

Faculty Senate Executive Committee Actions
Wednesday, September 22, 2021

Welcome and Introductions. Faculty Senate Chair Bill Braham welcomed the members of the Senate Executive Committee (SEC) and offered a brief review of the Senate and its structure. He indicated that the responsibility of SEC is to be the central mechanism for input and feedback between faculty and Penn leaders. He urged SEC members to serve as conduits for communication between the Standing Faculty and the Senate leadership. A full roster of SEC members is available on the Senate's website (<https://facultysenate.upenn.edu/>). In particular, the "Tri-Chairs" including Bill Braham (Chair), Vivian Gadsden (Chair-Elect), and Kathleen Hall Jamieson (Past Chair) work in concert and arrive at decisions by consensus.

Structure and Function of Senate Committees. Each of the standing Senate committees was proposed a common charge: "Address systemic racism and other forms of inequity by assessing and evaluating ways to change University structures, practices, and biases at the University, school, departmental, and individual levels. Examples include eligibility for leadership roles, differential standards for faculty evaluation based on race, color, religion, sex, national origin, age, disability, or genetic information, department-level voting privileges, biases implicit in quantitative methods for evaluating faculty, evaluation of effectiveness of campus mental health and wellness programs."

Discussion and vote on draft Charges for Senate Standing Committees, 2021-2022. The specific charges of the Faculty Senate standing committees were finalized.

Follow-Up to Sept. 1 Faculty Senate Seminar on Return-to-Classroom and -Campus Issues. A recap was given of activities the Tri-Chairs took regarding return-to-classroom concerns by faculty members, [of which an archive can be found on this page.](#)

The Tri-Chairs facilitated a survey to Standing Faculty members between September 13-20, 2021, relating to return-to-classroom experiences for instructors and other questions related to COVID-19 issues. A response rate of 18.4% of Standing Faculty was achieved. The use of listservs to extend invitations for survey participation to other instructional staff (including but not limited to Associated Faculty and Academic Support Staff) was requested of the Provost's Office, but they are planning a follow up to their pandemic survey from last fall and want to avoid over-surveying faculty. A preliminary analysis performed by the Tri-Chairs was shared with SEC members and members of the University administration, including the President's Office and Provost's Office. It was also shared with *The Daily Pennsylvanian*.

Some preliminary findings included the following. (1) One percent of respondents had requested medical exemptions and one percent for accommodations through schools. (2) Faculty respondents with a child or children not enrolled in full-day primary school or with a child or children in after-school care (N=73) indicated that pandemic-related childcare needs could affect their ability to deliver the quality of classroom instruction they have delivered pre-COVID in-person semesters. (3) The majority of respondents indicated it would not be difficult to pivot to online teaching if required of them. (4) About 26% of respondents indicated they would prefer to teach exclusively online. (5) Faculty respondents felt that the school-level accommodations processes were not, generally speaking, equitable across schools. (6) On a scale of 0 (not at all safe) to 10 (very safe), a mean score of 6.6 was reported with respect to how safe respondents felt when they were teaching in-person during the week of the survey.

Discussion with Members of the Consultative Committee on the Selection of a President: Identifying Strategic Priorities for the University and Recommended Strengths and Experiences for the New President. SEC members engaged in a discussion with faculty representatives of the Consultative Committee.

Resolution from CIRCE: The Faculty Senate Select Committee on the Institutional Response to the Climate Emergency. CIRCE voted in support of a resolution at its meeting on September 15, 2021, and forwarded the resolution to SEC for its consideration. SEC members were requested to share the resolution with their constituents and gather feedback on whether the SEC representative should vote to endorse the resolution. A copy of the resolution draft before SEC may be requested by any Standing Faculty member by contacting [their SEC representative](#) or [the Senate Office directly](#). SEC will vote on the resolution at a future meeting.

Faculty Senate Seminar: Faculty Research Opportunities in the Climate Emergency. At 4:00pm ET, a Faculty Senate Seminar was held virtually and open to the public as part of Penn Climate Week 2021. An archived recording of the presentation is available on the [Climate Week website](#) and on the [Faculty Senate Seminar Series](#) website.

Faculty Senate Executive Committee Actions
Wednesday, October 13, 2021

Report from the Senate Tri-Chairs. Faculty Senate Chair William Braham reminded SEC members that the revised Faculty Senate Rules permit constituency representatives to name alternates. He reported that the feedback generated from SEC to the Consultative Committee for the Selection of a President was conveyed to it and that the faculty representatives highlighted that feedback during Consultative Committee discussions.

