

2003–2004
**ANNUAL REPORT FOR THE
UNIVERSITY SENATE
and
FACULTY COUNCIL**

EMORY UNIVERSITY, ATLANTA, GA

This executive summary provides an introduction to the annual report of the University Senate and Faculty Council. Primary attention is given to initiatives launched and significant milestones reached in enhancing shared governance and the quality of life among faculty and staff at Emory University during the 2003–2004 academic year.

The Senate and Faculty Council were led by an Executive Committee consisting of the President, John Snarey; the President Elect, Sharon Strocchia; the Past President, William Branch; the Secretary, Jane Howell; the President of the Employee Council, Don Newsome; the President Elect of the Employee Council, Susie Lackey; and the Student Government President, Euler Bropleh. Important administrative assistance was provided by Donna Troka and Jennifer Stockings.

The Executive Committee had four regularly scheduled meetings each month. On the first Tuesday of each month, the combined Senate and Faculty Council Executive Committees met in a joint session to plan the month. On the second Tuesday, the Faculty Council's Executive Committee met with President Jim Wagner. On the third Tuesday, the entire Faculty Council met, and on the fourth Tuesday, the entire University Senate met. In addition, it was common for the University Senate President and members of the Faculty Council Executive Committee to have two or three additional meetings every week (e.g., Senate and Faculty Council subcommittee meetings, Board of Trustees Academic Affairs Committee meeting, Board of Governors of the Association of Emory Alumni meeting, or a Carter Center meeting.)

One highlight from each of the monthly meetings of the Faculty Council and University Senate is summarized below.

September Meeting Highlights

Faculty Council, September 16

Instead of an early September orientation lunch for new council members, we welcomed and oriented new members to the Faculty Council at the first meeting and a “What You Need to Know” handout was distributed. Returning members of the Faculty Council were invited to share what they wish they had known when they first joined the Faculty Council (e.g., it is part of the Senate!). A rich discussion followed. President Snarey then gave a brief presentation of his theme for the year, “Enhancing Shared Governance”; a detailed picture of the issue and what was at stake was planned for the first University

Senate meeting. Remarks by President Wagner, who was attending his first Emory Faculty Council meeting, showed he had clearly heard the faculty's desire for greater transparency and consultation from the administration.

University Senate, September 23

The highlight of the first Senate meeting was a thorough introduction to the year's theme, "Strengthening Shared Governance." President Snarey presented three guiding assumptions: 1. Shared governance results from and proceeds by cooperation. 2. Shared governance and academic freedom are inextricably linked. 3. Shared governance is an ethical obligation. Remarks followed by President Jim Wagner, for whom this was his first Emory Senate meeting, and 20th day, at Emory. He discussed the need to be open in communication and structured in action. President Snarey's talk served to stake out the Senate's territory, and President Wagner's remarks and personable style served to communicate that we had begun a new ballgame in terms of University Senate and University Administration relations.

October Meeting Highlights

Faculty Council, October 21

The highlights of the meeting were presentations by two Past Chairs of the Faculty Council and Past Presidents of the University Senate. Mike Kaufman (Pres. 1992-1993), from the Chemistry Department, and John Boli (Pres. 1999-2000), from the Sociology Department, each described how shared governance had functioned during their term and generally described their experiences of working with Emory's administration. At the close of the meeting, President Wagner made comments, demonstrating that he had appreciated and learned from the talks.

University Senate, October 28

The primary agenda item was a proposed agreement for Faculty Representatives to serve on the Board of Trustees (BOT). Essentially, following extended conversations about shared faculty governance of the University, the Trustees' Committee on *Governance, Trusteeship, and Nominations* agreed to recommend that the BOT Chair appoint Faculty Counselors to each of the major board committees. This achievement was due, in large part, to William Branch, Chair of our Futures Committee, and Ben Johnson, the chair of the Board of Trustees. Ben Johnson, who did such an outstanding job of bringing us a new president, again had earned the appreciation of the entire university community. President Wagner also expressed his clear support for the Faculty Council's proposal, which we most appreciated. Former President Jimmy Carter, as the *Wheel* reported last year, had expressed concerns about the representativeness of the BOT. His concerns have been partly addressed in that we have made a major contribution to balancing the viewpoints represented on the eight most important BOT committees. Lost in discussion, however, was the fact that the original request had been for "faculty representation on" the BOT and what had been offered was the role of "faculty counselors to" the BOT; also, there was no agreed-upon mechanism for selecting Faculty Counselors in the future.

