

Faculty Council Meeting February 20, 2007

In Attendance: Allison Adams, Deepika Bahri, Patricia Brennan, William Buzbee, Ronald Calabrese, Arlene Chapman, Paul Courtright, Yayoi Everett, Thomas Frank, James Hughes, Nadine Kaslow, Bill Kelly, Earl Lewis, Eleanor Main, Frank Maddox, Carol Newsom, Santa Ono, Ruth Parker, Denise Raynor, Dierdra Reber, Michael Rogers, Claire Sterk, Daniel Teodorescu, Douglas Unfug,

Excused: Robert Ahdieh, Sundar Bahradwaj, Steven Culler, Keith Klugman, Alton Pollard, James Wagner

Absent: Jan Gleason, Leslie Harris, Kate Heilpern, Roland Ingram, Ken Minneman, David Pacini, Randall Strahan, Ora Strickland

I. Welcome and Introductions

Tom Frank called the meeting to order at 3:17 P.M.

II. Approval of January 2007 minutes

The minutes were approved as distributed.

III. Call for Nominations

In advance of next week's University Senate meeting, Tom Frank issued a call for nominations for a new President-elect for the Senate. Frank noted that the President-elect must be one of 18 elected members of Senate. In previous years the executive committee of the Senate has put forward its own nomination. Frank asked Faculty Council members to contact him directly with any recommendations.

IV. Emeritus College Planning

Tom Frank welcomed Gene Bianchi, Director of Emory University's Emeritus College. Dr. Bianchi presented information about the strategic plan of the Emeritus College. Highlights from Dr. Bianchi's presentation:

- Dr. Bianchi will soon be transitioning out of his role as director of the Emeritus College. The advisory board will soon be opening a search for Dr. Bianchi's replacement.
- The Emeritus College has established a "Living History Project" that allows the college to chronicle the history of Emory University by recording interviews of retired professors. The College has made a proposal that will regularly budget approximately \$10,000 toward this project.
- The Emeritus College has initiated a new project in which Emory professors will have the opportunity to teach at Addis Ababa University upon retirement. (Ethiopia)
- Bianchi queried about how the University might do more to assist the research of retiring professors. Currently the Heilbrun fellowship awards two \$10,000 per year fellowships that support the research of retired professors. Bianchi expressed interest in expanding this funding so that more retired professors can benefit.
- Bianchi also raised the question about whether the Emeritus College, which is currently using available facilities on the Briarcliff Campus, might eventually be located closer to Emory's main campus.
- Bianchi noted that Dr. Doug Unfug currently serves as an Emeritus College representative on the Faculty Council. Are there other committees or areas of campus life to which retired faculty might contribute? A few years ago retired faculty helped with freshman seminar. Bianchi asked whether or not it might be worth revisiting ways that Emeritus faculty might contribute to new students' initial exposure to Emory.

Faculty Council members made several comments about Dr. Bianchi's presentation:

- Douglas Unfug noted that the Emeritus College is a great asset for the university that if properly promoted could do much to aid in recruiting and retaining faculty as well as encouraging faculty retirement.
- One council member asked about processes that are in place for the Dr. Bianchi's transition out of his role. Bianchi informed the council that in April the 23 member advisory board will be meeting to discuss this transition.
- Several council members made suggestions about ways that retired faculty could continue contributing to the university. Retired faculty could serve as useful resource persons for current professors. The Emeritus College might offer itself as a site for interdisciplinary engagement of research ideas that are being pursued among college faculty.
- Tom Frank suggested that the Emeritus College Strategic Plan place the mission statement at the front of the document. Also, he suggested that the strategic plan—which is focused predominately as it stands on meeting the needs of retiring faculty—be reframed in a way that connects the Emeritus College to the larger strategic plan of the university.
- One Council member observed that while Emeritus College members have been incredible assets to Grady hospital, their frustration has come with some of the pragmatics of their participation, for example with finding regularly available, affordable parking. The Emeritus College could be a valuable advocate for retired faculty, helping to address some of these pragmatic obstacles in order that more retired faculty will be willing to participate.

