

Minutes of the Faculty Meeting

November 1, 2011

The meeting was called to order at 4:04 p.m., and the traditional motion to adjourn no later than 6:00 p.m. was approved, as were the minutes of the meeting of October 4.

The faculty heard and acknowledged with standing votes of respect memorial minutes for Professors Emeritus Anatole Shapiro and David Morris, delivered by Professors Valles (Physics) and Lindstrom (Sociology).

Professor Shank, reporting for the FEC, provided information on the presidential search, from the initial involvement of the FEC after a telephone call from Chancellor Tisch through the process of forming the advisory committee. The FEC sought a diverse and representative group of faculty members and they offer thanks to all serving, the appointment of this committee ending the official role of the FEC:

Chung-I Tan, Professor of Physics, Chair

Sharon Rounds, Professor of Medicine and of Pathology and Laboratory Medicine; Alpert Medical School; Chief, Medical Service, Providence VA Medical Center, Vice Chair

Alison DeLong, Associate Professor of Biology; Molecular Biology, Cell Biology, and Biochemistry

Donald Forsyth, James L. Manning Professor of Geological Sciences

Susan Harvey, Willard Prescott and Annie McClelland Smith Professor of Religious Studies and Chair, Department of Religious Studies

Marion Orr, Fred Lippitt Professor of Public Policy and Professor of Political Science and Urban Studies and Director, Taubman Center for Public Policy

Julia Heneghan '09 MD'13, Alpert Medical School

Professor Shank directed the faculty to the website for ongoing information on the search, and called upon Professor Tan for an interim report.

Professor Tan stated ironically that following his appointment to this position at the end of his term as past chair of the FEC, he would no longer trust that body. He expressed his admiration for the advisory committee and for Chancellor Tisch and the members of the Corporation search committee, as well as for the student and staff members serving on the advisory committee, and he reasoned that the success of our last presidential search would provide a template to be followed in this one. The University will be asked about aspirations, challenges, and opportunities in open fora for different populations and in meetings with department chairs as the process seeks to understand how we want new leadership to direct our course. The committee welcomes nominations from faculty. In early December, they expect to meet with the Corporation committee and with help from the search firm to proceed to the next phase of the process. Professor Shank already having named the members, Professor Tan invited all colleagues to participate in the search process and to engage with committee members in an

effort to keep the search open and representative. He is assured that Chancellor Tisch and the Corporation are open to working with the community as a whole and the process demonstrates that representation in university governance changes while core values remain the same. He has been asked to mention that Tom Tisch was a student long ago and looks forward to returning to campus for every forum and meeting, and that Mr. Tisch would like it to be known that he was a Religious Studies concentrator, a choice that this professor of Physics will not hold against him. There being no questions of Professor Tan, Professor Shank called the attention of the faculty to the forthcoming Forum on November 8 and invited further questions.

Professor Shank, continuing the report of the FEC, noted meeting with the Board of Fellows and asking how soon the target for a tenure ratio of 70-75% would be implemented, given the implications for the cohort tenure rate, the answer being over five to ten years, with that goal not constituting a holding pattern for strengthening of the faculty. Other issues discussed with the Board of Fellows were the continuing development of the Jewelry District and the dangers of understaffing. Professor Shank called the attention to the Faculty Forum on conflict of interest policy and to the continuing discussion of the Academic Calendar, particularly in respect to an early start date and a fall break, noting that a Forum on the calendar would be scheduled and that the 2013 calendar must be set at the February Faculty Meeting. Professor Banchoff (Mathematics) asked when the proposal would be made public, since its publication well before a Faculty Forum would be necessary, and he signaled that the problems presented were long familiar and subject to the same sets of conflicts and objections.