There was another highlight, that cannot be ignored. The Senate Ad Hoc Committee on University Drug Testing Policy, chaired by Sharon Strocchia, presented a proposal for a new pre-employment drug-testing policy. Essentially, the policy would apply only to applicants for “safety-sensitive” positions. In contrast to last year’s contentious debates, the motion passed unanimously and President Wagner seemed ready to act on it promptly, which he did.

November Meeting Highlights

Faculty Council, November 18

Environmental talk highlighted the third Faculty Council meeting of the year. The Council received a report from the Faculty Council’s Ad Hoc Committee for Environmental Stewardship. Chair Peggy Barlett, along with John Wenger and Sheila Tefft, presented an overview of their work, which ranged from ivy pulls to the Piedmont Project, which encouraged faculty to incorporate environmental themes into their courses. President Wagner’s comments followed and, in effect, extended the discussion of environmental stewardship by updating the Faculty Council on several initiatives, ranging from a Lullwater management plan to an energy-use reduction task force.

University Senate, November 25

The highlight of the November Senate meeting was a panel of Past Presidents of the University Senate: Frank Lechner (Pres. 1993-1994) from the Sociology Department, Luther Smith (Pres. 1994-1995) from the Theology School, Bill Cody (Pres. 1997-1998), and Frank Vandall (Pres. 2001-2002). They had been invited to review with us their year as President and to help us develop a clearer sense of the history of shared governance at Emory. The panel continued the discussion begun at an earlier Faculty Council meeting by relating their experiences of working with Emory’s administration. Current senators learned several new aspects of the Senate’s history over the last decade. President Wagner also noted that he had learned a lot from the panel.

January Meeting Highlights

Faculty Council, January 20

The highlight of the meeting was a report on “Research at Emory” by Claire Sterk, Chair of the Commission on Research, along with Howard Kushner, and Kim Wallen. The Commission had begun its work under a President and Provost who were no longer at Emory, so they felt it was important to put their findings back on the table at this time. A vigorous discussion followed, which focused both on the details of their suggestions as well as the predominant philosophical assumptions underlying their suggestions. President Wagner provided a sense of closure by stating that the report would play a major role in the research component of the upcoming new University Strategic Plan.

University Senate, January 27

The high point of this meeting was a report by the Senate's Retiree Health Insurance Committee (RHIC). I had chaired this committee but, given my obligation to preside over the meeting, I asked Sid Stein to report on my behalf and, of course, he clearly presented the proposal to restore the pre-2003 University contributions to the health insurance premiums of retired employees under the age of 65. Vice President Mike Mandl, who also served on the committee and provided access to needed information, spoke in support of the plan. He indicated that it would cost \$180,000 for the first year with decreasing amounts each year thereafter. The Senate unanimously passed the motion and forwarded it to President Wagner. As we would learn, President Wagner acted upon the recommendation promptly. The campus newspapers' headlines captured the spirit of celebration: "Senate passes retiree-benefits motion" (*Emory Report*, Feb. 3), "Retirees praise benefit renewal" (*Emory Wheel*, Feb. 6), "Changes for retirees effective March 1" (*Emory Report*, Feb. 9)

February Meeting Highlights

Faculty Council, Tuesday, February 17

Members of the Faculty Council sat through the meeting with unusual calm, waiting for the final item under New Business. Richard Metters of the Business School introduced a motion to reduce the number of Faculty Council meetings each semester from three to two. The discussion which followed revealed the general consensus that this was not a good change and, most certainly, this was not a good time to make such a change. The motion was defeated. Although Professor Metters was not successful, his initiative was recognized, and the Executive Committee subsequently asked him to Chair the Faculty Council's Budget Review Committee for the following year. He accepted the invitation.

University Senate, February 24

President Wagner briefed the Senate on progress toward Emory's Strategic Plan. He nested the Strategic Planning report between the prior Vision Statement and the forthcoming fund raising campaign. With the Board of Trustees' approval, Emory's comprehensive strategic planning process was about to begin. The Strategic Plan would take over a year to complete, and involve all units of the University, in order to identify the University's strengths and opportunities and the resources it will take to address them. About 150 faculty have already been asked to serve on a series of subcommittees, but little progress in academic areas could be expected until a new provost is named. The Strategic Planning Committee will be co-chaired by the new provost and Michael Johns.

