the Academic Priorities Committee (APC). But present planning for renovation of Metcalf physically separates her lab and those of three others from the rest of the department, failing to promote the interdisciplinary research promised by the proposal. The relevance of space issues, of graduate student admissions, and of shifting standards and criteria in the evaluation and promotion of faculty members are major issues in an area where even subtle matters make a difference, clearly calling for year-by-year review. Provost Kertzer concurred that a review is called for but that the timing of the temporary relocation and the move to Metcalf would make a review after perhaps three years appropriate. President Simmons stated that such timing would allow for a thorough review and stressed that the department insure that the moves not disadvantage faculty and the policies and procedures for the new department be effected expeditiously and clearly. Professor Warren agreed and stated that the departments had been working with the Dean of the Faculty about easing course loads during the moves to compensate for potential losses in efficient pursuit of research. Professor Morone suggested that a transition committee or ombudsperson be put in place to ensure good communication and fairness in the transition.

The motion carried unanimously.

President Simmons announced that her letter concerning the budget and re-organization in light of the URC and ORC reports would be released later in the afternoon. She expressed deep gratitude to outgoing Dean of the Graduate School, Sheila Bonde, after a five-year term for her care of the graduate students, pursuit of fruitful initiatives, and her national leadership in graduate education.

In anticipation of the Corporation meeting scheduled for the end of February, the President stated, over 150 people across the University have been deliberating on how best to absorb the effect of the endowment decline with the least losses for programs and people. She thanked those who shared in this work for their insights, their strong commitment to process, and for sensible recommendations towards a blueprint for the E & G budget. This hard process will result in difficult and even painful cuts and in the elimination of some positions, and the final numbers for these will be known after Corporation consideration and approval. A goal throughout the process has been to minimize the possibility of laying off staff. One-hundred thirty-nine staff members have accepted early retirement; positions vacated have been held open in anticipation of

placing those who may ultimately have to be laid off in their present positions, although exact numbers cannot now be known.

Vice-President Huidekoper, expressing a hope to present as much critical information as swiftly as possible, began by thanking Professors Lipscombe and Pelcovits (present) and Neumann (not present) for their work on the ORC among the 150 people on the review teams and many more involved in the total process, commenting that few universities would have acted with such inclusiveness. The sum of their efforts was to minimize the effect of cuts on faculty and students and to minimize the loss of jobs. The charge of the committee, its membership, and the membership of the twelve review teams is available on the URC webpage. The team for Administration in Academic Departments, co-chaired by Professor Beresford and Associate Provost Dunbar, sought to improve the quality of support for sponsored research and the increased complexity of grants and recommends the piloting of an administrative service center to provide human resources and financial support. The President's recommendation here is to proceed carefully with the pilot service center, working with department chairs and managers and the Dean of the faculty, taking into account the increased URC recommendation for support of research, with the deliberate improvement of services as a goal and no savings anticipated. In reviewing the report of the Information Technology Team, Ms. Huidekoper noted the support of the President for expanding the multi-department computer coordinator model to serve all departments, to create standard desktop service levels, and to eliminate support for outdated technologies. The Library team, co-chaired by Professor Jim Green and University Librarian Harriette Hemmasi, made important recommendations for redesigning services and reassigning staff in response to shifting needs of library users; to integrate support for visual resources with other digital services; and to revise cataloging for commonly held materials and to reduce or eliminate claim and check-in for print serials. These recommendations are forwarded by the President with the proviso that faculty fully understand the implications. In response to a question about the implication of changes in cataloguing practices and serials check-in, Ms. Hemmasi stated that the new cataloguing standards would take advantage of easily available standardized forms and the serials procedures would reduce time spent in monitoring the receipt of print volumes with no expected change in services offered to users. In response to a question about visual resources from Professor Kriz, Ms. Hemmasi stated that the new procedures were intended to increase ease in access, and Ms. Huidekoper recollected that Professor Neumann had also made certain the integration would improve service. The Student Services team, led by Dean Bergeron and Vice-President Klawunn, recommended consolidation of support for advising and support programs and the continuing redistribution of advising responsibilities. The report of the team on Athletics is provisional and interim, so that instead of seeking the elimination of varsity teams, the recommendation, supported by the President, would be to reduce expenses and streamline administration and to increase fees while waiting for further information about strengthening the program as a whole before looking to the cutting of any given varsity sport. President Simmons commented that while we do seek some elimination, further information is needed about program needs. Ms. Huidekoper reported that the Continuing Education team recommends, with the concurrence of the President, consolidation of student services with existing resources and the creation and

