

**Minutes of the Emory Faculty Council**  
**24 January 2006**  
**Administration Bldg. Room 400**

**In attendance:** Allison Adams, Patricia Brennan, William Buzbee, Ronald Calabrese, David Carr, Steven Culler, Thomas Frank, Maggie Gilead, Kate Heilpern, Jim Hughes, Nadine Kaslow, Bill Kelly, Connie Kertz, Earl Lewis, Frank Maddox, Richard Metters, Kenneth Minneman, Judy Raggi Moore, Carol Newsom, Rick Rambuss, Michael Rogers, Claire Sterk, Sharon Strocchia, Michael Terrazas, James Wagner, Richard Ward, Nanette Wenger.

**Excused:** Richard Doner, Frank Gordon, Carol Hogue, Harriet King, David Pacini, Ruth Parker, Judith Rohrer

**Absent:** Arlene Chapman, Arri Eisen, Jan Gleason, Steve Walton

**I. Welcome and call to order**

Faculty Council Chair Michael Rogers called the meeting to order at 3:20 p.m.

Chair Rogers announced that the 2006 Distinguished Faculty Lecture takes place Monday, February 6, from 4 to 6 p.m. All Faculty Council members are encouraged to attend.

Chair-Elect Thomas Frank updated the council on the 2007 Distinguished Faculty Lecture selection process. Twenty-one nominations have been received; the selection committee (comprised of previous lecturers) meets in the coming month to go over the nominations and made a recommendation to the President.

**II. Approval of November 2005 Minutes**

The minutes were approved as distributed.

**III. Sustainability Committee – Peggy Barlett [document distributed at the meeting]**

Dr. Barlett reviewed the Sustainability Committee's charge to create a "vision for sustainability at Emory" in conjunction with the strategic planning process and the campus master plan. She summarized recent revisions to the latest planning document and invited Faculty Council members to give suggestions and feedback. Faculty Council member Dr. Jim Hughes, who also serves on the Sustainability Committee, joined with Dr. Barlett in responding to questions.

Issues raised in discussion included the following:

- The success of this sustainability plan remains tied to Emory's collaboration with neighboring communities. Some of the goals in the plan could be extended or expanded beyond Emory to include the broader community (such as the proposed conference on 'Greening the Supply Chain').
- The task of implementation belongs to all members of the Emory community. When the current draft of the document is complete, it will go back to the president's cabinet. Then the work of implementation and timelines begins. "Sustainability becomes everyone's job," said Dr. Barlett. Each division / school / program will become responsible for overseeing certain steps toward making Emory an environmentally sustainable community for all.
- Emory's environmental leadership is already one of its best – and underrecognized – assets. Emory has an award-winning recycling program, for example, but few in the metro Atlanta area know about it. If Emory can take steps with the new marketing

administrator to promote the new sustainability initiative (and activities already well underway to 'green the campus'), we will be primed as real leaders in the region on environmental issues, including becoming a great asset to the market for local / regional farmers and growers.

President Wagner added that start-up funds from the strategic plan will be available to help jumpstart many of the Sustainability Committee's initiatives.

#### **IV. Counselors' Committee [documents distributed in advance]**

Chair Rogers explained that following the Nov. 2005 approval of a process for ensuring Faculty Council input on the selection and delegation of faculty representatives to the Board of Trustees, the Executive Committee of the Faculty Council worked to come up with a plan and mission statement for the new committee. The resulting proposal was presented today to the Faculty Council for approval. It amounted to a motion to form a standing committee, called the Counselors Committee, to the Faculty Council with the charge of discussing "matters of common interest as counselors who sit on the Board of Trustees" and improving communication between the Faculty Council and the Board.

The motion was approved unanimously.

#### **V. Counselor Appointment Process [document distributed at the meeting]**

Past-Chair Sharon Strocchia introduced a proposal for forming an Ad Hoc Nominating Committee for Faculty Counselors. The Ad Hoc Nominating Committee would be comprised of five faculty members (past chair of Faculty Council; two current Faculty Council members; and two current Faculty Counselors) who would consult with the Faculty Council and other governance groups to produce a pool of nominees for submission to the Board of Trustees as eligible candidates for Faculty Counselors. A related document was submitted to the Faculty Council members for discussion and vote. The ad hoc committee would remain in conversation with the Faculty Council so that the latter continues to have substantive input into the decision-making process.