Turning to nominations, Professor Shank stated that the FEC had used its emergency powers to fill two vacancies on the Advisory Committee on Honorary Degrees. Professor Richard Fishman will serve for the fall semester and Professor James Baird will serve for two years. On behalf of the Nominations Committee, Professor Savage presented the following:

Nominations recommended to the Faculty for committee appointments to be effective immediately:

College Curriculum Council (CCC)

Patrick Vivier (Health Services, Policy and Practice) replacing Philip Leis
(Anthropology) to 6/30/13

Faculty Executive Committee (FEC)

Amy Greenwald (Computer Science) replacing Cynthia Garcia Coll (Education)
to 6/30/12

Standing Committee on the Academic Code

Evelyn Lincoln (History of Art) replacing Pauline Luong (Political Science) to
6/30/12

These nominations were approved without dissent.

President Simmons wished the faculty good afternoon and celebrated our safe passage through a stormy weekend, reporting further on the Corporation meeting that was held on October 22. As noted in the letter to the community following that meeting, the board meetings focused on certain strategic areas and on continuing the momentum of the Plan during the transition to a new president, which is one of the reasons that the president did not give the traditional eighteen months notice when she decided to step down. Knowing that universities have enormous potential for cacophony to overwhelm any plan, leading to confusion, drift or stasis, she wanted us to complete this transition within one year, lessening the possibility for that confusion to take hold. Time and again, throughout the committee work and the board meeting, members referred to the need to lose no time, to retain our focus, and to move ahead with the highest priority projects.

For example, the Development Committee of the Corporation, which is responsible for setting fundraising strategies and overseeing the implementation of fundraising goals, discussed a specific set of near term fundraising efforts and developed a process for moving forward to raise funds for the highest priority items. Their work will not likely be reflected initially as a large scale public campaign but will signal a strong effort to maintain aggressive targets and timetables that help us attain the annual and endowed funds we have used for our forward planning framework. A number of individuals expressed concern about the ability of the University to count on its projected revenues and endowment payout over the coming years. In an exercise before the Budget and Finance Committee, Vice President Huidekoper presented a number of scenarios in which various changes in the economy might produce different revenue outcomes for the University budget. This exercise gave the committee an opportunity to understand better the many factors and facets of University policies that influence the operating budget and the many ways in which these can be adjusted in the face of continuing worldwide economic volatility. This exercise also gave confidence to committee members that moving ahead with projects was a defensible course, given the flexibility that the University has to make course corrections. Of course, given the time required to achieve many of our most challenging projects and to do so especially in the context of many other important needs, we must relentlessly continue advancing these efforts. Accordingly, the Campus Life Committee, along with the Facilities and Design Committee deliberated extensively on the planning underway for the expansion and renovation of campus housing. These two committees will hold a joint meeting soon to refine the ideas submitted and move toward a specific recommendation for how to stage this work and over what time frame. In addition to the Hunter renovation and repurposing, there are a number of new capital projects under development. These will continue to advance as more information comes to light about specific donor opportunities and interests, the pros and cons of additional debt financing, more precise information about the anticipated state of revenue streams such as tuition and fees, fundraising, grants, and auxiliary services. Throughout the discussion, the President observed, members of the Corporation expressed the deep feelings and loyalty they felt for Brown, feelings that originated in their undergraduate experience. Many of the projects coming to fruition recently - - the Medical Education building, Metcalf, Robert Hall in Faunce - had to be revised from original plans due to changing circumstances. It will likely be true that our decision making will have to be responsive to the uncertainties of the economy as they appear and recede. In other words, we need to have some built in flexibility; we should not count on the most ambitious revenue scenarios materializing yet we must be adaptable to opportunities that arise to move projects forward. We should be focused on those needs that are central to the long term health and success of the University and we should encourage our

supporters to select from a menu that reflects especially urgent and important priorities. Throughout every phase of deliberations, Corporation members showed evidence that they are committed to moving forward using these prudent measures as both a guide and a check. They expect to press us to keep moving with all due speed in spite of the challenging economic picture.

