

## **Minutes of the Emory Faculty Council**

14 April 1998  
Room 400 Administration

**In attendance:** John Boli, Virgil Brown, Rebecca Chopp, Terry Clark, Rich Freer, Judith Kapp, Laura Porter Kimble, Harriet King, Sharon Lewis, Jerre Lutz, Helen O'Shea, David Pacini, Gay Robins, Rick Rubinson, Winfield Sale, Randall Strahan, Vaidy Sunderam, Frank Vandall, Nanette Wenger

### **I. Welcome**

Faculty Council Chair William Cody called the meeting to order at 3:15 p.m., extending a welcome to all members and guests present for the final meeting of the 1997-1998 academic year.

### **II. Presentation and Approval of 17 March 1998 Faculty Council Minutes**

Faculty Council Chair William Cody presented the minutes of 17 March 1998 to the Council for its approval. The Council received and approved the minutes.

### **III. Report from the Committee on Consensual Relationships**

Council Chair William Cody reported that a committee on consensual relationships had been formed, on which he serves as a member, along with Professor Laura Kimble, Chair, and Professor Rick Rubinson. The committee is currently receiving materials from other schools, in addition to reviewing a proposal on which Sr. Vice Provost Harriet King has been working. The committee will continue its work and will bring a report to the Council in the fall.

### **IV. Report from the Ad Hoc Committee on Junior Faculty Development**

The Ad Hoc Committee on Faculty Development has resumed its work, directing its attention to junior faculty development. Members of the committee are Professor Randall Strahan, Chair, Professor Sharon Lewis, and Professor Nanette Wenger. The Committee will look into three areas--research and teaching support, career and family, and university service. The committee will report back to the Council in the Fall.

### **V. Further Discussion of Faculty Mediation Proposal**

Professor Richard Freer, Chair of the Faculty Relations Committee, presented the amended draft of the Faculty Mediation Proposal to the Council. After extensive discussion, the Faculty Council adopted the proposal unanimously and urged that it proceed to the Council of Deans for their discussion and review.

### **VI. Annual Reports from Standing Committees of the Faculty Council.**

The Faculty Council received reports from the Teaching Fund Committee, the University Research Committee, the Faculty Relationships Committee, the Distinguished Faculty Lectureship Committee, and the Carter Liaison Committee.

## **VII. Adjournment**

The Faculty Council expressed its enthusiastic appreciation to out-going Chair William Cody for his leadership during the past academic year. As there was no other business, the meeting was adjourned at 4:42 p.m.

Respectfully submitted

David S. Pacini, Secretary

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## **Attachment I: RESOLUTION OF THE FACULTY COUNCIL CONCERNING MEDIATION PROCEDURE**

### **1. PURPOSE.**

The purpose of this mediation procedure is to foster informal and mutually satisfactory resolution of disputes between a faculty member and his/her dean. It seeks to avoid escalation of disputes and tensions by providing a mechanism, in appropriate cases, for intervention by a trained third party to assist in resolving the dispute not through dictating a result but by engaging the parties in constructive conversation. To be effective, and to avoid undue imposition on affected faculty and administrative personnel, mediation should be permitted only when a preliminary review indicates that it will be of benefit on the facts of a particular case. Pursuant to Paragraph 13 of the Statement of Principle Governing Faculty Relationships, the Faculty Council hereby constitutes the Preliminary Mediation Review Committee (PMRC).

### **2. PMRC MEMBERSHIP.**

The PMRC shall be a standing committee of the Faculty Council. It shall consist of three members of the tenured faculty, chosen by the Executive Committee of the Faculty Council in consultation with the Provost. Members shall serve three-year terms, except the first PMRC, which shall have one member appointed for a one-year term and one member appointed for a two-year term. Members of the PMRC shall select one of its members to serve as chairperson. No member of the PMRC may take part in reviewing any dispute involving his/her academic unit. Whenever any member of the PMRC is unable for any reason to participate in the consideration of a petition for mediation, the Executive Committee of the Faculty Council, in consultation with members of the PMRC, shall appoint another tenured faculty member to serve as a replacement for that case only. In doing so, the Executive Committee shall not appoint anyone who is a faculty member of the affected academic unit.