Before a vote was taken, one Faculty Council member raised a concern about the ethics of discussing faculty members as potential nominees in an open-group Faculty Council setting. Another Faculty Council member responded by suggesting that such discussions, when they occurred, would aim to remain on the 'meta' level (big-picture issues), not on the level of individual qualifications or criticisms of faculty members. That task would be handled confidentially by the ad hoc committee in private sessions.

The proposal was put to a vote and passed unanimously.

#### **VI. Remarks by President Wagner**

President Wagner updated Faculty Council members on the work his office is undertaking this spring. Part of the implementation process of the strategic plan, he explained, entails measuring progress. While many aspects of the strategic plan are measurable, some indicators of value and quality are less easily measured. The "intangible" aspects of Emory's success, though difficult to measure, remain among the most important goals the university must pursue in coming months and years.

In light of these 'intangibles,' Pres. Wagner said, members of the Emory community might consider asking at least four distinct 'value questions' as they proceed forward with the work of implementing the strategic plan. None of these value questions is easily quantified; all of them are essential:

- What is the value of an Emory degree to *alumni*?
- What is the value of an Emory education to current *students*?
- What is the value of Emory as a place of employment, community, and research for *faculty*?
- What is the value of Emory as a healthcare experience for *patients*?

When an experience is highly valued, Pres. Wagner stated, that experience helps transform Emory into a destination university. And at bottom, such ‘value inquiries’ will determine the university’s *true* ranking or excellence, not the specific statistics that get a school into (or out of) U.S. News and World Report. If Emory really wants to become a leader in the university community, then we need to be willing to risk pursuing our highest and least quantifiable aspirations and invite the measurable indicators to emerge over time from that. “We need to consider the less tangible areas of quality and value that go beyond the easily measurable goals of our various plans,” the President concluded.

Discussion followed. Faculty members brought to the table concerns about the new healthcare policies available to faculty. It appears there may be some confusion, if not outright dissatisfaction, with the wording of the new policies and with the inability of faculty to change plans now that they are more clear about what is / is not offered by each. President Wagner said he will work with Human Resources to see if they can arrange a delayed open enrollment with the insurance companies. He reminded Council members that the problems with coverage are (a) symptomatic of the broader healthcare crisis in the United States today; and (b) affecting far more than just the faculty members. “If you want to be indignant about the coverage issues, be indignant for *everyone*,” he said. “Staff members at Emory are affected as well.”

Faculty Council member Kate Heilpern raised the issue of student intoxication on campus (she has treated increasing numbers in the emergency room at Emory). Senior Vice Provost Claire Sterk stated that she oversees a task force on addiction at Emory that has just finished a year-long study of alcohol use among students. Tomorrow this task force will meet with the President to move forward on its findings.

## **VII. Remarks by Provost Earl Lewis**

Provost Lewis updated Council members on the seminar series he and President Wagner are facilitating this spring. The first meeting takes place February 7; the topics this year draw from the cross-cutting initiatives of the strategic plan. (Future seminars could broaden to include a range of topics, Provost Lewis added, including the problem of substance abuse on campus.) The seminar series marks an effort on the part of the administration to help form intellectual community across the campus – not just in individual departments, but also in interdisciplinary and cross-disciplinary ways. Provost Lewis added that Emory’s physical landscape also plays a role in building intellectual community: “Our physical landscape needs to be shaped to be more conducive to these kinds of gatherings,” he said.

Provost Lewis then noted that his office is currently working on a review of operations with Institutional Research. Emory needs to ensure that it has the tools and resources in place to implement the strategic plan successfully and to measure progress accurately. The review aims to ensure that the “*institutional* aspects of research” are in place to make it possible for faculty to succeed with their “*individual* aspects of research.”

Discussion followed. Faculty Council member William Buzbee suggested that attention needs to be paid in brainstorming optimal locations for faculty to meet and socialize across departments. Other Faculty Council members agreed, saying that such places would greatly enhance the feeling of Emory as a community and as a place for interdisciplinary conversations.

**VIII. New Business**

There was no new business.

**IX. Adjournment**

The meeting was adjourned at 5:07 p.m.

Respectfully submitted,

Stacia M. Brown  
Assistant, Faculty Council