

**ANNUAL REPORT**  
**2002- 2003**  
**UNIVERSITY SENATE**  
**&**  
**FACULTY COUNCIL**  
***EMORY UNIVERSITY***

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The annual report for the University Senate and Faculty Council addresses progress towards important goals fundamentally by related to faculty governance initiated over the summer of 2002, and following initiatives of the University Senate and Faculty Council during the preceding year, when ad hoc committees were established to examine the University budget as well as tenure and academic freedom.

The University Senate was guided by its Executive Committee, consisting of William T. Branch, Jr., President; Frank Vandall, Immediate Past President; John Snarey, President-Elect; Susan Lee, University Senate Secretary; Christopher Richardson, President Student Government Association; Robert Zayac, President Graduate Senate and Cherly Bowie, President Employee Council. The Executive Committee of the Faculty Council consisted of William T. Branch, Jr., Frank Vandall and John Snarey. Terry Loften and Donna Troka provided administrative support to both executives committees and also served as Secretary to the Faculty Council. The Executive Committee of both bodies met every first Tuesday of the month, the University Senate meetings were held on the 4<sup>th</sup> Tuesday and the Faculty Council meetings on the 3<sup>rd</sup> Tuesdays of the month.

President William Chace and Interim Provost Howard Hunter attended the majority of the University Senate and Faculty Council meetings and presented regular reports on the state of the University and new university initiatives. There were numerous question-and-answer sessions with the President and Interim Provost of the University. These interactions served to strengthen a sense of excellent communication that existed throughout the year between University administration and Faculty Council and Senate members. The major goal of the University Senate and the Faculty Council during this past academic year was to strengthen faculty and senate governance, largely through taking initiatives of its own in several areas to be described below, as well as responding effectively to challenges that arose throughout the year.

**I. UNIVERSITY SENATE:**

Senate Business began at its September 24, 2002 meeting with an update of the previous year's resolution to restrict smoking around building entrances, resulting in a task force to make recommendations to President Chace. The task force mapped out all entrances and is working on signage and ash trays to implement the policy. The Senate reviewed its past year's resolution to transmit "a report of fringe benefit committee" to President Chace and Interim Provost Hunter, along with a separate resolution to endorse and transmit the "Emory College faculty resolution on the University budget". These resolutions were sent to the Chair of the Board of Trustees. Fringe benefits changes were made by the Trustees. President Branch along with members of the Executive Committee of Emory College met with the Trustees during the summer months regarding this issue.

The meeting resulted in a productive discussion but decision on the part of the Trustees to stand by their fringe benefit changes. Following this meeting, and after discussion with Trustees Chairman Ben Johnson, Senate leaders and leaders of the Executive Committees of Emory College proposed enhanced faculty involvement in University governance through a meeting with Mr. Johnson open to the faculty held at some point in the coming year, along with a proposal to appoint faculty members of the Senate or its committees as regular members of major Trustees committees. Chairman Johnson expressed a favorable response to both proposals in his reply to President Branch.

At the October 29, 2002 meeting of the Senate, Cheryl Bowie, President of the Employee Council reported on the town hall meeting held September 25, 2002, at which President Chase gave a brief report on the state of the University and answered questions related to the fringe benefit, evacuation plans, living wage, and pre-employment drug testing. The Campus Life Committee announced that it would survey faculty regarding mental health services for students and asked for suggestions and possible participation by Senate members. Sidney Stein, Chair of the Fringe Benefits Committee, reported that his committee had examined the relationship with UnumProvident Long Term Care Insurance and was satisfied that Emory employees will not experience problems. President Chace in his remarks raised the issue of academic freedom on the Emory campus, particularly in relationship to potential high feelings that may exist regarding the Mid-East situation. President Chace expressed a desire that the Senate address this issue proactively rather than wait for incidents to occur on the campus. President Chace cited confrontations at the Universities of Chicago and Michigan as the types of responses to be avoided by a proactive policy.