Referring to her written response to the Committee on the ROTC report, the President recalled that she had recommended the continuation of cross-institutional ROTC affiliations with the possibility of an additional such relationship with a Naval ROTC program on another campus. She also recommended that Brown advocate strongly for the elimination of discriminatory treatment of transgender individuals. She would summarize the concerns expressed by some members of the Corporation as very similar to what we heard from some on the campus and among the alumni communities. Some Corporation members believe that ROTC should return to campus and that the recommendation to continue with cross-institutional relationships fails to express adequately the importance of Brown's obligation to support officer training. Some interpret actions taken by our peers as much more in line with what they believe appropriate, as these efforts appear to be more favorable to the military than Brown's proposed actions. In the end, the Corporation directed that the University establish a campus office to coordinate and direct services supporting veterans studying at Brown and Brown students participating in ROTC programs. We will move to put this in place in the coming months under the leadership of Margaret Klawuun. The President noted that while it was unusual for the Corporation to stip in with such a mandate, much has been unusual in the consideration of ROTC questions.

The President also reported that the Corporation effectively endorsed her recommendations on Athletics. Central to her report was the idea that, in keeping with Ivy League principles, academic officers should have oversight of the representativeness and academic qualifications of athletes. The Dean of the College, Provost, and Dean of Admission will now have certain roles that they may not have been traditionally empowered to play in setting standards and monitoring the success of our program in complying with overall Ivy principles. At the same time, the Director of Athletics and the Vice President for Campus Life will be primarily responsible for implementing most of the recommendations such as the plan for the allocation of a reduced number of recruitment slots and the financial plan for getting team sports on a better financial footing.

Asked by Professor Bostrom (Visual Art) about the constitution of the new office for veterans affairs, the President replied that this proposal was instituted to answer those who felt an insufficient degree of support on campus for the mission of ROTC, and that while it was too early to state specific plans, the office would be organized as other forms of support for extracurricular activities are, starting in a modest way; plans are being formulated now in cooperation with Deans Klawuun and Bergeron. Professor Valente (Portuguese and Brazilian Studies) asked about the intent of the 1954 Ivy League agreement to place athletics in the control of academic authority—which he takes to refer to the faculty, the administration at that time being an extension of the faculty. President Simmons stated that she likewise viewed the authority as residing in the faculty, with regular reports from the deans. Professor Valente asked about the disbanding of the faculty committee on athletics following the reorganization. Dean Bergeron stated that the intent was to include athletics in the wider range of activities under the consideration of the advisory board on Campus Life in order to achieve a wider perspective. Valente commented that the Campus Life Board was too busy to adequately consider athletics and noted the paucity of winning teams, with no Ivy titles last year. President Simmons stated

that the game of winning and losing should be placed in the larger context of formulating the right policy for athletics—including adequate compensation for coaches—and that we are now in the process of setting this right.

Provost Schlissel began his remarks with a reminder of the forthcoming Forum sponsored by the URC. He commented more specifically on academic control of athletics, following up the president's report. We will be developing a plan to reduce the number of dedicated admission slots over three years. Dean Klawunn and Athletic Director Mike Goldberger are working on this along with Dean of Admission James Miller, as well as preparing plans to increase the Academic Index for athletes above the Ivy mandated floor. There will also be consideration, in collaboration with the Dean of the College, of ways to enhance athletes' total Brown experience by more nuanced scheduling of competitions and practices and the integration of athletic and academic life.

The Provost announced the implementation of the Digital Scholarship Lab in Fall 2012: 1100 dedicated square feet in the Rockefeller Library; with full wall monitors and touch screen controllers. Students and faculty will be able to conduct teaching and research with the advantages of full visualization. The Provost invited faculty to participate in a newly formed Committee to Study Open Access Publishing. The goal is to increase access to academic scholarship while attending to complex issues of copyright, publication, and individual assessment in discipline-specific ways and with due respect for cooperation with peer institutions.