expansion of on-line programs. The Events Management team and the President recommended a one-stop shop conference and events center and the streamlining of business processes. The Vice-President concluded by reporting that the dollar total in projected team target savings (adjusted for administrative overlap) is over 13.7 million. Thus the \$14M savings assumed by the URC is feasible, but not in a single year. Most will come in the first of three years; the rest will follow. The staffing implications for our 3,100 budgeted positions begin with 100 positions currently being held vacant, and an additional 139 to be opened up by voluntary retirement, leaving a pool of 239 vacancies to work with in restructuring according to ORC recommendations, minimizing the number of individuals who will lose their jobs. The committee further recommends that the transition towards these goals proceed with due attention to sustaining institutional memory, maintaining diversity, and continuing excellence in recruiting and performance evaluation, with a review of implementation within a year for impact and effectiveness. Ms. Huidekoper reported that \$1.2M in savings may be expected from Facilities, Operations, and Maintenance through such steps as the restructuring of trash collection, which has already taken place without loss of levels of service; another \$7M may be expected when leased space costs are eased by the open of the new Medical School facilities in the Jewelry District. Professor William Simmons in answer to a question was assured the radio-frequency identification of library materials was taken into account.

Provost Kertzer, presenting the recommendations of the University Resources Committee, reflected that the challenges facing the committee were great, since the goal was to suggest savings while protecting the gain made through the Plan for Academic Advancement. The committee sought to allocate resources strategically to advance the plan, including faculty and staff compensation, graduate and undergraduate support and at the same time to minimize new positions and increased operating expenses. The recommendations were based upon the assumption of a 20% decline in payout, approximately \$14M in savings generated by the ORC recommendations which are crucial to protect areas of necessary increases and expenditures such as competitive faculty salaries and student stipends within break-even E & G and BioMed budgets. The E & G budget may be increased by raised tuition and fees to market level from their current status below our peers and by a slight increase of enrollment in the College through some 50 transfer and mid-year admissions. There will also be increased revenue through recoveries in the AARA funding of sponsored research and through increased annual giving. Assuming the 14M savings, the URC recommends that the salary freeze for faculty and staff be lifted and that efforts to improve our position relative to our peers be resumed after a fall-off from the median last year. He expressed the hope that we might do better than the faculty increase announced last week by Princeton and that we might do just as well in staff increases. As for financial aid, noting that Williams had recently dropped its earlier commitment to no-loan packages, the Provost stated the URC recommendation to sustain need-blind admissions and to be especially attentive to the matriculation gap between those with and without financial aid offers. Graduate student stipends need to be increased by 10 in number and raised to meet competition. For academic priorities, the committee recommends no increase this year in the size of the faculty but for an increase in salary support to address fewer faculty leaving the payroll on unpaid leave. It also recommends increased research administration support and for

the High Performance Computing Center; increases for meeting by 50% the Library needs for the collections budget, with some savings expected through serials review; and a one-time allocation for an RA incentive program to bring in graduate students in targeted areas. For Facilities and IT Infrastructure the committee recommends modest increases to fund the Robert Center, the Creative Arts Center, and the Science Resources Center. Biology and Medicine revenues and expenses, separate from the E & G budget, assuming declines in endowment payout and increases in revenue from tuition and sponsored research funding, call for salary increases consistent with the recommended E & G levels, substantial increases in financial aid and faculty expansion with no increase in the student body. Recent news about freezing of the federal domestic budget may imperil assumptions about indirect cost recovery, the Provost stated, and he also noted that financial aid has until now depended upon endowed funds but now requires general support. The Provost offered some tentative conclusions about the effectiveness of the ORC and URC recommendations, stating that even accepting all the recommendations for savings and not projected facilities growth, future deficits remain. Even substantial cuts cannot offset revenues like tuition constrained by markets. He expressed the possibility of new revenue sources such as revenue sharing masters' programs that would be more effective than lemonade stands, in response to which Professor Hermance commented that seeking revenue sources in the community was a good idea that had found little support, asking what is wrong with lemonade stands.

