

Minutes of the Emory Faculty Council

September 17, 1996

The meeting of the Faculty Council was convened by Chair Luke Johnson at 3:15 p.m. on Tuesday, September 17 in Room 400 of the Administration Building, Emory University.

Dr. Johnson welcomed everyone and asked that they introduce themselves.

Members Present: Ben Arnold, Larry Beard, Susie Buchter, William Chace, Rebecca Chopp, Terry Clark, William Cody, Paul Courtright, Douglas Falls, Richard Freer, James Hughes, Luke Johnson, Harriet King, Steve L'Hernault, Richard Letz, Dennis Liotta, Linda Moneyham, David Pacini, Sidney Perkowitz, Rick Rubinson, Winfield Sale, Randall Strahan, John Temple, and Dan Treadaway.

Members Excused: Donna Brogan, Maureen Kelley, and Nanette Wenger.

Guests Present: Julie Johnson, and Melanie Kingston

The Agenda was distributed and approved.

The Minutes of the April 9, 1996 meeting were approved as distributed.

Report from President William Chace

Dr. Johnson welcomed President William Chace who reported on the following matters.

- Announcement of Billy Frye's resignation as Provost of the University, which will be effective at the end of the 96-97 academic year. At that time Provost Frye will assume the role of Chancellor and continue to work on projects that will not be coterminous with his position as Provost.
- Dr. Chace requested that Council members submit to him suggestions for a person to serve as Interim Provost.
- The special fund created by the Robert W. Woodruff Foundation, the Joseph B. Whitehead Foundation and the Lettie Pate Evans Foundation to provide an annual distribution of dividend income to the Health Sciences at Emory. The fund will be drawn from the dividend of Coca-Cola stock totaling \$300 million, and is estimated to generate an annual income of about \$3 million beginning this fall.

Half of the yearly fund (\$1.5 million) is designated for the Winship Cancer Center, and the other half will be allocated according to recommendations by Dr. Michael Johns, Executive Vice President for Health Affairs, and the approval of said recommendations by the Board of Trustees.

- A Strategic Planning Group has been established and is meeting in an advisory capacity to Dr. Chace. The group is working from the values platform of *Choices and Responsibility*, and exploring ways to make those concepts realities as

Emory moves forward into the future as a university within its local and global community.

1. The Group meets every other week. Luke Johnson sits with the group as faculty representative. Dr. Chace encouraged faculty involvement in this effort and welcomes suggestions and thoughts from everyone.
 - The Carter Center is engaged in strategic long-term planning. The purpose is to put into place a responsible plan, that will carry the work of the Center well beyond the lifetimes of Jimmy and Rosalyn Carter. Some of the key questions being addressed include: What is and shall continue to be the mission of the Carter Center? How should the question of succession at the Carter Center be handled? What is the perfect relationship between the University and the Carter Center? Emory has always had links to the Carter Center, but currently they are stronger than ever due to the formation of a new Board of Trustees which includes ten members selected by Emory. Additionally, the Carter Center endowment is handled by Emory. The endowment's market value is approximately \$68 million.
 - The President's Advisory Committee will meet for the first time on October 7. Dr. Chace wishes to assure proper equity and balance when tenure and other particularly difficult issues are addressed. With that in mind this committee is comprised of scholars and teachers, who will be able to advise Dr. Chace on complex matters as they arise.

Report from Dr. Dennis Liotta

In his new role as Vice President for Research, Dr. Dennis Liotta was asked to speak to the Council.

Dr. Liotta acknowledged that Emory is an established research university, and as such has basic research functions in place. He sees his role in this new position as an advocate of the faculty to facilitate multidisciplinary initiatives within the University; to support, coordinate, and direct sponsored and non-sponsored research activities and programs; and establish good working relations with the business community.

As a facilitator and advocate of the faculty as well as liaison to the business community, Dr. Liotta will be reporting to the University and related communities. Officially, however, his reporting lines are to the Provost and to the Executive Vice President of Health Affairs.

The University Research Committee, a faculty-run enterprise and a standing committee of the Faculty Council, is under the purview of Dr. Liotta. Though the UCR has functioned successfully in the past, Dr. Liotta looks to further improve the work of the committee. He posed a number of questions regarding the procedures and structure used to distribute the University Research Grant funds. The committee will be re-evaluating this process. Dr. Liotta requested any comments and suggestions along these lines be addressed to him.

The next meeting of the University Research Committee will be on September 26. A chair for the committee will be elected at that time. It was noted that subsequent to the

election of a chair, action will need to be taken by the Faculty Council to establish this person as an ex-officio member of the Council.

Thanks were expressed to Dr. Liotta for his report, and to Melanie Kingston for her presence and willingness to field questions.

Report of the Commission on Teaching

Dr. Johnson introduced Dr. Rebecca Chopp, Dean of Faculty in the School of Theology. Dr. Chopp reported to the Council as head of the Commission on Teaching.

The Commission's charge was to evaluate the state of teaching at Emory and to make bold suggestions about its future; to lift up and affirm teaching in the University; to raise questions about teaching in the future; and to strengthen the university-wide convention regarding teaching.

The commission has established six subcommittees to carry out their work. The subcommittees are entitled:

- Teaching, Evaluation & Effectiveness (chaired by David Kleinbaum)
- Rewards & Incentives (Co-chaired by Al Merrill & James Gustafson)
- Teaching Practices (chaired by Walt Reed)
- Interdisciplinary Teaching/Research (chaired by John Wette)
- Teaching in Digital Environment (chaired by Benn Konsynski)
- Future of Teaching at Emory (chaired by Rebecca Chopp)

Other initiatives of the Commission include a monthly column on teaching in the *Emory Report*, a co-sponsorship with the Ethics Center of the Robert Kegan visit on October 8 and 9, and plans to host a university-wide teaching fair in the spring.

