

**Minutes of the Emory University Faculty Council  
21 September 2004  
400 Administration Building**

**In attendance:** Kenneth Carter, Arri Eisen (ex officio), Thomas Frank, Maggie Gilead, David Holtgrave, James Hughes, Earl Lewis, Richard Metters, Judy Raggi Moore, James Morey, Michael Rogers, Judith Rohrer, Robin Mills Schreiber, John Snarey, Sharon Strocchia, Daniel Teodorescu, Mike Terrazas, James Wagner, Richard Ward, Nanette Wenger

**Absent:** Raymond Dingledine, Richard Doner, David Pacini, Albert Padwa, Thomas Pearson

**Guests:** Allison Adams, John Ellis

**I. Call to Order**

Faculty Council Chair Sharon Strocchia called the meeting to order at 3:19 p.m.

**II. Welcome and Introductions**

Sharon Strocchia introduced the Council to provost Earl Lewis, correspondents Mike Terrazas and Allison Adams, guest John Ellis from ITD, and Senate assistant Stacia Brown.

**III. Approval of April 2004 Minutes**

The minutes from 20 April 2004 were approved.

**IV. Orientation: What is Faculty Council and What Does it Do? Sharon Strocchia**

Sharon Strocchia introduced the Faculty Council to new members and reviewed the Council's purpose and history for returning members. She noted the Council's purpose as stated in the by-laws: among other functions, it serves as the central governance group for university faculty. Strocchia further observed, however, that since the 1980s only minor revisions have been made to the Senate and Council by-laws. This long interval is striking for at least two reasons: 1) it is customary for institutions of higher learning to review their various units every five to ten years; and 2) few, if any, higher educational institutions have changed more in the last twenty years than Emory has. She concluded that the time is right to undertake a systematic examination of the Faculty Council's role in five areas: 1) Teaching 2) Research 3) Grievance processes 4) Faculty governance 5) Faculty development.

**V. Remarks by Provost Earl Lewis**

Provost Lewis summarized three projects that the provost's office has taken on this year.

1) Strategic planning: the strategic planning committee attends both to long-range planning for the campus itself (building from the environmental assessments of individual units and schools) and to the capital campaign. 2) Dean searches: this year the provost's office will conduct searches for the Business School dean and for the Oxford College dean. There may also need to be a formal search conducted for the GSAS dean. 3) Review of Candler School of Theology.

Provost Lewis then posed two questions to the Council. 1) Have we developed enough of a 'faculty pool' – that is, a group of faculty who own partnership in the institution – to be able to fill all of these important committees in the coming year? 2) What exactly do we mean by 'the faculty,' anyway? Is a professor of practice the same as a clinical faculty member? There is some inconsistency in job titles and duties.

Provost Lewis also noted several arenas the provost's office will attend to more closely in the coming year. 1) Academic planning and faculty development. 2) Community, diversity, and institutional development. Our challenge as Emory faculty members, he concluded, is to help create an environment where all members of the Emory community can genuinely see themselves as part of this institution, rather than remaining outside it.

**VI. EmoryLink Initiative: John Ellis**

ITD spokesperson John Ellis introduced a cross-disciplinary initiative to enhance communication at Emory. After explaining that EmoryLink is fundamentally a communication project, not simply a technology overhaul, Ellis invited members of the Council to attend a technology showcase (five vendors participating) on 30 September. Designed by members of the EmoryLink committee, the showcase will allow Emory students, staff, and faculty to try out new technology products and then fill out surveys, giving their feedback on what worked and what didn't. The most important criterion for the product that is finally selected, Ellis concluded, is that it meet the needs of the community to do the work of the university. Council member Kenneth Carter suggested that Ellis include Oxford College in the initiative. Ellis agreed that his team needed to visit Oxford.

*(A handout on EmoryLink was distributed.)*

**VII. Faculty Life Course Study: Nanette Wenger**

Faculty Life Course Committee Chair Nanette Wenger reviewed recent accomplishments of her committee in previous years. These include 1) the development of a new family leave and maternity policy and 2) the formation of the Emeritus College, which now has a place in the provost's budget and is generating funds on its own accord. Wenger then explained the Life Course Committee's newest project: assessing the needs of new faculty hires. A research team has surveyed both new faculty hires and the department administrators who oversee the hiring of new faculty. The surveys indicate that new faculty have substantial problems getting into the Emory system and functioning in it. One reason for this difficulty is a discrepancy between the date when a new faculty member arrives on campus and the date when he or she is formally scheduled to start work. Wenger put forward three recommendations and asked the Council to give its formal support.

- 1) New faculty members' official start date should agree with their actual start date.
- 2) New faculty should be provided an opportunity to review and discuss their paperwork (HR forms, etc.) prior to their start date.
- 3) New faculty will be directed to a web guide: a new resource document that gives new faculty members links to sites that will help them get oriented not only to Emory, but also to Atlanta. (This web guide is currently in draft form.)

After discussion of the first recommendation, the Council agreed to approve it "in concept" while Wenger's committee takes the issue to Human Resources and the General Counsel's Office. The Council approved the second and third motion without revision.

*(A hard copy of the New Faculty Web Guide and additional resources were distributed.)*

**VIII. Goal Setting for 2004-2005: Making the Future Happen**

Sharon Strocchia asked Faculty Council members to review a list of goals for the coming year (and perceived barriers to excellence) submitted by Council members prior to the meeting. She asked Council members to think about these goals and submit additions or further suggestions in the coming week.

**IX. Remarks by President Jim Wagner**

After commending the Faculty Council for taking on a 'proper and aggressive agenda,' President Wagner delivered two 'encouragements' to members: 1) Be creative: develop and enlarge your pool of involved faculty; and work to bridge gaps between the different 'silos' (individual institutions and units) of the university. 2) Be sophisticated: don't let yourselves be compromised by childish behavior; and work to reframe the grievance process at Emory as an opportunity for growth, rather than as a process filled with enmity. President Wagner concluded by noting that the Faculty Council is an important university body and needs to be perceived as such by the larger community.

**X. New Business**  
There was no new business.

**XI. Adjournment**  
The meeting adjourned at 5:03 p.m.

Respectfully submitted,

Stacia Brown  
Faculty Council Assistant