

# **Minutes of the Emory Faculty Council**

20 October 1998  
Room 400 Administration

**In attendance:** Robin Blaetz, Virgil Brown, William Cody, Vicki Hertzberg, Jorge L. Juncos, Harriet King, Sharon Lewis, Jerre Lutz, David Pacini, Deepika Petraglia-Bahari, Gay Robins, Winfield Sale, Randall Strahan, Mike Terrazas, Frank Vandall

## **I. Welcome**

Faculty Council Chair Virgil Brown called the meeting to order at 3:15 and extended a warm greeting to all in attendance.

## **II. Approval of 15 September 1998 Faculty Council Minutes**

Faculty Council Chair Brown submitted the minutes of the 15 September 1998 Faculty Council meeting to the Council for its approval. The Council received the minutes and approved them.

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

Professors Sharon Lewis, Randall Strahan, and Nanette Wenger presented the recommendations of the ad hoc committee on Junior Faculty Development to the Council. In light of the different character of the population from the one for which the current tenure system was devised, and in light of current assumptions about the allocation of childcare responsibilities within families, which also differ from those that attended the current tenure system design, the ad hoc committee on Junior Faculty Development recommends:

- 1) Allowing full-time faculty members with significant care-taking responsibilities for a new or seriously ill child to reduce his or her work time to 50%, with a corresponding reduction in pay for up to two years;
- 2) Allowing a faculty member with significant care-taking responsibilities for a new (or pre-K) child or seriously ill child the option to stop the tenure clock for one year;
- 3) Developing and disseminating, in all schools and units of the university, formal, written policies regarding maternity leave and leave for adoptive parents of very young children.
- 4) Requesting that the Office of the Provost report back to the Faculty Council by April 13, 1999 on progress toward adoption of these policies.

The Faculty Council unanimously adopted the recommendations of the committee, and directed that the report be forwarded to the President and Council of Deans (Report attached, Appendix I).

#### **IV. Report on the All-Faculty Listserv**

Senior Vice Provost Harriet King reported to the Faculty Council on the status of the all-faculty listserv, and sought the Council's advice on guidelines for the listserv's use. She proposed that it be restricted to messages appropriate to faculty, to communiqués where there was an issue of time sensitivity, and to situations in which there was no other reasonable means of communication. The Faculty Council endorsed her proposals, and urged sparing use of the listserv, as well as conceiving of it as a vehicle for accurate dissemination of information on those occasions when unsettling events affect the life of the university community.

#### **V. Other Business**

Provost Rebecca Chopp addressed the Faculty Council on issues of faculty communication and of generating faculty conversation. She announced the appointment of Allison Adams, who will report to Vice Provost Susan Frost, to coordinate the Academic Exchange, a faculty newsletter.

There being no other business, Faculty Council Chair Brown adjourned the meeting at 4:10 p.m.

Respectfully submitted,

David S. Pacini, Secretary

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**APPENDIX I**

Faculty Council

Ad Hoc Committee on Junior Faculty Development

Recommendations on Policy Changes Needed to Allow Junior Faculty to Balance Professional and Family Responsibilities

In the spring of 1998, the Faculty Council approved formation of an Ad Hoc Committee on Junior Faculty Development. In keeping with the continuing interest of the Faculty Council in the faculty life course, this committee was established to look into three areas affecting junior faculty development: balancing family and professional responsibilities; research and teaching support; and junior faculty service contributions.

Based on our conversations with junior faculty, we are in agreement that one acute problem facing many junior faculty at Emory is the tension between family and professional responsibilities. Most junior faculty at Emory are now expected to establish a national research profile in a short time while simultaneously demonstrating teaching ability in an environment where expectations for teaching performance are high. Establishing a record of university service also demands scarce time. For many junior faculty, the same years when professional demands are virtually all-consuming are also those during which family responsibilities are most demanding. The birth or adoption of a child and the demands of parenting during the pre-school years create time pressures that may reduce the prospects that even extraordinarily talented and committed junior faculty members can succeed at Emory.

In our view, the problem is not high tenure standards. These are essential for Emory to continue its development as one of the leading universities in the country. The problem as we see it is in the lack of flexibility in a tenure system that was originally developed for a different faculty population (predominantly male) and a single, traditional model of the division of labor within families (only one parent in the workforce). If we are serious about establishing the conditions for young faculty to flourish at Emory, and about our often-stated aspirations to take a leadership role in American higher education, we should think seriously about how the traditional tenure track might be modified to reduce some of the extraordinary pressures created for junior faculty of both sexes who are, or become, parents of small children. We have a different junior faculty population from the one for which the current tenure system was designed, and we need to rethink how we can develop excellent faculty while acknowledging and supporting changes in the makeup of the professoriate and in the allocation of childcare responsibilities within families. Failure to do so will continue to place extraordinary pressures on junior faculty and their families.

In light of these concerns we propose that the Faculty Council request that the Provost and President recommend the following changes in University policies to the Board of Trustees:

- 1) To allow a full-time faculty member with significant care taking responsibilities for a new or seriously-ill child to reduce his or her work time to 50%, with a corresponding reduction in pay for up to 2 years. The tenure clock would be extended to account for the reduced work time (i.e., 2 years at half-time=1 year on the tenure clock). This option would be available to any faculty member with pre-kindergarten aged children, or dependent children of any age who are seriously ill.
- 2) To allow a faculty member with significant care taking responsibilities for a new (or pre-K) child or seriously-ill child the option to stop the tenure clock for one year. This option could only be exercised once during a faculty member's pre-tenure period. Along with proposals 1) and 2) it may also be advisable to consider

establishing a maximum length any faculty member may hold a tenure-track position before being reviewed for tenure.

3) That all schools and units of the university should develop and disseminate formal, written policies regarding maternity leave and leave for adoptive parents of very young children. To the extent possible, all units should be encouraged to establish policies providing for the equivalent of a semester's paid leave (14 weeks) for full-time faculty, and for opportunities to take additional unpaid leave totaling up to one year for new mothers and primary care givers of very young adoptive children. The central university administration should make funding available where needed to implement this leave policy.

We also recommend that the Office of the Provost be asked to report back to the Faculty Council no later than April 13, 1999 on progress toward adoption of these policies.

Our recommendations are similar to some of the proposals submitted to President Chace in May 1998 by the President's Commission on the Status of Women. We believe the policy changes we and they support will provide a better environment for fostering the development of talented junior faculty, female and male, who are seeking to balance family responsibilities with the high expectations for achieving tenure at Emory. Endorsement by the Faculty Council will demonstrate the breadth and depth of faculty concern with these issues affecting junior faculty development.

Our committee continues to gather information on research and teaching support for junior faculty, and on how junior faculty manage service contributions. We hope to report to the Council on these matters later in the year.

Respectfully submitted by the Ad Hoc Committee on Junior Faculty Development.

20 October 1998

Sharon Lewis, Psychology, Oxford College  
Randall Strahan, Political Science, Emory College  
Nanette Wenger, Dept. of Medicine