Nominations sought for the 2021-2022 Senate Nominating Committee. Prof. Braham described the nominations process for the Senate Nominating Committee and invited nominations. The process is detailed in the [Faculty Senate Rules](#) (Section 9.C.). Standing Faculty members interested in being nominated should [contact their SEC representative](#).

Update from the Office of the Provost. Interim Provost Beth Winkelstein expressed her gratitude all faculty for continuing to support Penn's teaching and research mission during the past two challenging academic years including the ongoing campus repopulation effort. Provost Winkelstein offered updates in three areas: pandemic-related notices, a forthcoming faculty climate survey, and the launch of the reaccreditation process.

Resolution from CIRCE: The Faculty Senate Select Committee on the Institutional Response to the Climate Emergency. SEC members were invited to offer feedback on the Resolution draft approved by the Senate Select Committee on the Institutional Response to the Climate Emergency ("CIRCE") during the previous meeting. Additional time will be provided for SEC members to review the contents of the resolution with their constituents. The Resolution will be returned to CIRCE for further revision. In addition, a reminder was given of the [Resolution on the Individual and Institutional Responses of Faculty in the University of Pennsylvania to the Global Climate Emergency](#), endorsed by SEC in May 2020, which is still accepting individual signatures by Penn faculty and staff.

Moderated Discussion. SEC members were invited to propose issues for deliberation by SEC during the upcoming months.

Faculty Senate Executive Committee Actions
Wednesday, November 10, 2021

Report from the Senate Tri-Chairs. Faculty Senate Chair William Braham informed SEC members that the Vice Provost for Faculty is currently conducting an all-faculty survey and asked that all faculty complete it. Individualized survey links were sent to each faculty member. Questions or assistance should be directed to provost-fac@upenn.edu. He also reported on other matters:

- Standing Faculty volunteers are still sought for the Fraternity Sorority Advisory Board, the Almanac Advisory Board, and for the Closed Circuit Television Monitoring Committee. Interested Standing Faculty members should write to senate@pobox.upenn.edu.
- Nominations are being sought for Standing Faculty members to serve on the Spring 2022 [Senate Nominating Committee](#).
- Details of a forthcoming Faculty Senate Seminar on issues of Academic Freedom and Open Expression will soon be announced.

Discussion and Vote on Resolution from CIRCE: The Faculty Senate Select Committee on the Institutional Response to the Climate Emergency. The resolution was further revised by CIRCE and was again shared with SEC. Upon motion and second made, and the resolution was approved as amended and without dissent. The finalized resolution is published in the November 16, 2021, issue of Almanac.

Proposal to amend the Faculty Handbook to remove gender binary language. A proposal was received from the LGBTQ+ Faculty Diversity Working Group and was presented to SEC for its consideration. Following a motion and second, a discussion ensued. No vote was taken. The concerns raised during the discussion will be forwarded to the proposers for comment, and SEC will continue its consideration of the proposal at a future meeting.

All-faculty Seminar in collaboration with the Center for Teaching and Learning: “Changing Practices of Teaching and Learning”. At 4:00pm ET, a Faculty Senate Seminar was held virtually and open to all Penn faculty, of which an archived recording is available on the [Faculty Senate Seminar Series](#) website.

Faculty Senate Executive Committee Actions
Wednesday, December 8, 2021

Report from the Senate Tri-Chairs. Faculty Senate Chair William Braham reported on the following matters:

- Dr. Gutmann will join the January 2022 SEC meeting, and advanced questions, comments, and discussion topics for her are welcomed by writing the Senate Office (senate@pobox.upenn.edu).
- Prof. Braham invited feedback from Faculty on the class meeting time schedule launched earlier during the Fall 2021 semester.

Continued discussion on a proposal to amend the Faculty Handbook to remove gender binary language. A proposal to amend the Faculty Handbook to remove gender binary language, revised by the LGBTQ+ Faculty Diversity Working Group, which drafted the original proposal, was shared with SEC members. The revised proposal, which recommends that gender binary language be replaced with “they” and “them” and calls out all places in the current Handbook where specific edits should be made, was shared with SEC members for further discussion. The revised proposal includes a preamble that lists potential meanings of the word “they.” An amendment to the revised proposal was offered by a SEC member that truncates the preambulatory list to read as follows: “Throughout this Faculty Handbook, the singular pronoun “they” is used to refer to faculty, staff, students, and other persons, and is inclusive of people of all genders.”