In order to update the faculty on the URC process, the Provost presented a variety of scenarios based upon different mixes of revenues, referring to a spreadsheet, reproduced in part as Appendix A, and presented at the meeting as a Powerpoint slide show. The sources of revenue become the levers of any discussion of the budget, and the relative pace of tuition/financial aid, investment and auxiliary income, and sponsorship must be tracked as they continue to shift. In any scenario, Brown's dependence upon tuition income remains remarkable, and one question coming to the fore in URC discussion is whether we can become less tuition dependent or can afford not to do so, as well as to what extent we might prudently draw down reserves. In this overall context, the URC considers the array of incremental requests coming from Deans and programs and the standing items of salary pools and capital projects. Professor Shank asked about the endowment payout of 4% in the illustration, and Provost Schlissel replied that it was a hypothetical, with Vice President Huidekoper supplying some reasoning for changes in the payout percentage. President Simmons commented on the importance of openness about the tuition issue, and Provost Schlissel provided comparisons to other institutions that show us within range of our peers but at the high end. President Simmons reflected that our able Investment Committee has indicated a pessimistic picture of the economy over the next decade and that all decisions about payout and tuition would be made in that context, with due assessment being made on a yearly basis. Following a discussion of the effect of the economy on our student body and of the university as influencing and being influenced by national political and economic policies, President Simmons stressed the political limits and reach of the university and also suggested the many ways in which educational interests can exert their place in society.

Dean McLaughlin, reporting on his discussion of faculty matters with the Corporation, commented on their willingness to support the work of the faculty and to enhance its development, and he stressed the importance of communicating to the Corporation the implementation of new policies and procedures, among them the creation of a set of best

practices for the review of assistant professors over the course of their appointment. He commented on the flexibility the Corporation builds into the goal of a 70-75% tenure ratio. Dean McLaughlin will be working with departments on the qualities of TPAC dossiers, on the documentation of clear Standards and Procedures, and on the conduct of annual reviews, which vary according to department practice, and should not, for example, simply be folded into annual review for salary. On the Humanities Initiative Dean McLaughlin stated that one pending appointment has resulted from the nominations last spring and that proposals for an expanded program stressing collaborative work would be shortly forthcoming; brief discussion followed on the effect of senior recruitment on the tenure ratio and on the funding of target hires.

Dean Lassonde, reporting for the Committee on Academic Standing, stressed the outreach and follow-up programs instituted for students in academic difficulty and the overall decline in students on probation, and discussion followed on comparative data from other institutions and on how comparative data can be calculated; it was noted in response to questions that warning is noted on the external transcript. Professor Schiller presented the report of the Information-Technology Advisory Board and Professor Pelcovits the report of the Library Advisory Board. There being no Old Business or New Business, the meeting was adjourned at 5:40 p.m.

Respectfully submitted,

Stephen Merriam Foley
Secretary of the Faculty

MEMORIAL MINUTE FOR PROFESSOR ANATOLE MORRIS SHAPIRO

November 1, 2011 Faculty Meeting

ANATOLE MORRIS SHAPIRO was a member of the Brown University Faculty in the Department of Physics from 1956 until becoming emeritus in 1988. From 1983 until 1987, he was on leave from Brown to serve as a Contract Monitor for the High Energy and Nuclear Physics Division of the U.S. Department of Energy.

Born on June 28, 1923 in Buffalo, New York, he died in Washington, D.C. on September 21, 2010. He received his A.B. Degree from the University of Buffalo in 1944 after serving as a Second Lieutenant in the U.S. Army during WW-II. Shortly thereafter, he began graduate study of nuclear and elementary particle (or high energy) physics at Cornell University and received his PhD in that field in 1952.

Prior to joining the Brown Faculty, he was an Assistant Professor of Physics at Harvard University, and that appointment was preceded by a two-year position as an Associate Scientist at the newly created Brookhaven National Laboratory in New York. At Brookhaven, he carried out experiments at the Laboratory's particle accelerator --- named the "Cosmotron" --- which was one of the first of the proton synchrotron devices that later became the hallmark of high energy physics world-wide.

While at Harvard, he collaborated with Harvard and MIT physicists to exploit the new technique of bubble chambers for studying elementary particle interactions at high energy. The group called itself the Cambridge Bubble Chamber Group (CBC). When he moved to Brown, this group was expanded to include physicists from Brown and Brandeis.