President Simmons reviewed the University response effort following the Haiti earthquake, stating the disappointment that we share with others in not achieving goals as quickly as possible is offset by the hope raised by large financial support and a broad base of good will to assist in whatever ways possible: one goal is to shore up an endowment unrestricted funds. She introduced Professor Bogues and Vice-President Gutmann, who are coordinating Brown's effort. Vice-President Gutmann summarized recent developments. We have moved from initial inquiries to the formation of working groups and within three weeks to plans moving forward with deliberate speed and continuing generous support. The working groups focus on: 1) website/communication; 2) fundraising; 3) medical/health/disaster relief; 4) scholarly resources. The website for the Haiti Earthquake Response (<http://www.brown.edu/web/haiti-response>) provides a guide to resources and accomplishments. A "Haiti Now" Teach In is under way. Brown has been a leading center for Haiti studies, with a strong program in Haitian Creole, the John Carter Brown (JCB) collections, and the medical school exchange. The JCB has mounted an exhibition and has offered Haiti archivist Patrice Tardieu resources on campus; news of medical school efforts may be found on the frequent webpage reports; the Choices Program has distributed 14,000 informational brochures to schools; Patrick Sylvain of the Center for Latin American and Caribbean Studies contributed the poem "Ports of Sorrow" for broadcast on PBS radio. Professor Bogues spoke to long-term strategies. We are cooperating in a massive international effort, as a conversation with partners today confirmed, to coordinate goals, as for example how to support medical education after the collapse of the medical school, which has cancelled classes, sending students to find accredited educational opportunities working in the relief effort. Brown's academic resources prepare us to foster Haitian studies; in November 2010 Africana Studies will host for the 22nd annual conference of the Haitian Studies

Association. The JCB has the second most important worldwide collection of Haitian history and is working to make Brown an active center for Haitian studies; the Alpert Medical School has three exchange programs with Haiti, and relief teams from Brown have been working on site since mid-January; conversations continue about sustaining support. In response to a question about what to do to rebuild high education, Professor Bogues stated that we seek to develop the premier Haitian studies program in the United States. President Simmons emphasized the long process that recovery entails, as those involved in the relief and support of New Orleans recognize. To go beyond the initial “feel good” impetus and to sustain a program is enormously difficult, and the President thanked Vice-President Gutmann and Professor Bogues for stepping forward to be involved and to lead the effort.

The next item of business was the announcement of the President’s Award for Excellence in Faculty Governance. Professor Tan commented that faculty governance requires time and energy to ensure a faculty voice in university decisions. These awards were initiated by President Simmons working with FEC chair Professor Colwill in 2008. The awards carry a research stipend of \$2,000. The chair and vice-chair of the Nominations Committee solicit past leaders of faculty governance for nominations. After compiling names of candidates based upon service record, input is sought from leaders of faculty committees and advisory boards before deciding upon a list of nominees that is then submitted to the FEC. Professor William Patterson chaired the Awards Subcommittee this year, and other members included Professors Nancy Jacobs, Jeffrey Muller, Jay Tang, and John Logan. The FEC voted for the final list at the meeting of January 26.

President Simmons presented the awards. She commended Professor Peter Richardson of Engineering and Physiology for his responsive and continuing service as Parliamentarian since 1989, for leadership of the FEC and the Awards and Benefits committee, and for his service on the Library, Honorary Degrees, Biosafety, Benefits Review, and Medical Faculty Appointment Committees, and the Human Resources Advisory Board, expressing her appreciation for his long, distinguished, and dedicated service. In absentia, Professor Leslie Bostrom of Visual Art was thanked (the award to be presented later) for her strong, effective leadership of several faculty committees, including Lesbian, Gay, & Bisexual Concerns, Minority Faculty Recruitment, and Honorary Degrees, and her service on the Committee on Diversity in Hiring. Professor Stephen Foley of English and Comparative Literature was acknowledged for many and varied contributions, continuing service as Secretary of the Faculty and member of the Library Advisory Board, for longstanding interest in student life issues reflected in service and leadership on the University Council on Student Affairs, University Disciplinary Council, and the Student Life Committee, and for service on the Nominations and Honorary Degrees Committees and the Brown Community Council.

Dean Bonde spoke to the last item of business, the report of the Graduate Council for 2008-09, the past and current faculty co-chairs not being present, noting that the Council now reviews existing graduate programs after their external review. Student petitions and new courses were all approved. She concluded by offering two minor corrections to the report (so entered).

There being no old business or new business, the meeting was adjourned at 5:52 p.m.

