

**REPORT OF THE UNIVERSITY SENATE  
AND FACULTY COUNCIL  
OF EMORY UNIVERSITY  
1999-2000**

## **I. INTRODUCTION**

This report includes as attachments the minutes of all Senate and Faculty Council meetings, the formal resolutions passed by the Senate and Council for submission to the President of the University, and the annual reports of the Standing Committees of the Senate and Council. I will not review this material in detail; rather, I will discuss some of the highlights of the Senate's and Faculty Council's work, particularly those issues that were of greatest concern to the Executive Committee of the two bodies. Members of this group for 1999-2000 included John Boli, President; Claire Sterk, President-Elect; Frank Vandall, Secretary; Virgil Brown, Past-President; Ann Rouse, President of the Employee Council; Matt Maron, Student Government Association President; and Beth Corrie, Graduate Student representative (during her absence for part of the year, alternate Cathy Corrie served in her stead).

As has become the custom, both University President Bill Chace and Provost Rebecca Chopp regularly attended Senate and Faculty Council meetings, offering remarks about key university activities and fielding questions from members. The President and Provost also participated actively in a number of discussions in both bodies' meetings, and their openness and, indeed, eagerness to have conversations with the Senate and Council were most welcome. We hope to nurture this close contact between senior administrators and the governance bodies in coming years as we continue to strengthen the Senate and Council and increase their significance in the operations of the university.

## **II. THE UNIVERSITY SENATE**

The theme for the 1999-2000 University Senate was "Emory in the World." The theme reflects the increasing internationalization of the University, and one central dimension of Senate activity for the year was the internationalization process that affects so many aspects of university life. Related themes outlined in the presentation that I delivered at the opening meeting of the Senate in September are captured by the rubrics of "The World in Emory," reflecting the increasing numbers of international scholars and students in the university, and "Emory's World," a concern for the health of the Emory community, both intellectually and socially. The latter issue became a major topic of the Faculty at Emory Project that emerged in the Faculty Council (discussed below).

Senate activities for the year began with an orientation session for new members in early September. As the incoming President, I presented an overview of the Senate and Faculty Council and discussed their place in the governance structure of the university. Presentations followed from Ron Foust, ITD, Past President of the Employee Council; Matt Maron, SGA

President; and Karen Salisbury, Campus Life, a current Senate member. Following remarks from University President Bill Chace, new Faculty Council members posed questions to former Senate/Council presidents Rick Letz, Public Health, and Luke Johnson, Theology, as well as Harriet King, Senior Vice-Provost for Academic Affairs and ex-officio member of the Senate and Council. The orientation event was much appreciated by those who attended, and the Executive Committee will ensure that it becomes an annual event to ease the incorporation of new members into the bodies and help them understand more quickly the work that they are undertaking.

No single issue was of overriding importance in the Senate's activities for 1999-2000, though the theme of internationalization came up in various guises throughout the year, beginning with a presentation by Vice Provost for International Affairs Marion Creekmore at the September meeting. Perhaps the most time-consuming issue for the Senate was a proposal to expand Emory's workplace giving program. For many years, Emory has sponsored a campaign in conjunction with United Way to encourage employees to use payroll deductions to support United Way activities. In October, a proposal to broaden the options available for workplace giving was presented to the Senate by Jim Wilson, faculty member in Cell Biology at Yerkes, and Alice Rolls, Executive Director of the Environmental Fund for Georgia. In response, the Senate appointed an Ad-Hoc Committee on Workplace Giving, for which Steve Hochman of the Carter Center graciously offered his services as chair, to look into the issues involved in expanding the workplace giving program (other members of the committee were Bob Lee, Medicine; Judith Miller, College; and Ann Rouse, Employee Council). The committee made a verbal report of its findings in March and presented a written report in April, at which time the Senate deliberated the matter and passed a resolution in favor of expanding the program. The thrust of the resolution is to limit giving options to major umbrella organizations like the United Way and the Environmental Fund for Georgia, but the details of the expansion must be worked out over the next year or so (assuming that the resolution is accepted by the University President and the Board of Trustees).