### **3. PETITION FOR MEDIATION.**

Any faculty member who has a dispute with his/her dean, and any dean who has a dispute with a faculty member, may petition the PMRC for the appointment of a mediator to assist in resolving the dispute. The person so petitioning shall be referred to as "petitioner." The person with whom he/she has a dispute shall be referred to as "respondent." To seek appointment of a mediator, the petitioner must file with the chairperson of the PMRC an original and three copies of his/her petition. The petition shall identify the person with whom the petitioner has a dispute and shall set forth with specificity the nature of the dispute, a summary of efforts made to resolve the dispute, and a detailed list of the range of reasonable resolutions of the dispute.

#### 4. PRELIMINARY REVIEW.

A. Upon receiving a petition for mediation, the chairperson of the PMRC will distribute copies thereof to other members of the PMRC. As soon as practicable after receiving the petition, the PMRC shall review it and may meet with the petitioner to discuss further his/her desire for appointment of a mediator. In appropriate cases, the chairperson of the PMRC may notify the respondent that the petitioner has filed the petition for mediation. In its discretion, the PMRC may meet with the respondent to discuss the dispute and the desirability of mediation.

B. Within a reasonable time after reviewing the petition and meeting with the petitioner and, if desired, the respondent, the PMRC shall decide whether the dispute ought to be referred to mediation. The sole function of the PMRC is to determine whether the dispute should be referred to mediation; the PMRC is not a mediating body.

C. If the PMRC determines that the dispute should not be referred to mediation, it shall so inform the petitioner and, in appropriate cases, the respondent in writing. If the PMRC determines that the dispute should be referred to mediation, it shall inform the petitioner and the respondent in writing. The decision of whether to appoint a mediator is vested exclusively in the discretion of the PMRC, and its decision shall be final. In making its decision, the PMRC may meet with petitioner and respondent and may review relevant documents proffered by petitioner and respondent, but shall not hold an evidentiary hearing and shall not discuss the matter with others. Neither petitioner nor respondent may be represented by counsel in any meeting with the PMRC.

#### 5. MEDIATION.

A. In cases in which the PMRC concludes that mediation would be appropriate, the chairperson of the PMRC, after consulting with other members of the PMRC, shall appoint a mediator to attempt to resolve the dispute. Such mediator shall be chosen from a list of eligible mediators maintained and published by the Faculty Council. Eligible mediators shall be tenured faculty members who have completed appropriate training in mediation at University expense. No mediator shall be appointed to mediate a dispute involving his/her academic unit. Neither petitioner nor respondent may be represented by counsel in mediation.

B. Within a reasonable time after the conclusion of mediation, the mediator shall file with the petitioner, the respondent and with the Provost a written report of the process and its outcome.

## 6. ACADEMIC UNIT.

For purposes of this resolution, Oxford College, the Yerkes Primate Center, the Carter Center, the School of Law, the Candler School of Theology, the Goizueta Business School, the Nell Hodgson Woodruff School of Nursing and the Rollins School of Public Health shall each be considered an individual "academic unit." In cases involving Emory College and the School of Medicine, however, the department in which the affected faculty member is appointed shall be considered the "academic unit."

Respectfully submitted,

Rich Freer, Chair

Sharon Lewis  
David Pacini  
Randall Strahan  
Frank Vandall

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## **Attachment II: Annual Reports of the Faculty Council Standing Committees**

### **Emory University Teaching Fund Committee**

Report to University Senate and Faculty Council,

April 14, 1998

#### Executive Summary

The University Teaching Fund provides intramural support for teaching and is administered by the University Teaching Fund Committee (UTC), which is a standing committee of the University Senate Faculty Council. This report details the activities of the

UTC from Spring 1997 until March 1998.

The University Teaching Fund has an annual allocation of \$250,000 to be awarded subsequent to internal competition, for grants to support teaching improvement and innovation. During this reporting period, three proposal processing cycles were conducted. In the first, 34 proposals requesting \$411,149 were received of which 12 proposals totaling \$67,717 were funded. In the second round, 22 proposals with requests totaling \$231,457 were received. A total amount of \$144,888 among 15 projects was awarded in that round. These two rounds comprised UTC funding for 1997-98 - of 56 proposals requesting \$642,606, the UTC awarded \$212,605 among 27 proposals. As of April 1998, most of these proposals range in status from "ongoing" to "planned for summer or fall 1998".

In March 1998, the UTC completed selection of awards for Fall 1998 from 1998-99 funds. Twenty-two proposals requesting \$339,081 were received, of which the UTC approved 12 projects, totaling \$139,654. The list of funded proposals for two cycles in 1997-98 and one cycle in the upcoming 1998-99 funding period is attached in Appendix A.