In the Fall of 2007 the Faculty Council plans to revisit the Emeritus College strategic plan.

V. Fraud Awareness Presentation

Scott Stevenson, director of internal audit for Emory Healthcare presented on the fraud awareness plan at the university. Two years ago Emory implemented a Trust line, a toll-free phone number staffed by an external organization that assists the university in addressing fraud concerns. Internal Audit is the university unit responsible for investigating issues of financial mismanagement. Over the last year internal audit has investigated between 10 and 12 situations of financial fraud at the university. While instances of fraud are infrequent, the impact on those involved is quite serious.

Stevenson presented a “fraud triangle” that illustrates 3 factors that contribute to financial fraud at an institution: (1) opportunity, (2) pressure/incentive, and (3) rationalization. Opportunity is the area that we have the most impact on through promotion of good internal controls. Stevenson noted several prevalent fraud schemes that they have encountered in their investigations: fraudulent disbursements (fake employees, fictitious endeavors), purchase-card abuse, inventory-purchasing and receiving mismanagement, and problems with petty cash disbursements. Administrators need to watch for red flags—staff members working odd hours, never taking sick leave or vacation, or failures to provide original receipts. University units need mechanisms in place for reviewing financial transactions. Questions should be addressed to internal audit (404-727-6146).

Questions from the Faculty Council:

- How extensive is the problem of fraud? Stevenson observed that with 22,000 University employees, fraud is a rare problem that impact less than 1/10 of 1% of the University. Provost Lewis noted that the University is currently prosecuting several former Emory Employees and faculty. Fraud is a problem. Some fraud practices—for example, purchase-card abuse—may be more prevalent than what we have identified so far.
- Has there been any evidence of people using the Trust Line to “get back” at employees? Stevenson indicated that they have not observed this. The majority of investigations do not turn up substantial problems. To the best of internal audit's knowledge the Trust Line is not being abused.
- One member questioned whether the cost of preventing fraud is more than the amount of money the university is actually saving. Provost Lewis noted that in addition to the amount of money that is involved, fraud prevention also addresses problems of mistrust that can develop within

university units where fraud is a problem. The investment is well worth the benefits that the university gains.

VI. Teaching Center Proposal

Dr. Michael Lubin returned to the Faculty Council to follow up on the UACT teaching center proposal presented at the November meeting. At its 2/14/07 meeting, the University Advisory Council on Teaching unanimously approved the final teaching center proposal. The plan links the creation of this university-wide center to three of the principle goals of the University strategic plan: (1) Strengthening faculty distinction, (2) Preparing engaged schools, and (3) Creating community-engaging society. The implementation plan calls for the development of this center through the enlargement of the Center for Teaching and Curriculum (CTC), an Emory College center that UACT would like to expand to encompass schools across the university. Beginning the Fall of 2007, the plan calls for this expansion and for the identification of potential funding sources and staffing needs. The long-term goals of the new teaching center will include the creation of a central office that will coordinate teacher development for the schools and sub-centers that the proposal envisions.

Faculty Council members made several comments and suggestions:

- Tom Frank queried about the specific elements of the 2007-2009 pilot period. Lubin responded that while some contributors to the plan pushed for specific time tables and staffing appointments, the council determined that this should be softened due to the uncertainty about funding for the plan. The three-year pilot period allows some flexibility, pending more details about University financial support.
- One faculty council member expressed concern about whether or not schools outside the college will buy in to this teaching center. Furthermore the implementation stage seems to take what is functioning as a subcenter (Emory College's CTC) and making it the central office. Lubin replied that the report is only meant to sketch out a general direction of the proposal, not to address all of the details that need to be worked through in the implementation of the plan. He added that the goal of the new proposal is not to disassemble or steal the CTC from the college; the goal is to expand the impact of the CTC by making it an institution that contributes to schools across the university.
- Another faculty council member asked whether or not the new teaching center will have as one of its responsibilities the task of performance evaluation of teachers. Lubin replied that this is not the intended mission of the teaching center, which is intended strictly to aid in the development and support of Emory teachers.
- Some faculty council members noted that the University has done an excellent job providing resources to aid teachers in advancing technology in the classroom. The problem is that this is purely elective, extra-curricular, and much of the exposure that Emory professors receive occurs in the summer when teachers are not able to put these new skills into practice. Faculty council members recommended that the new center consider ways that technologies of information and production of knowledge could interface with teaching pedagogy in Emory's classrooms.
- One faculty council member commented that the language "academy of experts" seems confusing in the current proposal. Lubin notes that the reference to this "academy" could serve either as an honorary title (i.e. a way of honoring individuals who have been recognized as great teachers) or as a way of identifying excellent teachers who have been slated with the task of mentoring other professors.
- Santa Ono observed that the Bok center at Harvard was initially funded externally. It is possible that this new teaching center, like the Bok center, could begin in similar fashion. Providing space for the center might be the best contribution that the University itself can make to the plan's success.

The Faculty Council acknowledged the substantial progress that UACT has made on the proposal since the last meeting. Members affirmed their support for the proposal.

VII. Spellings Report and Bok Book Discussion

Tom Frank summarized details surrounding the Spellings Report, a high-profile report from the U.S. Department of Education that details concerns about and plans for the future of higher education. The general tone of the report is one of concern about the lack of accessibility, affordability, and accountability among higher education institutions in the United States. In addition, Derek Bok's new book, Our Underachieving Colleges (Princeton, NJ: Princeton University Press, 2006) focuses critical attention on the purpose of colleges and raises similar questions about whether or not elite colleges in America are fulfilling the goals that they claim.

Highlights from the Faculty Council discussion:

- Provost Lewis observed that the problem of evaluation is an important bridge connecting the Spellings Report and Bok's book. Both pieces talk about the problem of assessment. The Spellings Report frames this as a problem of accountability. Bok picks up on this theme, arguing that while much of what critics of elite schools say is wrong, these schools have not done enough to demonstrate how students are actually learning at their schools. What do higher education institutions add to the learning of the talented students who attend their schools?
- Elite institutions of higher education fear that absent our own efforts to implement an internal system that will help assess student learning, a system will be imposed externally. These same institutions also fear that these external standards will force them to regress to the "mean" of all higher education institutions. Provost Lewis sounds the warning: if schools like Emory don't take control of this future then the future will be shaped by those outside of our institutions.
- Several council members noted that the task of assessing outcomes in liberal arts education is challenging due to the impossibility of quantifying outcomes. Standardized tests are useful for assessing knowledge and testing skills, not for assessing attitudes and critical thinking, outcomes requiring labor-intensive evaluation. Faculty and Emory regularly encounter resistance among students to the challenge of critically reflecting on information that they learn. Too often students believe that learning the "facts" of the discipline is sufficient to passing class exams. Provost Lewis observed that it will be important for Emory faculty to think through how to create learning environments for students that will foster a commitment to critical reflection. Assessment of pedagogy might be the vital first step to improve critical thinking in our classrooms.

VIII. Remarks by Provost Lewis

Provost Lewis commented briefly on two items. President Carter is speaking on Thursday, February 22 from 11:00-12:15 at Glen Memorial church. He will be fielding questions from attendees. The university plans to set up soap boxes outside of Glenn Memorial to give individuals the opportunity to speak. Provost Lewis also noted that the Year of the Faculty presentation was made the prior week to Emory's Board of Trustees. Provost Lewis thanked everyone who participated. A series of documents will be forthcoming for Faculty Council review.

IX. New Business

There was no new business.

X. Adjournment

The meeting adjourned at 5:05 P.M.