Another issue of some gravity came before the Senate in March in the form of a resolution prepared by the Black Student Alliance (BSA) regarding the rebel flag that is incorporated in the state flag of Georgia. The BSA contingent presenting the issue was led by College student Tito Jackson, following up on successful efforts to have similar resolutions passed by the BSA itself, the Employee Council, and other bodies at Emory. The initial resolution called for an explicit Emory policy never to fly the Georgia flag on campus until the rebel emblem is removed. After considerable debate, the motion on behalf of this resolution was tabled so that an impromptu working group, led by Senate member Bob Lee, could rework the resolution to increase its relevance and effectiveness. The revised resolution was presented, debated, and passed at the Senate meeting in April. It directs a letter to the Georgia Legislature urging removal of the rebel emblem from the Georgia flag and asks that the Emory Board of Trustees join the Senate in advocating this move by the legislature.

As always, the Standing Committees of the Senate were responsible for the bulk of the Senate's detailed activity during the year. I can say without fear of contradiction that all of the

committees had a busy, even intense, year, and their annual reports reflect this intensity. To improve communication between the Standing Committees and the Senate, I asked the chairs of the committees to present mid-year reports regarding their current work and activities; these were delivered at the November and January meetings. I also initiated email lists on the LISTSERV facility for both the Senate and Faculty Council, so members can communicate directly with each other and reach all other members at once. Traffic on the lists was fairly light this year, but it is likely to expand in the future as members become accustomed to LISTSERV communication.

To keep Senate members informed about major aspects of Emory's development, numerous campus leaders were invited to speak about their projects and programs. At the September meeting, Kathy Reed reported on the activities of the President's Commission on the Status of Women, including results of a survey of female Emory staff members completed in 1999 by the Commission. In November, Bob Hascall of the Facilities Management Division used maps and charts to review current and future campus building plans. Steve Sanderson, Dean of Emory College, spoke in January on behalf of the Council on Information Resources and Technology (CIRT), the highest-level policy-making body for information technology at Emory, to outline key issues emerging in that area. The February meeting found Paul Morris, Vice Provost for Information Technology, making a related presentation on behalf of the Information Technology Architecture Committee, which deals with the basic structure of Emory's information technology systems. (Vice Provost Morris also faced the rather arduous task of explaining and apologizing for the dreadful string of catastrophic email problems that plagued the campus for much of the academic year.) Last, in April we heard from Todd Schill of Residential Services about present construction and future development in the University Apartments area.

Along with the customary selection of honorary degree recipients for the 2001 Commencement, a number of procedural matters handled by the Senate deserve mention. First among these is the creation by President Chace of the Lullwater Management Task Force, whose primary charge is the preservation of the Lullwater area to prevent encroachment as Emory's rapid growth proceeds. The Senate nominated representatives to the Task Force from the Campus Development, Environment, and Safety and Security committees; a representative from the Faculty Council was also nominated, and the nominees were appointed in due course by President Chace. Second, the Senate amended its by-laws to add the President of the Graduate Senate to the University Senate and make both the Student Government Association and Graduate Senate presidents members of the Executive Committee immediately upon election to their respective offices. We hope this change will improve student engagement in the Senate and communication with student constituencies from their Senate representatives. Third, Provost Chopp agreed, with the strong support of President Chace, to institute incentive funds for Senate/Faculty Council officers. These funds, to support research, travel, and other non-salary expenses, will amount to \$3000 for the President each year, and \$1500 for the President-Elect and Past-President. Similar funds have been available for other leading faculty governance positions in years past, and they will provide modest but welcome compensation for the officers.

At the April meeting, new officers of the Senate were installed following their election in March.