#### University Teaching Fund Committee and Membership

The UTC was established as a standing committee of the University Senate Faculty Council in September 1996. Members were originally drawn from the ad-hoc committee that was the precursor to the UTC. Members are now inducted through nominations and recommendations. The Sr. Vice-Provost for Academic Affairs is an ex-officio member of the UTC. The current membership of the committee is listed in Appendix B.

Representation from every school in the University has been attained in the current membership; it is recommended that this be maintained in the future, as far as possible. When three members rotate off each year, recommendations and nominations are received by the UTC for replacements and proposed to the Senate Faculty Council for approval.

The UTC hereby requests approval for the following two changes in membership to take place effective the next funding cycle of the UTC.

- 1) Prof. Steve Kraftchick (CST) to replace Professor Charles Foster (CST)
- 2) Prof. Gary Smith (LAW) to replace Professor Cynthia Baker (LAW)

The UTC also requests approval for Professor Tanya Robinson (NUR) to replace Professor Vaidy Sunderam (A&S) as Chair of the committee.

#### UTF Awards during 1997-1998

This is the second full year of UTC operation as a standing committee of the Senate Faculty Council. In 1996-97, 28 projects totaling \$178,360 were funded in two rounds of proposal processing. In 1997-98, the UTC solicited proposals during Fall '97 and Spring '98. In the first round, the UTC received 34 proposals by the deadline of November 3, 1997. An aggregate amount of \$411,149 was requested. The UTC adopted a review process where two members were designated principal reviewers for each proposal; unless deemed necessary on technical grounds, reviewers were assigned proposals from outside their academic units/schools. All UTC members had access to all proposals, irrespective of their reading assignments. At a full meeting of the UTC, principal reviewers presented their opinions, and after discussion, proposals were decided upon by consensus. Twelve proposals totaling \$67,717 were funded. Most were individual projects, with awards ranging in amount from \$1,155 to \$12,000. For the Spring '98 funding round, 22 proposals were received by the deadline of February 27, 1998. A total of \$231,457 was requested. Following a similar reviewing procedure, 15 projects totaling \$144,888 were selected for funding. Again, most were individual projects; a few inter-departmental projects for larger amounts were also funded. In summary, during 1997-98, the UTC received 56 proposals with an aggregate request of \$642,606, and awarded 27 grants totaling \$212,605.

The UTC has recently completed the first round of proposal processing for the 1998-99 academic year. For this round, 22 proposals requesting \$339,081 were received by the deadline of February 27, 1998. Following the usual reviewing procedure, 12 proposals for a total award amount of \$139,654 have been selected for funding. The second round of proposal processing for 1998-99 is planned for Fall '98. A list of projects funded in 1997-98, and those approved for funding in Fall 1998 is shown in Appendix A.

### Reporting and Evaluations

The guidelines for proposal submission, as well as award letters to recipients, list reporting requirements for awardees. The guidelines also indicate that grant recipients are expected to participate in follow-up discussions and evaluations. Most projects funded during 1996-97 have now been completed or will be completed soon. The UTC has received reports on most projects, and formal as well as informal feedback suggests that the fund is extremely valuable to furthering the teaching mission at Emory.

During Fall '97, in conjunction with the Teaching Commission's open house event, the UTC arranged for a poster presentation of selected projects exemplifying the types of teaching initiatives that were being undertaken with the help of the fund and the experiences learned there from. This session was very informative and valuable for those who attended as well as for the presenters, and the UTC hopes to make this a regular occurrence.

Also in Fall '97, the UTC collected short abstracts of funded projects and assembled these for perusal by the community at large. Over 150 copies of the book were distributed at the open house event, and copies were mailed to all deans and division directors. This method of disseminating information about teaching initiatives and UTC funded projects was also well received and will likely become routine practice. Copies of the book of abstracts (or original sets from which copies may be made) are available at the Provost's office. A listing of the book's table of contents is attached in Appendix C.

### Ongoing UTC Operation

It is anticipated that the UTC will process teaching proposals on an ongoing basis, and expects that funds of approximately \$250,000 will be awarded each academic year. The guidelines for proposals are deemed by the UTC to be of crucial importance, and the current version has evolved over the past two years; a copy is attached in Appendix D. The UTC expects that further refinements will take place as experience is gained with proposals and teaching projects, and via feedback from faculty colleagues. The types of proposals appropriate for funding by the UTC and the criteria used in making selections are among the most important issues that need to be carefully defined and articulated.