At the November 26, 2002 meeting, Gordon Newby from the Department of Mid-East Studies described his and his Department's experiences regarding various incidents affecting the Middle-Eastern and South Asian Studies Department. The Senate expressed disapproval of certain incidents that had included defacing faculty doors, sending anonymous email notes, and launching an effort to boycott classes. Kim Loudermilk reported on work to affirm re-accreditation for Emory University by the Southern Association of Colleges and Schools. Frank Vandall made a motion to congratulate President Chace on his outstanding leadership, substantial accomplishments and continuing "wry wit" during his term as President, and the motion was passed unanimously with applause for President Chace.

At the January 28, 2003 meeting of the Senate, Provost Hunter reported that the University was recruiting a strong group of scholars in African American Arts and Letters, perhaps the strongest in the world at this time. Similarly, our efforts to recruit in comparative literature have been successful. Cheryl Bowie opened a discussion on the pre-employment drug screening policy. Ms. Bowie explained the rationale for the Employee Council's opposition to this policy. Brian Conley of the Carter Center explained the Employee Council's views. Alice Miller, VP for Human Resources, described how and why the policy was formulated. There followed a thoughtful and lengthy discussion.

At the February 25, 2003 meeting of the Senate, there was continued discussion of the pre-employment drug testing policy resulting in a motion passed (19 – 2) that “the Senate will form a committee representing the diverse community to study altering drug testing policies with a mandate to recommend a revised and more focused policy this academic year. Judy Raggi-Morre gave the first report of the Honorary Degrees Committee. President Chace thanked Brian Conley for his role in the spirited debate on the pre-employment policy.

At the March 25, 2003 meeting of the Senate, Interim Provost Hunter presented a budget for fiscal year 2004 which was balanced and conservative. Provost Hunter announced that Emory had good assets including its physical plant, little unsecured debt, a strong faculty, a good applicant pool, and an increase in its research base. It was announced that the “classroom on the quad” in initiative of the Faculty Council undertaken by the formation of an ad hoc committee by President Branch, consisting of Jim Grimsley, Bruce Knauff and Donna Wong would be held on March 26, 2003, in an effort to proactively address the Middle-Eastern situation. President Branch and President Chace thanked the leaders of this ad hoc committee. Elections were held: Sharon Strocchia, Associate Professor of History was elected the new President-Elect, Jane Howell, Senior Editor Emory, University Publications, was elected the new Secretary of the Senate. President-Elect John Snarey gave an update on pre-employment drug testing. The Senate unanimously passed proposed by-laws changes after a friendly amendment stating the members would normally not serve more than 3 consecutive terms. The Senate expressed its thanks to the task force on smoking for achieving its goals. This policy on limiting smoking has been implemented as reported by University Secretary, Gary Hauk. The Senate passed a motion on the recommendation of Sidney Stein, “the Senate adopts the recommendation of the fringe benefits committee that the contributions of an early retiree (age 55-65) to the total health insurance premium not exceed what an employee leaving Emory would have to pay for his/her family unit to maintain health insurance under the rules set forth in COBRA”.

At its April 22, 2003 meeting, the Senate passed 12 – 7, after a friendly amendment, the following motion relating to the pre-employment drug testing policy:

- A two-level pre-employment drug screening policy is recommended, university-wide. This would screen prospective employees in “safety-sensitive” job functions, and those Schools that had previously adopted a pre-employment screening policy, such as Emory Healthcare. The 2<sup>nd</sup> level would be a School-by-School need to approve pre-employment drug testing, with the responsible officer of the School or unit or his/her designee reporting this decision to the Senate. The views of employees of each School or unit would be considered in this approach. Until the Schools of unit could act, the policy or pre-employment drug testing would remain in effect.

Thanks were expressed for the leadership of President Branch, and the efforts of Donna Troka working on behalf of the Senate Executive Committee as well as remarks by incoming Senate President, John Snarey, that the agenda for the

coming year would be to strengthen the faculty and staff participation in University governance.