As Claire Sterk assumed the office of Senate President, receiving with all due pomp and circumstance the Unofficial Gavel of the University Senate that I introduced this year, Frank Vandall became President-Elect and Susan Lee became Senate Secretary. Other new faces on the Executive Committee for 2000-01 include Susan Cook, President of the Employee Council, as well as SGA President Moses Kim and Graduate Senate President Amanda Epstein.

I should mention a few issues that are likely to occupy the Senate in the next year or two. The largest of these is the development of Emory West, which has been put in a holding pattern except with respect to the biotechnology center that Emory is initiating in conjunction with Georgia Tech. Emory West offers many opportunities for expansion and new initiatives, but it also will require careful planning and strong Senate involvement to help establish desirable directions for its development. Another issue is reconciliation of the separate Forest Use policies of the Senate and the Board of Trustees, which differ in important respects. The Committee on the Environment and the Campus Development Committee began studying the matter this year but complex issues emerged, so more time will be needed to complete this action and bring it to the Board. We also will need to implement the expanded workplace giving program, which may require establishment of a committee to set criteria for eligible recipients and work out the practical aspects of offering payroll deduction for a variety of possible recipients.

Last but hardly least, I would like to express my heartfelt thanks to the support staff for the Senate and Faculty Council this year to DeAnna Spurlin, whose service ended in November when she left to take a teaching position, and to Terri Loftin, who replaced DeAnna on short notice and quickly made herself indispensable for the conduct of our business. Without their dedicated and highly competent help, my work and that of the Executive Committee would hardly have been sustainable.

### **III. THE UNIVERSITY FACULTY COUNCIL**

The most prominent activity of the Faculty Council this year was the first phase of the Faculty at Emory Project, an endeavor that I initiated in conjunction with Provost Chopp and in consultation with several past presidents of the Senate and Council. The Faculty at Emory project's primary goal is to improve the situation and capabilities of the faculty to work effectively, thereby also furthering the progress of the university. It addresses both the principal activities of the faculty (research, teaching, service) and the distinct problems and issues of faculty at various career stages (from junior to emeritus faculty, as well as non-tenure track instructors). A major additional component of the project is reconsideration of the governance structures of the university, particularly the University Senate and Faculty Council themselves.

In the fall, I appointed a Steering Committee for the project that draws on Council members as well as other enthusiasts from around the university. Members include Ralph Brubaker, Law; Arlene Drack, Medicine; Nancy Eiesland, Theology; Michelle Lampl, College; Sharon Lewis, Oxford; Kate Nickerson, College; and Claire Sterk, Public Health. I served as chair of the Steering Committee during this initial phase. The Steering Committee and Council met jointly

in November to identify and discuss the major issues and themes that should be addressed by the Project. We then turned to the matter of organizing a series of fourteen faculty lunches, involving about 150 faculty members from across the university, to learn about the major concerns of the faculty and gather suggestions about improvements that would enhance faculty effectiveness and promote greater faculty engagement in the life of the university. Susan Frost, Vice Provost for Institutional Planning and Research, and her staff provided essential support to plan the lunches, invite faculty (selected at random), and produce detailed records of the lunch discussions. Her office also took responsibility for producing computer-based qualitative analyses of the lunch discussion records. The lunches were held in January and February.

The lunch discussions provided the primary source material for the report that was prepared in May as the culmination of the initial phase of the project. A copy of the report is also attached here. The report summarizes the findings of the lunch discussions and outlines steps to be taken to move the project forward in 2000-2001, including appointment of a commission to broaden the scope of the project and organize its findings for discussion and evaluation by the faculty. As outlined in the report, this commission would spend most of 2000-01 gathering information and making visits to peer institutions, preparing a final report with recommendations to the university by end of the summer of 2001.