March Meeting Highlights

Faculty Council, March 23

The highlight of the March meeting for most faculty was Mike Rogers' report as Chair of the Ad Hoc Academic Leave Policy Review Committee. Rogers presented the

committee's findings from their survey of the leave policies at other top-tier universities. After a good discussion, the following resolution was passed unanimously:

“The University desires to attract and retain leading scholars. The report ‘Research at Emory’ identifies that ‘the university must ensure adequate time for scholarly reflection’ (p. 60), that within two years, the university should ‘establish plans for paid research time’ (p. 79), and that within five years, it should ‘invest adequate resources to sustain a program of faculty development. (p. 81). Part of such a program should include sufficient opportunities of academic leaves for scholars, including leaves between sabbaticals. In light of the strategic planning now underway, the Faculty Council recommends that the President and his administration work with the Faculty Council to encourage the development of appropriate, competitive scholarly leave programs in the divisions of the university in the strategic planning process.”

University Senate, March 30

Among President Wagner's extended comments at this meeting of the Senate, the most important was his public announcement that Earl Lewis had been named as the new provost. President Wagner reported that Earl Lewis was already involved with some aspects of his new position, while he disengaged from his prior position. Eventually, Provost Lewis will help lead the Strategic Planning effort.

April Meeting Highlights

Faculty Council, Tuesday, April 20

The meeting had no highlights. A budget report and annual reports from standing committees were received and are included elsewhere in this annual report.

University Senate, April 27

The meeting involved end-of-year committee reports and installation of new officers and new Senators. The highlight was the enthusiastic installation of Sharon Strocchia as the new University Senate President and Mike Rogers as the University Senate President Elect.

Concluding Comments

As is the custom at Emory University, the Board of Trustees invited the University Senate President to present an annual report at a Board of Trustees Meeting. I spoke to them on the topic of “Who Owns Emory?” and used a glass of water as a prop. I began by reviewing the difficult history of the last two years under former President Bill Chace (how the Emory glass was half empty) and the dramatically improved history of the current 2003–2004 academic year with President Jim Wagner (how the Emory glass was also half full). I emphasized how the important improvements were the fruit of genuine cooperative partnership between the University Senate, the University Administration, and the University's Board of Trustees.

Having set the stage, I moved into the following talk on shared ownership: “Under our economic system, we tend assume that everything must be the property of someone, whether it be an individual, a group of stockholders, or whatever. This is fine for a for-profit business but a university not *simply* a business. It has business-like features, of course, but it is also more than a business. It is, among other things, a community of partners with a mission to serve the common good.

So, are the *students* who take classes, play on Emory’s athletic teams, and participate in campus organizations also owners of the glass? You bet they are. When our swim team looks to bring a sixth straight UAA title to Emory’s campus, they are exercising their ownership. Are students the sole owners of the glass? Of course not—the glass is owned collectively.

Are the folks who take care of Emory’s *buildings and grounds* also owners of the glass? You bet they are. And when a gardener takes special care to set a tulip bulb just right so that we can all enjoy the bloom and fragrance each spring, she is exercising her ownership. Is she the sole owner of the glass? Of course not—it is owned collectively.

Are the employees who *staff* our offices and services also owners? You bet they are. And when a secretary goes out of his way to make sure a report is ready for a meeting, he is exercising his sense of ownership. Is he the sole or primary owner? Of course not—the glass is owned collectively.

Are *faculty and administrators* also owners? You bet we are. In addition, when faculty and administrators do the difficult work of working collaboratively for the common good, they are exercising their sense of ownership of the university. Are faculty and administrators the sole or primary owners of the glass? Of course not—it is owned collectively.

Are members of the *board of trustees* who are entrusted with the university’s fiscal strength also owners? You bet you are. Moreover, board members exercise their ownership when they devote time and energy to making sure the University is fiscally responsible and has good leadership. Are trustees the sole or primary owners of the glass? Of course not—it is owned collectively. We are all stewards.”

John R. Snarey
Past President of the University Senate
Past Chair of the Faculty Council