## I.1 **Reports Of Standing Committees Chairs:**

The Fringe Benefits Committee

(Sidney F. Stein)

- Health insurance for opposite sex partners
- Offering a deemed IRA through Emory
- Better communication of fringe benefit information to employees
- Consolidation of retirement statements
- Offering financial engines to employees
- Concerns addressed about the UnumProvident long term disability group policy and supplemental long term disability policy

Library Policy Committee

(Steven Case Strange)

- Renovation of Candler Library
- Installation of compact movable shelving in Woodruff Library
- Repair to the exterior of Woodruff stack towers
- Extension of library study space during exams
- New electronic reserve software

University Senate Parking & Transportation Committee

(Lynn Magee)

- Review of the University's master plan and its impact on campus parking
- Review of all shuttle stops to ensure they are accessible to the physically challenged.
- Review of traffic signals surrounding the campus
- Alternative transportation

Campus Development Committee

(Nancy Bailey)

- The gravity monument
- The shuttle road connector plan approved
- A report of information regarding the repair of the maintenance project on Lower Gate Drive and Clifton Road
- The Garden of Hope Memorial
- Fishburne Road relocation approved
- Lullwater comprehensive management plan approved
- Peavine Creek pedestrian improvements
- Honor Grove - report on the pediatrics projects
- Approval on the pediatrics buildings schematic and site location
- Report on the Clifton Road Bridge project
- Approval of the Dr. Partin batting cage
- Sol Lewitt sculpture approved located on a proposed site at the lawn between the Administration Building and Whitehall
- The Goizuetta Business School expansion approved

- Approved the Woodruff PE Center roof exterior and Berm project
- Report on the alliance to improve Emory Village

The Campus Life Committee of the University Senate  
(Mark McLeod & Linsay Warren)

- Formed 2 sub-committees focused on mental health needs related to students and on how to better assist faculty in their efforts to work productively with students who have mental health related challenges.
- Initiate a research project with the School of Public Health to empirically assess faculty perceptions of the mental health needs of their students.
- Met with the Graduate School program to publicize counseling center resources.

Athletics and Recreations Policy Report  
(Ruth Pagell)

- Reported on GPA
- Reported on gender equity
- Reported on facilities
- Reported on financial aid
- Reported on sports accomplishments

The Honorary Degrees Committee  
(Judy Raggi-Morre)

- The committee reported confidentially to the Senate on its deliberations regarding honorary degrees, the choices for the 2003-2004 and its deliberations
- The Senate unanimously approved the recommendations of the committee for individuals selected to receive the honorary degrees

## II. **FACULTY COUNCIL**

The Faculty Council held its orientation meeting in early September, followed by its first meeting on September 17, 2002. At this first meeting, Chairman Branch explained the emails recommending increased faculty participation to University governance sent to the Board of Trustees from Faculty Council and Senate leadership along with leadership of the Emory College Executive Committee. A copy of the email was distributed to members of the Faculty Council. President Chace announced that John Temple would retire after 20 years of distinguished service and that a committee was working to find a successor. Plans have been made to distribute a job description. Sharon Strocchia suggested the formation of an electronic interaction for the Faculty Council and University Senate to keep members up to date about issues. The committee for the search of the Dean of the Emory College was reviewed with the Faculty Council.

At its October 23, 2002 meeting, Chairman Branch gave his address to the Faculty Council on “strengthening faculty governance”. These questions framed the fact that we are presently at a cross-roads: how can we make faculty governance stronger? Over the next decade, budgets may well diminish, how do we deal with this? The “Emory dream” is one of becoming a great research and

teaching university – is this a dream we can achieve? Chairman Branch asked the Faculty Council to think about their role in relation to the Board of Trustees, is the role to advise or consent, are faculty fully participating and truly involved in decision making. John Snarey announced that nominations would be solicited for the distinguish faculty lecturer, 2004. Michelle Smith showed a video describing the *Emory Gives* program. Interim Provost Hunter announced that the Association of American Universities would hold its annual meeting at Emory. Chairman Branch announced that former United States President Carter has agreed to hold a town hall meeting. Various formats for the meeting were discussed. President Chace raised the issue of the Middle-Eastern conflict as a source of dissent on the campus. Chairman Branch formed the ad hoc sub-committee, James Grimsley in English and Bruce Knauff in Anthropology as Co-chairs to consider proactive measures addressing the Middle-Eastern situation on the campus. The role of emeritus faculty members was discussed, and it was agreed generally that emeritus faculty should have representation as will be recommended by the Executive Committee.