Some of the other business of the Council this year was closely related to the concerns of the Faculty at Emory Project. In October, John Bugge and Gene Bianchi (both of the College) presented a proposal for an Emeritus College to provide facilities for emeritus faculty and programs to maintain emeriti engagement in the university. Walt Reed, Director of the Center for Teaching and Curriculum in the College, spoke to the Council in November about implementation of the "Teaching at Emory" report during the past two years, informing the Council of actions that should make the teaching process more effective and satisfying. The Council also established the Course Evaluations Task Force, chaired by Scott Lilienfeld of the College, to improve faculty understanding and use of student course evaluations, not least for tenure and promotion purposes. The Task Force spent the year defining its charge, gathering information on present practices in all the schools of the university, and outlining its work for next year, which should end with preparation of a report and recommendations to be considered by the Council. Other members of the Task Force are Walt Reed, College, Director of the Center for Teaching and Curriculum; Kathy Park, Nursing; Gary Smith, Law; Mark Auslander, Oxford; Ted Brelsford, Theology; Patrick Noonan, Business; Usha Ramakrishnan, Public Health; and George Engelhard, College.

The Council continued its work on policy issues regarding faculty work and life that were held over from last year. In September I had the pleasure to present the final version of the Policy on Consensual Teacher-Student Relationships, worked out by an ad-hoc committee composed of Laura Kimble, Nursing; Bill Cody, Oxford; and Rick Rubinson, College. The Faculty Life Course Committee pushed onward with its work on the Parental Leave, Tenure Clock, and Maternity Leave policies that emanated from the Junior Faculty Development Committee, which was chaired by Randy Strahan of the College. Those policies have not yet reached their final form, though the Parental Leave Policy is nearly finished. This policy work has expanded

contact between the Faculty Council and the Council of Deans that was instituted by Provost Chopp a couple of years ago, and the Council considers this a welcome development. The Executive Committee has discussed the possibility of sponsoring a joint meeting with the Council of Deans next year to further expand dialogue with the Deans.

The other Standing Committees of the Faculty Council did their usual excellent work this year. The University Teaching Fund, chaired by Tanya Sudia-Robinson, conducted two funding cycles to support innovative teaching projects with its annual budget of \$250,000. The University Research Committee, led by new chair Josiah Wilcox, also conducted two funding cycles, awarding nearly \$1 million in support of some forty research projects. The Distinguished Faculty Lecture Committee, chaired by President-Elect Claire Sterk and comprised of the past Distinguished Lecturers, selected John Witte of the Law School as the Distinguished Lecturer for 2000-01. (I should mention that we altered the custom of having the President-Elect of the Senate/Council introduce the Distinguished Faculty Lecturer at the lecture event. Hereafter, the current President will do the introduction. Hence, I had the pleasure this spring of introducing Ray Martorell of the School of Public Health for his Distinguished Lecture, having chaired the committee last year when it selected him for the honor.)

Two issues involving the Council of Deans remain unresolved for the time being. The first of these is the Mediation Proposal developed over the past two years to offer a mechanism for resolving disputes between faculty and deans without having to take the more ponderous step of invoking the jurisdiction of the Faculty Hearing Committee. The Faculty Council was informed of the Council of Deans' opposition to the proposal at the October meeting, and we decided after some deliberation to let the proposal rest while reserving the right to revive it at some future date if circumstances should warrant. Second, Council of Deans' representative Dean Jim Curran of Public Health brought to the Faculty Council in October a proposal to revise the preface of the "Statement of Principles Governing Faculty Relationships" (the Gray Book). The preface deals with "Academic Freedom and Responsibility," and the proposed changes were referred for review to the Faculty Hearing Committee. Ensuing Faculty Council discussion of the revisions pointed to several objectionable features that appear to infringe needlessly on academic freedom and faculty autonomy, and the Council asked for justification from and dialogue with the Council of Deans about them. Provost Chopp eventually decided that the revisions should not be considered at the present time, though they too may be presented to the Council again at some point.