When he arrived here, low energy nuclear physics was already an active research area. The Department, wishing to broaden its offerings by participating in the newly emerging discipline of elementary particles at high energy, added Prof. Shapiro as an experimentalist and Prof. David Feldman as a theorist. In 1958, Shapiro and Feldman obtained Brown's first particle physics group research grant from the U.S. Atomic Energy Commission --- a grant which in multiple renewal cycles over the years has grown substantially in size and scope and continues very actively under successive faculty and the auspices of the U.S. Department of Energy.

Prof. Shapiro was the author or co-author of 136 research papers on a variety of subjects in high energy physics and the technology utilized in the field. His work spanned an exciting era during which a plethora of new particles, new quantum numbers and interactions were discovered beyond the then known proton, neutron and electrons. As new higher energy accelerators and more sensitive detection techniques emerged, it became possible to construct a clearer and more unified picture from the complex of data sources. His work, and that of his group at Brown, contributed important data for some of these advances.

Although not a Providence resident, he was one of the founders, in 1968, of the Urban Educational Center in South Providence. He served for several years on its Advisory Board and also taught computer programming at the Center. At Brown, he continued his social service in the role Chair of the Ad Hoc University Committee. This committee developed the original Transitional Summer Program in 1968. He taught in the program from 1969 to 1971. Prof. Shapiro also served as a member of the Faculty Committees on Women Faculty and Affirmative Action Monitoring.

Beyond his physics, Anatole Shapiro contributed to Brown and Providence in valuable ways.

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.

James M. Valles, Jr.
Chair, Physics Department
November 1, 2011

Memorial Minute for

Morris David Morris, Professor Emeritus of Sociology and Development Studies
(Adapted from comments prepared by Frank Conlon, University of Washington, Seattle)

**Presented to the Faculty on
November 1, 2011**

Morris David Morris, Professor Emeritus of Sociology and Development Studies passed away on March 12, 2011, in Boulder, Colorado at the age of 90.

Morris was born in San Francisco, California, on February 10, 1921 of immigrant parents. He grew up in San Francisco, was educated in the public schools and worked for his father's business supplying uniforms for streetcar motormen and conductors. In 1937 he entered the University of California at Berkeley and majored in Economics. Following his graduation in 1941 he worked briefly in a San Francisco shipyard where, he recalled, he learned much about the monotony of industrial work and the significance of industrial discipline. In 1942 he obtained an appointment as a Junior Economist at the War Production Board in Washington, D.C., and by the end of the year he enlisted in the U.S. Army Air Force. During the war Morris served in the U.S. Strategic Bombing Survey in London, where he worked with, among others, economists Kenneth Galbraith and Paul Baran).

After the war, Morris returned to California and entered graduate study in Economics at the University of California, Berkeley, where he completed a dissertation entitled "A history of the creation of a disciplined labor force in the cotton textile industry in Bombay City, 1851-1951." Morris joined the Economics faculty at the University of Washington, Seattle in 1949, where he remained until his retirement in 1983. Following his departure from the University of Washington, Morris was invited to come to Brown to teach in the Development Studies program as the Henry R. Luce Professor of Sociology and Comparative Study of Development.

Morris was a prominent figure in the growth of South Asian Studies in the United States and an eminent scholar whose interests crossed economic and labor history and culminated in his development of a measure of development, the Physical Quality of Life Index. He played an active role in the building of the South Asian Studies program at the University of Washington, and at Brown he was instrumental in establishing the World Hunger Program. This program helped to focus attention on issues of hunger and provided the intellectual capital for efforts to alleviate hunger in the United States and abroad.

Morris wrote numerous essays and chapters that opened new horizons in the history of the Indian economy and problems of economic development. His long-term interest in the relationships of poverty and economic development led to his search for a satisfactory metric of world development. During the 1970s he worked on the creation of what he termed the "Physical Quality of Life-Index" – in cooperation with the Overseas Development Council. This work could be traced back to his much earlier dissatisfaction with economic data that were unmediated by sociological insights.

Morris is survived by his wife Michelle B. McAlpin, and their sons Sam and Noah.

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 record of the Faculty and to send copies of it to members of the immediate Family.

David P. Lindstrom
Chair, Sociology Department