The UTC is of the opinion that one funding cycle per year become the norm for teaching grants, based on the planning lead times required by faculty and departments, proposal preparation, and reviewing requirements. It is intended that proposals will be solicited in the fall of each academic year, with awards being announced in the spring, for projects to be conducted in the following year. However, in response to a number of requests by faculty and discussion of the best interests of the teaching community, the UTC reconsidering this notion and has in fact conducted two funding cycles per year in each of the two years of its existence.

## Issues and Concerns

The UTC has encountered a number of pressing issues that are being considered and discussed; it is hoped that these will be resolved soon.

- Issues concerning eligibility, post-award accounting rebudgeting, and change in scope of projects continue to arise periodically. The UTC is dealing with these on a case by case basis, and at the same time, evolving these decisions into standard policy for the future.
- The UTC has been supported extremely well with accounting assistance from the Office of the Provost, and administrative assistance from the Office of the Provost and the office of the Senate. However, if the workload of proposal processing and grant administration increases substantially, an office analogous to that of the URC should be considered.
- A number of proposals requesting funds for faculty to attend teaching improvement seminars and courses have been received. The UTC feels that a greater segment of the faculty could benefit if the University were to offer such seminars here on campus, and urge the Administration to consider this.
- The issue of different salary structures in the different schools has been difficult to reconcile when considering proposals that seek to partially pay faculty salaries from UTC funds.
- One of the intentions of the UTC is to enable or facilitate large and/or highly innovative teaching projects that would have substantial impact on teaching University-wide. The issue of balancing such proposals (which may request 30-50% of the total UTC budget) against individual proposals is a difficult one.
- Another issue concerns individual academic units or schools requesting a substantial sub-allocation of UTC funds for disbursement internally for teaching related activities.
- The UTC feels that several of the above issues should be discussed and resolved in cooperation with other entities at Emory, both visionary as well as operative, such as the Commission on Teaching, the College Center for Teaching and Curriculum, the Office of Internationalization, and ITD. The UTC plans to engage in discussions with some of these entities next year.

Respectfully submitted

Vaidy Sunderam

UTC Chair 1997-98

## **Annual Report of The Carter Center Liaison Committee**

The Carter Center Liaison Committee is made up of Luke Johnson from the Faculty Council; Marion Creekmore, Vice-Provost of International Affairs; and Joyce Jones, Head of Academic Programs at The Carter Center.

Because the first cohort of liaisons took some time to work into The Carter Center programs, the committee decided to extend the terms of the liaisons to two years. This spring, a second group of liaisons has been recruited. The process has been slowed because of internal reorganization at The Carter Center. One good result of this has been the allocation of additional funds for the liaison program that will enable levels of participation and of initiative that were not previously possible.

At the time of this report, I can tell the Faculty Council that eight Emory faculty persons are in the process of being matched to programs in The Carter Center. As soon as that process is complete (a matter of days, it is hoped), and the respective deans signify their support for the individuals selected, the names of this second group of liaisons will be published in the Emory Report. A welcoming luncheon with President and Mrs. Carter is scheduled for October.

Respectfully Submitted,

Luke Timothy Johnson

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## **Distinguished Faculty Lectureship Committee 1997 - 1998**

Membership: W. Virgil Brown (Medicine)

Dan T. Carter (History)

James Gustafson (Theology)

Douglas Wallace (Genetics)

Purpose:

To nominate candidates for invitation by the University President to deliver the annual Distinguished Faculty Lecture. The lectureship series recognizes the accomplishments of distinguished Emory faculty, giving them the opportunity to convey major themes in their work to their Emory colleagues. It is meant to create an occasion of intellectual interest to the Emory faculty as a whole.

1998 Distinguished Faculty Lecturer:

On March 31, 1998, Dan T. Carter, the William Rand Kenan, Jr. Professor

in the Department of History gave the lecture entitled: "The Road to Oklahoma City: Why Americans Declared War on Their National Government". The lecture was held in the Winship Ballroom, Dobbs University Center and was well attended by faculty and students. Dr. Carter delivered a wonderfully researched and skillfully constructed lecture following which he answered many questions and participated in a lively discussion for a prolonged period. It was considered a highly successful event.

Recommendations for 1999:

The Distinguished Faculty Lectureship Committee evaluated a series of potential candidates and recommended Jacqueline Jordan Irvine, Charles Howard Candler Professor of Urban Education in the Division of Educational Studies. She has been invited by President Chace and has agreed to deliver the lecture in the Spring of 1999.