

Minutes of the Emory Faculty Council
15 February 2005
400 Administration Building

In attendance: Allison Adams, Dwight Duffus, Tom Frank, Maggie Gilead, Carol Hogue, David Holtgrave, James Hughes, Harriet King, Connie Kertz, Earl Lewis, Richard Metters, Judy Raggi Moore, James Morey, Michael Rogers, John Snarey, David Stephens, Sharon Strocchia, Daniel Teodorescu, Michael Terrazas, James Wagner, Nanette Wenger.

Excused: Joann Dalton, Arri Eisen, Mike Mandl, David Pacini, Robin Mills Schreiber, Richard Ward.

Absent: Raymond Dingledine, Richard Doner, Rich Freer, Bill Kelly, Albert Padwa, Thomas Pearson, Judith Rohrer.

I. Welcome and call to order

Faculty Council Chair Sharon Strocchia called the meeting to order at 3:20 p.m. and welcomed new appointed member (and one-time Faculty Council Chair) Prof. Connie Kertz from the Business School.

II. Approval of January 2005 minutes

The minutes were approved as distributed.

III. Comprehensive Campaign: Johnnie Ray, Senior VP, Development and University Relations

Senior Vice President Johnnie Ray, currently in his twenty-ninth year in higher education, invited Faculty Council members to think together about the upcoming comprehensive campaign. Stating his confidence that Emory is ready for great opportunities, Vice President Ray said that the qualities that drew him to Emory in the first place also make Emory a good place to conduct a constructive capital campaign. These qualities include:

- 1) New leadership / quality of existing leadership.
- 2) Emory is already highly regarded (and highly ranked).
- 3) Emory is a private university with a clear orientation to public service.
- 4) Emory is an "indispensable" university: if it disappeared, the quality of life in this region – even nationally – would deteriorate.
- 5) Emory has a pent-up energy for positive change.
- 6) Emory's "intellectual horsepower" matches the pressing needs of today's society.

After reviewing the history of social contracts between universities/colleges and their societies, Vice President Ray explained three professional goals for his work at Emory. 1) Be intentional about bringing the public perception of Emory in line with reality; 2) Identify and help develop the next generation of volunteer leaders; and 3) Conduct a large comprehensive campaign.

Vice President Ray stated that the key to a successful campaign is the larger objective toward which fundraising is oriented. "The 'money for *what?*' question is key," he said. "Campaigns can also help us shape our institutional message, and speak to the best and highest aspirations we all have." The comprehensive campaign is scheduled to last for 7 years, beginning in September 2005. There will not be a traditional "silent phase."

Vice President Ray then noted that while fundraising is an art, it also requires a kind of calculus. His office will be working on both fronts. Currently a search is underway for a new Vice President for Marketing and External Affairs. This person, Ray said, "will help create a demand

for philanthropy: people will *want* to invest in Emory because they are excited about participating in a larger vision.”

Questions and discussion followed. Faculty Council member Dwight Duffus asked if the transfer of wealth to a new generation is changing the face of fundraising. Vice President Ray said yes, and noted that the new generation tends to want more input in the organizations to which it gives. The new generation also views philanthropy in venture capital terms. Emory is learning how to respond to both shifts.

Vice President Ray concluded by inviting faculty members to participate with him in the comprehensive campaign process.

IV. Second Budget Presentation: Charlotte Johnson [materials distributed at the meeting]

Vice President Charlotte Johnson reviewed recent budgetary decisions and allocations with Faculty Council members. Among other updates presented were the following items:

- 1) Schools will now be directly (and individually) charged for their utility costs [Emory is now forming its own utility company]. This should encourage individual schools (and individuals) to become more conscious of their use of water, power, and so forth – and hopefully will lead to energy conservation.
- 2) The new budget reflects a commitment to strengthening individual schools while at the same time beginning implementation of the strategic plan. Some schools are far enough along in their strategic planning that their budgets are beginning to reflect these strategic plans and to support their implementation.
- 3) Budget projections indicate that while revenue is growing at 6%, other costs are growing at around 7%. This is an imbalance. To rectify it, the budget office is reviewing administrative costs and *all* revenue streams. “We use multiple strategies to get ourselves back in balance,” said Vice President Johnson.

Questions and answers followed. Council member Nanette Wenger raised concern about faculty benefits – especially for Emeritus Faculty – in the budget. In response, Chair Strocchia informed the group about the current work of the benefits review committee.

V. Discussion of University-Wide Teaching Center: Jim Morey [document distributed in advance]

Faculty Council member (and UACT member) Jim Morey continued last month’s discussion of a possible university-wide teaching center at Emory. UACT is currently gauging faculty interest in such a center, and it will deliver a report to the provost at the end of the semester outlining its findings.

Prof. Morey then asked Faculty Council members for their feedback on the idea of a teaching center. Some discussion followed. Council member Maggie Gilead stated that some aspects of teaching – like the specific content of a lecture – are discipline-specific and would not work under an interdisciplinary teaching rubric. But other aspects – such as the use of technology in teaching – are not discipline-specific and could be shared across schools. Other faculty members agreed that a university-wide teaching center could be useful for addressing *many* teaching issues, but not *every* issue. They preferred the idea of keeping some “discipline-specific” teaching resources within each unit / school, but they liked the idea of a larger center to incorporate and oversee them. Faculty members also stated that teaching centers / committees need to be streamlined at Emory so that the proverbial wheel does not keep being reinvented.

Chair Strocchia stated that the new teaching center, should it be created, needs to stay in some clearly defined relation to the Faculty Council. “It will need a better intellectual and structural connection to this group,” she said.

VI. Remarks by Provost Lewis and President Wagner

Provost Lewis updated Faculty Council members on four items:

1. The Provost’s office is moving into tenure and promotion season. This means that much time will be spent “looking at our colleagues and thinking about the future of this institution.” Provost Lewis added that he also plans to examine what changes need to be made to the current tenure and promotion processes in different schools.
2. The Futurist Forum will take place April 7-8. All Faculty Council members are encouraged to attend.
3. The strategic planning process is getting to work on Emory’s signature themes. If any Faculty Council members are asked to participate on one of the theme committees, Provost Lewis said, they should be prepared to jump in and do their part. There will be approximately three meetings over a nine-week period for individuals on the theme committees.
4. Provost Lewis requested that faculty members email him with concrete examples of barriers to interdisciplinary work at Emory. “I’m trying to catalogue these obstacles,” he stated, “so we can better address them.”

President Wagner updated the Faculty Council on two items:

1. The President has been speaking to alumni as well as various constituents on campus about the strategic plan. His hope is to encourage as wide a participation (and understanding) as possible.
2. At the last Board of Trustees meeting, board members split into groups to discuss Emory’s signature theme options for the first time. Among other things, the discussion “showed we have more work to do,” said President Wagner. But many of the themes resonated strongly with the trustees – including the ‘Citizen Scholar / Scholar as Citizen’ theme.

“This is the season of the strategic plan,” concluded President Wagner. “Please don’t get bored with it. The work will pay off.”

VII. New business

There was no new business.

VIII. Adjourn

Chair Strocchia adjourned the meeting at 5:08 p.m.