Vote on a proposal to amend the Faculty Handbook to remove gender binary language. Upon motion and second made, the revised proposal, as amended, passed by a vote of SEC members with 32 in favor, 1 against, 2 present but not voting, and 18 absent and not voting. (The dissenting voter noted favorability toward removing gender binary language in the Handbook but preferred an alternative approach: to eliminate usage of pronouns in the Handbook altogether in favor of replacing those pronouns with their referential nouns in full for each occurrence.)

The proposal, together with a note of endorsement by the Faculty Senate, will be forwarded to the Vice Provost for Faculty with a request that the proposed changes be implemented.

Per the [Faculty Senate Rules](#), Section (9)(A)(iii), the action will not take immediate effect if a minimum of twenty protests against the action is registered by Members of the Faculty Senate with the Senate Office in writing (senate@pobox.upenn.edu) no later than January 7, 2022.

All-faculty Seminar in collaboration with SNF Paideia: “Academic Freedom and Responsibility in Contentious Times”. At 4:00pm ET, a Faculty Senate Seminar was held virtually and open to all Penn faculty, of which an archived recording will soon be available on the [Faculty Senate Seminar Series](#) website.

Faculty Senate Executive Committee Actions
Wednesday, January 26, 2022

Report from the Senate Tri-Chairs. Faculty Senate Chair William Braham reported on the following matters:

- The Senate Select Committee on Planning for Post-Pandemic Penn (“P4”) has frequently consulted and advised Penn leadership on navigating the COVID-19 pandemic and maintaining the interests of Penn and its faculty in the process.
- SEC members are requested to consult with their constituents to seek feedback on the strengths and weaknesses of the [new set of common start times for classes](#) that became effective during Fall 2021. Time will be devoted to discussing this matter during SEC’s February meeting.
- Following on the Faculty Senate Seminar held December 8, [Academic Freedom and Responsibility in Contentious Times](#), a 15-minute excerpt of the seminar recording and an information sheet was shared with deans and department chairs along with a request that time in a faculty meeting be reserved to discuss its content with respect to diversity, equity, and inclusion issues faced in their respective areas and in particular classroom practices and norms. A follow-up to this seminar is in planning and will be announced in due course.
- The Tri-Chairs understand that Carey Law School Dean Ted Ruger is considering bringing charges against Professor Amy Wax but are not yet aware of the specific nature of the charges or proposed sanctions. The Faculty Senate will be following the protocol set forth in [Faculty Handbook Section II.E.16](#), which includes several due process steps. The process will remain confidential and will not be taken up by the Faculty Senate in any public way.
- The Senate Select Committee on Scholarly Communication was formed in 2019 following observations of a change in the publishing industry to a pay-to-publish model. Penn Libraries’ leadership has been actively involved in the Committee’s deliberations and has entered into its first [“read and publish” arrangement with Cambridge University Press](#) for the calendar years 2022-2024.
- Following upon work first announced in Spring 2021, the Tri-Chairs will soon propose a resolution to SEC recommending that all departments establish formal bylaws that codify expectations for voting eligibility and procedures and faculty recruitment procedures, among other matters and will further propose that the Senate serve as a repository of those bylaws accessible to all faculty members. This approach is proposed as a first step in lieu of a formal amendment to the Faculty Handbook.

Update from the Office of the President. President Amy Gutmann expressed gratitude for the numerous contributions made by the Tri-Chairs, the Senate Executive Committee, and the Faculty Senate in advancing the life of the University and the excellence and eminence of Penn.

Faculty Senate Seminar: “Returning to In-Person Teaching”. At 4:00pm ET, a Faculty Senate Seminar was held virtually and open to all Penn faculty, of which an archived recording is available on the [Faculty Senate](#) website.

Faculty Senate Executive Committee Actions
Wednesday, February 16, 2022

Report from the Senate Tri-Chairs. Faculty Senate Chair William Braham reported on the following matters:

- All faculty are reminded to submit their COVID vaccine and booster status into [Workday](#).
- The May 11, 2022, SEC meeting will be held in-person followed by a reception and will follow all COVID protocols in place at that time.
- The "[faculty pledge](#)" is still accepting individual signatures. The pledge asks faculty members to make individual commitments to addressing the climate emergency.
- On February 26, 3:00pm ET, TIAA will host a 30-minute webinar on personal environmental, social, and governance investing strategies for individual faculty. [Advance registration is required](#).
- A petition from faculty calling upon Penn to mitigate the perceived harms done by the [US Department of Justice's China Initiative](#) has been submitted. Vice Provost for Research Dawn Bonnell will meet with the lead petitioners to inform them about steps Penn is taking to address these concerns and to assist with related matters.
- The Provost's recommendation of "online interludes" was commended by the Tri-Chairs as an approach to respond quickly to public safety concerns arising from the ongoing pandemic. The Vice Provost for Faculty Newsletter, distributed on February 8, 2022, states: "Please remember that faculty may take an online interlude if they need to quarantine and are well enough to teach, or if high student absenteeism reduces the merits of in-person instruction. For questions about technology options, instructors should talk to their [local IT support provider](#). The Center for Teaching and Learning offers strategies to [help students stay on track if they must miss class](#) and [other resources for teaching](#) in this current time. [The Provost Office's FAQs for Instructors for Spring 2022](#) addresses questions on masks, attendance, and other topics. Refer to [Penn Cares](#) to schedule a COVID test or see the latest public health guidance."

Update from the Office of the Provost. Interim Provost Beth Winkelstein expressed her appreciation for the Faculty Senate leadership and its partnership in navigating the many and varied challenges to research and teaching resulting from the pandemic. She briefed SEC members on the latest [Spring Semester 2022 guidance](#), including COVID testing requirements and incentives for continued COVID testing. Provost Winkelstein spoke about the need for continued communication to and from and support for faculty during the upcoming transitions back to campus and through expected leadership transitions, including that of the President. She recognized that some faculty members have scholarship and research that have not resumed at full capacity because of travel or other limitations and sought feedback on how the Office of the Provost could support faculty in those situations.

Faculty Senate Seminar: "The Limits of Free Speech, Conduct, and Academic Freedom in a System of Faculty Tenure, Diversity, and Inclusion: A Proposed Framework". At 4:00 p.m. ET, a Faculty Senate Seminar was held virtually and open to all Standing Faculty, of which an archived recording is available on the [Faculty Senate](#) website.

Faculty Senate Executive Committee Actions
Wednesday, March 23, 2022

Report from the Senate Tri-Chairs. Faculty Senate Chair William Braham reported on the following matters:

- A draft academic calendar for academic year 2024-2025 is available for faculty comments by SEC members. Comments should be directed to the Office of the Vice Provost for Education by April 4.
- The Excellence through Diversity Fund is accepting applications for project funding through April 29. More information can be found at <https://faculty.upenn.edu/diversity/fund/>.
- Scott Bok, Chair of the Penn Trustees, will meet with SEC at its April 20 meeting; questions for Mr. Bok are welcomed to the Senate Office by emailing senate@pobox.upenn.edu.
- In May 2020, SEC passed a “Climate Pledge” calling on faculty and staff to take steps in their own personal and professional lives that are climate friendly. CIRCE (the Senate Select Committee on the Institutional Response of the Climate Emergency) is creating a brief video and will request of deans and department chairs that it be shown at upcoming faculty meetings. The pledge and accompanying resources can now be found at www.pennfacultyclimatepledge.org.
- CIRCE has also been working with Penn Human Resources and TIAA to help faculty understand climate-friendly options for the investments in their personal retirement accounts. On February 25, TIAA held a [Responsible Investing Webinar](#) of which a recording is now available along with accompanying resources.

Resolution on Formalizing and Making Accessible School and Departmental Faculty Bylaws or Standing Rules. A draft resolution was presented by the Senate Committee on Faculty and the Academic Mission. Following discussion, the resolution was returned to committee for further revision.

Campus Masking Mandate. Benoit Dubé, Associate Provost and Chief Wellness Officer, and Jennifer Pinto-Martin, Former Senate Chair and Executive Director of the Center for Public Health Initiatives, were welcomed to the meeting to discuss the status of the campus masking mandate. The masking mandate was lifted in all campus areas on March 15 except in classrooms, healthcare spaces, and Penn Transit. All public health guidance has been enacted in a collaborative way with public health experts, infectious disease experts, and epidemiologists, from Penn Medicine. The March 15 decision matched the city’s guidance and the CDC guidance that now consider elements other than COVID positivity rates, including average number of cases per day number of hospitalizations and severity of disease. The Philadelphia Department of Public Health (PDPH) recommended keeping classroom masking requirements in place until a period after Spring Break. The COVID Response Team will meet on March 24 to make decision on whether to lift the classroom mask mandate on March 28. Penn’s quarantining policy for positive cases has been extended from the CDC-recommended 5 days to 10 days since campus data show that 2/3 of positive cases show positive antigen tests at the 5-day mark.