Responding to a question from the floor, Dr. Chopp stated that the commission, through its subcommittee on Teaching Practices, is addressing issues of TATTO.

University Teaching Fund Report

Dr. Luke Johnson called on Vice Provost Harriet King to report on the Emory University Teaching Fund. Professor King reported as the administrative advisor to the committee that distributes the fund. This teaching fund of \$250,000 was established by Provost Billy Frye in the spring of 1996 to support faculty in their efforts to change and improve teaching.

An adhoc committee was selected to review 51 initiatives requesting funds ranging from \$1,000 to \$90,000. Funds are being distributed beginning in the fall of 1996 and a summary of that distribution was submitted and received by the Faculty Council.

Professor King also made available to the Council a current roster of the ad-hoc committee, and a proposal outlining the membership of and charge to a new committee of the Faculty Council to be known as the University Teaching Committee.

This report was received and accepted by the Council. Questions and discussion followed.

- What kind of mechanisms will be in place to address effective use of the funds? Professor King, responding, indicated that the UTC would serve in an oversight function and supply an efficacy report to the Faculty Council on a yearly basis. The Faculty Council would then review this report and respond accordingly. Ideally the Committee would develop a format for review that would permit specific feedback to applicants wishing to improve proposals in the future.
- Would programs initiated in a specific school be made available campus-wide when appropriate?
- Professor King noted that the Teaching Commission's report will direct and mold the procedures that will be put into place to administer the fund in the next few years. The focus is that the fund is distributed under the aegis of the faculty rather than solely through the Provost's Office.
- Many members of the Council expressed gratitude that the fund is indeed in place, and acknowledged that with its establishment the administration's support to improve the quality of teaching in the University is evident.

The Faculty Council approved the creation of the University Teaching Committee.

Miscellaneous Business

Dr. Luke Johnson noted that the location of the Faculty Council meetings has changed to the Moore Room in Bishops Hall, during renovation of Room 400 in the administration building.

The membership of the Council needs three representatives from the School of Medicine, and a representative from the Graduate School of Arts and Sciences. Dr. Johnson asked members to recruit the necessary representatives in the schools noted.

Faculty Relations Committee

The Faculty Relations Committee is charged to deal with personnel conflicts, look into procedures in the Gray Book, and to sit as a committee only when matters of suspension or termination are referred to it. Rich Freer will chair the committee. The committee members, Maureen Kelley, David Pacini, Paul Courtright, and Randall Strahan, were approved as read by Luke Johnson.

This year the committee may recommend an ombudsmen to help address matters before they result in suspension or termination of faculty.

It was noted that all elected members of the Faculty Council are potentially on call to serve on the committee as needed.

New Committees/Tasks

Dr. Johnson proposed to the Council that the Distinguished Lectureship Committee would oversee the distinguished faculty lecture series, an initiative funded by the

administration. This Spring the distinguished lecturer is Woodruff Professor, Dr. James Gustafson.

Dr. Johnson proposed that the President Elect of the Council will serve as chair of the committee, and that the committee will consist of past distinguished lecturers. Currently, in keeping with this proposal, William Cody would serve as chair, and the committee would consist of Doug Wallace, last year's distinguished lecturer, and one appointed member to complete the three-member committee.

The Council approved the proposed structure and membership of the committee.

During previous Town Hall meetings faculty members have voiced a need for a faculty club. Though there is a desire for a club, the faculty has not stood behind this request by formulating specific suggestions for locations, membership, etc. Thus far, John Temple has made a very preliminary inquiry into the possibility of using Houston Mill House for such a purpose. Dr. Johnson asked for a volunteer to be a liaison for the Faculty Council and to participate in further discussions of the faculty club. This liaison would be assisted by Richard Letz, Harriet King and Luke Johnson.

Faculty Liaison Program with The Carter Center

The Council received the report from Luther Smith regarding the Faculty Liaison Program with the Carter Center.

Two matters were presented in the report for action by the Faculty Council, and will be discussed at the Council's October meeting. They appeared in the report by Dr. Smith as follows:

1. A new Faculty Council Liaison Committee needs to be established to work with the Carter Center in: resolving any forthcoming difficulties with the current program; publicizing for the 1997-98 Liaison Program; selecting applicants; and assessing the Liaison Program. Since this is a program of the Faculty Council, I believe there is significant value in Council members taking responsibility for the Program. This would not preclude having members of the Liaison committee who are not members of the Council. But I believe that the leadership of the Liaison Committee should come from the Council itself.
2. A schedule for hearing the liaison reports needs to be established. As stated in the proposal, liaisons are to provide the Faculty Council a report on their experience and offer recommendations for enhancing the Center/Emory faculty relationship.

Gratitude was expressed to Luther Smith for his extensive work toward the establishment of this program. The inauguration of the Liaison Program will be celebrated at a luncheon hosted by the Carter Center on September 24. Dr. Luke Johnson and Mr. William Cody will represent the Faculty Council at the event.

Life-Cycle of Faculty

Dr. Johnson proposed an initiative to establish a committee of one or two senior faculty members, who would define and outline events and life cycles within a university faculty

career. Suggestions of possible faculty members who could serve on this committee should be sent to Dr. Johnson.

Next Meeting

Strategic Planning at Emory: A Status Report was distributed to Council members. Billy Frye will be present at the Council's next meeting to receive feedback on the draft paper.

The Faculty Council adjourned at 5:00 p.m. to reconvene on October 15 at the Moore Room in Bishops Hall at 3:15 p.m.