Respectfully submitted,

Stephen Merriam Foley  
Secretary of the Faculty

**Memorial Minute for  
Trygg Engen  
Professor Emeritus of Psychology**

**February 2, 2010**

Trygg Engen was born in Oslo, Norway in 1926 and died in Providence at the age of 83, on the eve of Thanksgiving, 2009. His adolescence coincided with the troubling years of World War II. Trygg eventually emigrated to the US and experienced academic accomplishment and joy in his achievements. He had great love and respect for his family, and a profound interest in social justice. The centrality of his relationship and commitment to Brown is best revealed by his entitling his Memoirs "From Oslo to Brown," not "From Oslo to the USA." Some here may remember that he was for a time President of our Faculty Club.

Trygg's mother died at the beginning of the occupation of Norway by Nazi Germany when Trygg was 15. Trygg's father and older sister engaged in resistance activities, and were jailed for helping Jews and others whom the Nazis had targeted for death to escape to the Swedish border. These were formative years for Trygg. He recalls in his Memoirs being alone much of the time, hungry, and without direction. He dropped out of school to work on the family farm, but eventually returned and graduated from the Gymnasium, following which he entered into mandatory military duty. For a time he thought he would be a farmer, then he thought an aeronautical engineer, even a professional soccer player.

After the Allied liberation of Norway, Trygg followed his older sister to the United States, and enrolled at Central Michigan College in 1948 at the age of 22. During his first year there, he met Elizabeth Barclay, who would become his wife and life partner, mother of his two sons, and his research collaborator when she later worked at the RI School for the Deaf.

Because of advanced credits from his Gymnasium training in Oslo, Trygg graduated in two years with a bachelor's degree from Central Michigan College in 1950, carrying out his studies in a language that was, of course, not his native tongue. By then he knew that he wanted an academic career. He and Elizabeth, whom we came later to know as Betty, moved to the University of Detroit, where he obtained a full scholarship, and received his master's degree in 1952. With just two more years of graduate training, at the University of Nebraska, he received his PhD in Experimental Psychology in 1954. Trygg's perseverance under hardship, and his scholarly aptitudes, led to his being hired as an Instructor of Psychology. He and Betty arrived in Providence just in time for the fierce hurricane of 1954 to sink their automobile. They themselves were safe and began life at Brown as house guests of the chairman of the Psychology Department, Harold Schlosberg, until they could find a home of their own.

Trygg was active in teaching and research, and loved academic life especially during the three-decade period that many regard as the golden years of Brown's Psychology Department, with close colleagues Harold Schlosberg, Carl Pfaffmann, and Lorrin Riggs.

Trygg Engen was an internationally recognized researcher and writer on the development and perception of smell, and author of many journal articles and two important volumes, "The Perception of Odors," published in 1982, and "Odor Sensation and Memory," in 1991. He was a classically trained psychophysicist whose specialty was the study of the processes of odor detection and memory. He explored techniques for measuring the capacities of individuals to discriminate environmental stimuli generally, and odors especially, and to judge their hedonic propensities, i.e., their pleasantness or annoying qualities. Trygg strongly defended the importance of experiential input, or learned bases underlying odor perception and judgment, and the role of language in the organization of sensory experiences. Six years after he arrived at Brown, and three years after I joined the faculty, he and I undertook a series of studies of newborn babies and their perception of odors. He was a delightful and innovative collaborator, and a great friend.

Trygg had close relations with Stockholm University and faculty members there. On sabbaticals and in between he directed graduate students' research and dissertations, and he was a Karolinska Institute scholar as well. Among his proudest moments was the day he received an honorary doctorate from the University of Stockholm.

Trygg's children, Anders and Ivar, were born in Providence and, like their father, have spent significant periods of their lives in Norway and Sweden. They have also picked up Trygg's avidity for skiing and sailing, as have all of his grandchildren, four of Anders and two of Ivar.

Trygg was unable to walk in the last 6 months of his life due to an upper vertebrae debility, an enormous handicap for this active, athletic, avid walker and skier. He sought surgical repairs, which were both vastly invasive and ineffective. Trygg was preparing for a third surgery when he died of a heart attack. He is sorely missed by his adoring family, and by his many friends, colleagues, and former students, here at Brown and in Norway and Sweden. His scientific research and writing on the sensory processes of humans, and his mentorship of students who are now themselves such outstanding scientists and teachers, will be of immense importance in perpetuity.

Madam President, I move that the Faculty adopt this Minute by standing vote of respect, and that the Secretary of the Faculty be instructed to enter the Minute into the permanent records of the Faculty and to send copies of it to members of the immediate family.

Lewis P. Lipsitt