The masking guidelines reflect the “new era” of the pandemic. Persons on campus are urged to wear the highest quality mask available for self-protection purposes; a shift from early in the pandemic in which masking was understood to protect others. On a question about whether faculty can require students to wear masks in their classes even if the mandate is lifted, SEC members were reminded that a high quality well fitted mask is effective at protecting oneself from virus transmission. A concern was noted that some persons choosing to wear a mask in a non-masking environment may involuntarily convey personal health information about those masked persons.

An announcement on classroom masking requirements will be made no later than Tuesday, March 29, with new requirements to be effective immediately upon announcement. (*A [University-wide announcement was distributed on March 24](#) indicating that the masking mandate would continue without a defined end date.*)

Faculty Senate Seminar: “Inclusion and Free Speech on Campus”. At 4:00pm ET, a Faculty Senate Seminar was held virtually and open to all Standing Faculty, of which an archived recording is available on the [Faculty Senate](#) website.

Faculty Senate Executive Committee Actions
Wednesday, April 20, 2022

Penn Faculty Climate Pledge. The Penn Faculty Climate Pledge (PennFacultyClimatePledge.Org) was developed by “CIRCE”, the Faculty Senate Select Committee on the Institutional Response to the Climate Emergency, and [has been endorsed by the Faculty Senate](#). The pledge commits signatories to five simple actions, from reducing their household carbon footprint to reviewing their retirement accounts.

[A 3.5-minute film completed this month describes the Pledge and its purpose.](#) While the University has made significant commitments to an institutional carbon action plan, CIRCE’s research shows that faculty and staff residences and retirement accounts produce about as many carbon emissions as the main campus and the endowment. CIRCE aims to use the film and Pledge to create momentum for reducing individual carbon footprints and to demonstrate visible engagement with issues around climate change and sustainability on the part of the faculty.

Resolution on Formalizing and Making Accessible School and Departmental Faculty Bylaws or Standing Rules. The draft resolution presented to SEC in March 2022 was returned to the Senate Committee on Faculty and the Academic Mission (SCOF) for further deliberation. SCOF agreed to remove the third operative clause from the resolution draft (which calls on faculties to address systemic racism and inequity) and will use that clause as the basis for an independent resolution on this topic to be drafted during the next academic year. SCOF then forwarded the revised Resolution on Formalizing and Making Accessible School and Departmental Faculty Bylaws or Standing Rules. Following discussion and friendly amendments, SEC members unanimously endorsed the resolution. (The full resolution appears as an appendix to these Minutes.)

Resolution for Election Day. The Tri-Chairs presented a revised version of a [resolution passed by SEC in October 2020](#) for its consideration. The revised resolution serves the same intention but without time-specific references. It encourages faculty to make accommodations for students who may wish to participate in forms of electoral engagement on Election Day and it calls on the University to include Election Day in a list of observances that fall under its [Policy on Secular and Religious Holidays](#). Following discussion, SEC members unanimously endorsed the resolution. (The full resolution appears as an appendix to these Minutes.)

Discussion with Scott Bok, Chair of the Penn Board of Trustees. Scott Bok, Chair of the Penn Board of Trustees, responded to questions posed by SEC members.

Mr. Bok discussed the role of Trustees in governance and management, their relationship to the University President, and their fiduciary duty to act in the best interest of the institution and its research and educational missions. Trustees are kept aware of ongoing controversial issues but allow established procedures to ensue. The Trustees try to separate the “money management” from other issues and works through the Office of Investment by building and diversifying portfolios that generate income to serve Penn’s academic mission. In March 2022, the Office of Investment released a [March 2022 Net Zero Goal update](#) that comments on the endowment’s goal of reducing carbon emissions. Mr. Bok also emphasized the importance of Penn’s relationship with the surrounding community and its [contributions](#) to [local schools](#).

