

DRAFT: Minutes of the Emory Faculty Council
March 22, 2005
405 Administration Building

In attendance: Allison Adams, Joann Dalton, Dwight Duffus, Tom Frank, Kate Heilpern, Carol Hogue, James Hughes, Nadine Kaslow, Bill Kelly, Connie Kertz, Earl Lewis, Frank Maddox, Richard Metters, James Morey, Michael Rogers, Judith Rohrer, John Snarey, Sharon Strocchia, Michael Terrazas, James Wagner, Richard Ward, Nanette Wenger.

Excused: Richard Freer, David Holtgrave, Harriet King, David Pacini, Robin Mills Schreiber.

Absent: Mahlon DeLong, Raymond Dingledine, Richard Doner, Arri Eisen, Maggie Gilead, Mike Mandl, Albert Padwa, Thomas Pearson, David Stephens, Daniel Teodorescu.

Guests: Rosemary Magee, Vice President and Secretary of the University

I. Welcome and call to order

Faculty Council Chair Sharon Strocchia called the meeting to order at 3:16 p.m. She introduced three new elected members, Kate Heilpern and Nadine Kaslow, both from the School of Medicine, and Frank Maddox, Oxford College; and welcomed Vice President Rosemary Magee, Secretary of the University.

II. Approval of February 2005 minutes

The minutes were approved as distributed.

III. Update on 2006 Distinguished Faculty Lecture: Mike Rogers

Faculty Council Chair-Elect Mike Rogers told the group that the DFL Committee has forwarded a nominee for next year's Distinguished Faculty Lecturer to the President's office. He then introduced a motion to the Faculty Council to approve a nominee for the 2006 Distinguished Faculty Lecture. The motion was unanimously approved and is now forwarded to the President. The nominee's name shall remain confidential until the invitation is extended and accepted.

IV. Open Discussion with President Wagner and Provost Lewis

President Wagner opened the conversation with an explanation of why faculty/administration relationships warrant discussion in the first place. He explained that some faculty tend to view members of university administrations with suspicion, for at least three reasons: 1) Faculty sometimes think the administration fails to appreciate academic values and experiences. 2) Numerous differences in organizational culture can lead to misunderstandings. 3) Faculty sometimes perceive that the administration has "greater and more immediate access to funds" than they do, and view this as unfair.

President Wagner conceded that such perceptions have an element of truth to them. The challenge, however, is recognizing that differences in organizational culture and job responsibilities do not necessitate an automatic distrust or hostility between faculty and administrators. We need to keep communication channels open so that our different responsibilities do not lead to gaps in understanding, he said. Pres. Wagner then asked Faculty Council members to address the following question: "What things can the administration be attending to that *maximize* its [the administration's] credibility and its partnership with the faculty?"

Questions and suggestions followed. Faculty Council member Tom Frank noted that the strategic plan currently spearheaded by the new administration is "daring, fast-paced, and bound to raise a few anxieties" on the part of faculty. Prof. Frank stated that the introduction of a new "language" within

strategic plan conversations – the use of process-oriented and organizational language, for instance – is useful and valuable, but that it takes time for faculty members to adjust to these changes.

Faculty Council member Connie Kertz said that the strategic plan will invite (if not require) that faculty members work as team players for a larger good, sometimes at the expense of individual advancement. Using basketball as a metaphor, she noted that such a shift in goals – from the individual to the group – will be a challenge, especially since tenure, promotion, and advancement generally have been tied to individual achievement and not group efforts. Faculty Council member Nanette Wenger agreed, adding that the administration could “invite and encourage” full professors to take the first steps in changing the university culture. Full professors enjoy a relative freedom from reprisal; they stand in an excellent position to take academic and methodological risks for the sake of the larger common good.

President Wagner and Provost Lewis responded to faculty comments and suggestions, noting that developing a culture of responsible risk-taking among faculty is a challenge for administrators as well as faculty themselves. President Wagner invited Faculty Council members to continue sending feedback to his office. He requested that next year’s Faculty Council schedule time in the fall for a second conversation in the same vein.

V. Faculty Governance Issues: John Snarey [document distributed at the meeting]

Past-Chair of the Faculty Council John Snarey presented the findings and recommendations of the Future of Faculty Governance, an ad hoc committee of the Faculty Council. Prof. Snarey stated that the FFG committee had assessed Emory’s faculty governance structure in relation to other Top-20 schools. Their analysis was not systematic, but rather aimed to garner suggestions and best practices from other schools that might be applied usefully at Emory.

The committee then developed three recommendations regarding the composition of Faculty Council and the selection of future Faculty Counselors to the Board of Trustees.

Discussion of the recommendations followed. President Wagner stated that his office is in agreement with the suggestion that appointed members of the Faculty Council no longer be designated by the President’s office. But he suggested that the Faculty Council might want to leave room for appointing some of its own members, rather than having all 26 directly elected by the schools themselves. Reserving the option of appointing one-year members would permit the Council to ensure adequate representation, to bring in faculty members with particular expertise on pressing issues, and to avoid the problem, in Pres. Wagner’s words, of “winding up by accident with all white males on the Faculty Council one year.”

Discussion of President Wagner’s suggestion followed. After some questions, he re-clarified to Council members that he does *not* want the President’s office to retain jurisdiction over appointed members to the Council; he *does* want the Faculty Council to retain the option of appointing members themselves.

Council member Nanette Wenger suggested that if concern about having a “truly democratic election process” was driving the committee’s interest in eliminating appointed members, then the FFG should conduct an analysis of the individual schools/units themselves to learn how each one organizes its own elections for Faculty Council representatives. “Their election processes are very different,” she said. And how a given dean or director chooses an initial slate of nominees is often where the question of “democratic processes” needs to be asked in the first place.

Following on Prof. Wenger’s comments, Chair Strocchia suggested that President Wagner and Provost Lewis encourage the deans and directors of schools/units to prioritize the election process of their faculty council representatives and to do so in a timely fashion. She noted that it took some months to elect some representatives to this year’s Faculty Council, even though they were asked in Spring 2004 to elect new members who would be ready to assume office at the beginning of Fall term.

Prof. Snarey then took a “straw poll” to find out Council members’ opinions about the restructuring options offered thus far. He asked how many would vote (a) to have all Faculty Council Members elected directly from their various schools/units, or (b) to reserve the option for elected Faculty Council members to appoint additional faculty council representatives if demographics and special concerns warranted. A majority of Faculty Council members voted for option (b). Prof. Snarey said he would go back to the FFG to incorporate this request into their recommendations.

He also said that additional consideration needed to be given to the question of how many representatives should serve on Faculty Council in future years. Having more representatives would seem to be a positive move, but a greater number could also overwhelm the Senate (all elected Faculty Council members are simultaneously appointed to the Senate). Prof. Snarey requested that Faculty Council members review the remaining recommendations and email him with their feedback and suggestions.

VI. New Business

There was no new business.

VII. Adjourn

Chair Strocchia adjourned the meeting at 5:05 p.m.

Respectfully submitted,

Stacia Brown