A related issue that also involved the Faculty Hearing Committee (which, it should be noted, was not asked to hold a hearing this year) centered on an unclear aspect of the Committee's jurisdiction: do non-tenure track faculty whose limited contracts are not being renewed have the right to seek a hearing from the FHC? The issue arose in relation to the non-renewal of expired contracts of a number of tenure-track instructors in the School of Nursing, due to budgetary problems and a reorientation of the School's programs. Some of these instructors had been teaching for many years and many of them had excellent teaching records, so the question arose as to whether they could ask to be heard by the FHC about the non-renewal of their contracts. After considerable consultation, the Council determined that cases of non-renewal of non-tenure

track faculty contracts are within the jurisdiction of the FHC, but only with respect to procedural issues such as proper notification of non-renewal by the stipulated deadline. FHC jurisdiction does not extend to more substantive issues, such as decisions about whether contracts will be renewed or allowed to expire.

An important procedural change that was agreed upon this year relates to Council involvement in the university budget process. Following the presentation on the budget in March by Charlotte Johnson, Senior Vice Provost for Administration, the Faculty Council expressed with a strong voice the view that faculty should have greater influence on budget planning and priority-setting; heretofore, the budget presentation has come at the end of the budget process, after all key decisions have been made. Provost Chopp endorsed the Council's position, agreeing that the budget discussion will occur at the beginning of the academic year so the Council can make its views known with respect to priorities and funding for new initiatives before the basic budget decisions have been finalized.

Two organizational changes marked the Faculty Council this year. First, Provost Chopp and President Chace decided, in consultation with administrators and faculty (including the Executive Committee), to disband the University Priorities Committee and incorporate its continuing members in the Faculty Council as appointees of the President. The Priorities Committee has been duplicating activities of the Council, thereby diluting the faculty governance structure needlessly, so its incorporation into the Council will strengthen the latter body. Second, the Council decided to reincorporate the ad-hoc Junior Faculty Development Committee into the Faculty Life Course Committee and make the larger committee a Standing Committee of the Council. The Faculty Life Course Committee will work closely with the Faculty at Emory Project, since its concerns dovetail neatly with some of the major themes of the Project.

Looking ahead to next year, the Council will be heavily involved in the continuation of the Faculty at Emory Project, assuming that the Project carries on in the form of a Commission. A substantive issue that is likely to be central in 2000-01 is the university's Intellectual Property Policy, which has been under revision for a considerable period but still has provisions that have raised faculty eyebrows in various quarters. The periodic Southeastern Association of Colleges and Schools (SACS) accreditation review of the university is scheduled for next year, and Council meetings will need to consider issues raised by the review process. Finally, the Council will be involved with the Year of Reconciliation activities planned for next year. Chancellor Billy Frye spoke to the Council at the October meeting about the planned activities, and this topic is likely to be a prominent early agenda item.

#### **IV. CONCLUSION**

Looking back over this and the preceding two years of my service in the Senate and Faculty Council, I discern a heartening increase in the vitality of the two governance bodies and in the energy and enthusiasm of their members. My experiences with other members of the leadership,

as well as with committee chairs, student leaders, and the general memberships of the Senate and Council, has been extraordinarily positive. Much of my work this year involved recruiting faculty to help with new initiatives or join existing committees, and I was greatly cheered by the willingness I found among Senate and Council members, and the faculty at large, to pitch in to make Emory a better and more faculty-responsive institution. I also appreciate the strong support of Provost Chopp and the sincere efforts by President Chace to encourage the Senate and Council to become stronger and more vital bodies. Most of all, perhaps, I am grateful to my many predecessors in the President position, whose vigorous efforts, good judgment, and steady guidance laid the sound foundation on which I have been able to build, to a modest and limited extent, in helping to keep faculty governance on the right track. I fervently hope that the Faculty at Emory Project can give a special boost to the governance structure, and to improvements in the lives of faculty members throughout the university.

Respectfully submitted,

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President of the University Senate  
Chair of the University Faculty Council