As its November 19, 2002 session, James Grimsley and Bruce Knauff reported on their ad hoc committee on academic freedom and student relations. They reported that Gordon Newby would address the University Senate at its next meeting regarding his experiences in the Middle-Eastern Studies Department. Professor Grimsley proposed 2 – 3 faculty/student lunches to discuss potential actions addressing the Middle-Eastern situation. Interim Provost Hunter presented a revenue forecast. He said that the current method of distributing spending dollars is 4% for operations and 0.75% for capital matching, total rate 4.75%. He will propose a different method to the Board of Trustees, lowering the capital matching rate to .375% to maintain a total rate of 4.375%. George Benston responded that the presentation was a good overview. Sharon Strocchia presented a report of her ad hoc committee on communication. She suggested a Faculty Council webpage, distribution list, and construction of an interactive site.

At its January 21, 2003 meeting, the Faculty Council held an open meeting in the Harlan Cinema where Board of Trustee Chairman Ben Johnson presented his thoughts on the search for the new President of Emory University. He announced that the search would be open, that the search committee would be diligent in selecting the best possible person for the job, and that two search firms and two former University Presidents are assisting in the search. A fruitful question-and-answer session followed during which it was suggested that a Faculty Advisory Committee be formed to assist the search committee.

At the February 8, 2003 meeting, Interim Provost Hunter presented expense issues. A lively discussion followed concerning the Emory living wage of \$8.75 per hour below the Atlanta living wage coalition of \$10.65 per hour. George Benston brought up the importance of using “market wage” when hiring. Chairman Branch proposed and it was unanimously passed that there be a Future of the University Committee. This committee would be an umbrella committee including several smaller sub-committees, one of which would be the Faculty Advisory Committee to assist in the search for the new University President. A second sub-committee would include various faculty members proposed to sit on

major committees of the Board of Trustees. A third potential sub-committee might address addition ideas in way to improve the University. President Chace remarked that he welcome the formation of this committee. Chairman Branch announced that President Carter's visit to the Emory campus was set for Thursday March 20, 2003 and given the current international situation, this would be held in the Cannon Chapel as an open forum for as many Emory faculty as wish to attend. Bruce Knauff and James Grimsley reported their meetings with small groups of students discussing the Middle-Eastern situation. These meetings have led to the proposal of a "classroom on the quad", a politically neutral event to address in a thoughtful way all issues related to the Middle-Eastern situation. The Faculty Council unanimously passed a resolution to strongly support and commend this proposal.

At its March 18, 2003 meeting, President Chace reviewed four areas in which Emory's peer institutions utilize funding: tuition, endowment, annual giving and sponsored research. He explained why other institutions are struggling financially, as is Emory. But he believes that Emory's construction of physical facilities over the past ten years have given it an edge. Chairman Branch updated the Faculty Council on the nomination to the Trustee Committees. He will submit a slate of 28 names to Ben Johnson who will choose the final representatives to the major committees of the Trustees. Also the Faculty Advisory Committee for the presidential search is being formed and will include 11 nominations from the Faculty Council. Sharon Strocchia updated the Faculty Council on the achievements of the ad hoc communications committee. She proposed continuing work on on-line discussion forums over the summer and has worked with Jan Gleason to draw up guidelines for distribution list.