Faculty Senate Executive Committee Actions
Wednesday, May 11, 2022

Report from the Senate Tri-Chairs. Faculty Senate Chair William Braham introduced Professor Tulia Falleti as 2022-23 Chair-Elect of the Senate. He then offered a brief year-in-review of the work of SEC:

- Consultation with University officials on responding to evolving public health conditions because of the pandemic and its direct effects on decisions made on campus protocols such as extending masking periods in classrooms.
- Addressing difficult issues regarding academic freedom and free speech, including holding [three webinars](#) on the topic. SEC will continue to foster discussion on the matter in the coming months.
- Initial steps toward examining the effects of the US Department of Justice's [China Initiative](#) on Penn researchers and the role of University policies and practices in supporting and protecting the faculty.
- Passage of several resolutions:
 - [Resolution on the Institutional Response to the Climate Emergency](#)
 - [Resolution on Faculty Bylaws](#)
 - [Resolution for Election Day \(2022 version\)](#)

Issues Requiring a Vote. SEC voted to elect a slate of four faculty representatives for the 2022-2023 University Council Steering Committee.

Senate Committee Reports. SEC heard and discussed reports given by chairs of certain Senate committees. Reports from all Senate standing committees will be published as a supplement of a future issue of *Almanac*.

Senate Committee on Faculty Development, Diversity, and Equity (SCFDDE). Professor Nelson Flores reported on SCFDDE's findings and recommendations. Selected recommendations include:

- The Faculty Senate should create an *Ad Hoc* Committee that closely examines the current University and school-level procedures related to balancing academic freedom and tenure protections with the need for faculty sanctions (including possible tenure removal) for faculty misbehaviors with a particular focus on bringing more transparency to this process and considering the needs of those who have been victimized by these misbehaviors.
- The Faculty Senate should consult with Human Resources to review the current policies related to parental and teaching leave for faculty who choose to grow their families via foster care with the goal of revising the Faculty Handbook as appropriate to address faculty need.
- The Faculty Senate should review the Associated Faculty and Academic Support Staff options available in the Faculty Handbook with an eye toward making the positions appealing enough to attract a diverse applicant pool and considering the possibility of promotion and professional growth for each of the different positions.

- Further, the Faculty Senate should seek data that can help determine trends in gender, race and ethnicity in division, department chair, deanship leadership at the university over the past five years.

Senate Select Committee on the Institutional Response to the Climate Emergency (CIRCE).

Professor Braham reported on the ongoing work of CIRCE's four subcommittees:

- The Subcommittee on Operations received a report from Office of Sustainability on operational responses to the [Resolution on the Institutional Response to the Climate Emergency](#).
- The Subcommittee on Community & Policy has advocated for air travel offsets to be invested locally and created a [Faculty Climate Pledge appeal film](#).
- The Subcommittee on Education and Research created a white paper for President-Elect Liz Magill on the topic: "What shall we prioritize for the new administration?" The white paper addressed the topics Assessing Climate Risks, Developing Mitigation and Adaptation Solutions, Constructing Policy Pathways, and Building New Educational Curricula and Communication Tools.
- The Subcommittee on UPHS and CHOP continues to advocate for the development of its own carbon action plan and is in the process now of developing a dozen active working groups so as to distribute the workload. Any UPHS or CHOP employees are encouraged to [contact the Senate office](#) to be added to the CIRCE:UPHS/CHOP mailing list.

Senate Committee on the Economic Status of the Faculty (SCESF). Professor Iouri Manovskii reported on SCESF's findings and recommendations. SCESF focused on identifying salary and compensation inequities based on race, gender, and other observable characteristics. It also focused on effects of the pandemic-related salary freeze, the ongoing rise in inflation, and effects of the [Policy on Class Meeting Times](#) established in Fall 2021.

Prof. Manovskii suggested that one-time events, such as salary freezes and increases in inflation, can have significant long-term consequences on salaries and retirement savings account balances, absent specific corrective actions in subsequent years. He shared example calculations to illustrate the point. The lack of a merit-based raise in FY2021 seems justified in the circumstances of the pandemic, though if the effects are not reversed by supplying an appropriate increase in subsequent years, a one-time freeze can add up to a large and lasting reduction in faculty salary payments over time. Once the impact of the pandemic on university finances subsides, the University should return base salaries to the same point on their growth trajectory, absent the freeze. However, the University has indicated that no cost-of-living increases for continuing faculty will be made. Some distributional effects of inflation were discussed and will be printed in detail in the forthcoming report.

Passing the Gavel. Professor Braham recognized Professor Jamieson for her three years of service as a Tri-Chair to the Faculty Senate by presenting her with a commemorative gift: an 1864 edition of Thomas Jefferson's [Manual of Parliamentary Practice](#). He then yielded the floor to Professor Gadsden. SEC members welcomed Professor Gadsden as Chair of the Faculty Senate for the 2022-23 year.