At its meeting on April 15, 2003, Chairman Branch reported on the presidential Search Advisory Committee which met on March 28, 2004 to discuss the process and qualities of the candidate desired for President. This was a frank and helpful discussion with Mr. Ben Johnson and other member of the University Search Committee. An open selection process is underway. Claire Sterk and David Carr reported on the research at Emory Report, which at this time is an interim report. The final report will include principles, recommendations, and benchmarks for improvements of Emory University's research programs. Interim Provost Hunter presented a PowerPoint presentation on Emory's budget emphasizing the total budget, increase of 5% in tuition, and projected market value of the endowment of 3.7 billion dollars. Year end committee reports were presented.

## **II.1 Reports of Standing Committee Chairs:**

Distinguished Faculty Lecture Committee

(John Snarey)

- The committee recommended 2 strong candidates to President Chace
- President Chace informed the committee that Professor E. Brooks Hollifield was selected.

Carter Center Liaison Committee

(Frank Vandall)

- The committee had a productive year culminating in a private lunch with President Branch and immediate Past President Vandall in the holding of the open forum discussion by President Carter with the Emory faculty, a highly successful and valuable activity of the Faculty Council

University Teaching Fund Committee  
(Arri Eisen)

- The committee reported on funding across Emory, and summarized its progress and positive effect in furthering the University's mission

The Faculty Hearing Committee  
(James B. Hughes Jr.)

- The committee reported that no requests for hearings were submitted during the academic year

Faculty Council/Faculty Life Course Committee  
(Nannete K. Wenger))

- Committee reviewed leave and tenure policies
- Provided funding for the Emeritus College by working with Interim Provost Howard Hunter
- Held conversations with Daniel Teodorescu regarding his report "An analysis of junior faculty equality issues at Emory University"
- Planned a major issue for the next academic year, discussion of lengthening the tenure clock

The Subcommittee on Academic Freedom and Student Concerns  
(Bruce Knauft and James Grimsley)

- This committee's work is described above under business of the Senate
- The "classroom on the quad" was held, attended by large numbers of students and faculty and considered to be a highly successful effort to address the Middle-Eastern situation
- This committee will consider the possibility of continuing in the coming academic year

Ad Hoc Committee on Communication  
(Sharon Strocchia)

- Faculty Council website
- Distribution list
- Constructing an interactive site

The University Research Committee  
(Josiah N. Wilcox)

- Presented a report on available grants
- Discussed the URC budget for 2003-04
- Faculty awards

II.2 Report of the Future of the University Committee

This committee was formed by the unanimous vote of the Faculty Council as an ad hoc committee, chaired by Chairman Branch. The committee met twice, each time to review its mandate and solicit ideas. The following are considered:

- Transformation into a standing committee of the Faculty Council
- Adoption of a number possible projects to improve the University
- Having a listserv to all allow better email communication with committee members
- Nominated 34 faculty members from whom Trustee Chairman Ben Johnson may choose membership in major committees of the Board of Trustee. We have obtained Mr. Johnson's approval of this process.
- Five of the members of the Committee were chosen by Mr. Johnson to be members of the Faculty Advisory Committee to the search committee for the next president of Emory
- The Future of Emory Committee will have an executive committee to steer its activity, which will be the Executive Committee of the Faculty Council plus other representatives appointed as needed by the Chair.

### **III. CONCLUDING COMMENTS:**

As the University Senate and Faculty Council ended its academic year 2002-2003, leadership passed from President Branch to President Snarey. Ongoing major issues related to the theme of strengthening faculty governance were being addressed. President Branch along with leadership of the Executive Committee of Emory College has been in touch with Mr. Ben Johnson regarding appointing faculty members to major Trustee committees. Mr. Johnson continues to respond affirmatively to this proposal and has indicated that he will shortly make such selections. The Faculty Advisory Committee has been invited to meet again with the search committee to review 4 final candidates for the Presidency of Emory and other issues related to selection. This meeting will be held in July, 2003.

President Snarey has addressed the issue of pre-employment drug testing with President Chace following Dr. Chace's decision to continue the present policy. President Snarey is continuing to work with President Chace on a possible compromise regarding this issue. The Future of the University Committee (FoUC) will meet at some point in the summer following appropriate action on the above items, so that it can continue its deliberations and the formation of potential sub-committees to address various proposals for improving Emory University.