

**Faculty Council Meeting
March 20, 2007**

In Attendance: Allison Adams, Robert Ahdieh, Deepika Bahri, Sundar Bahradwaj, Patricia Brennan, William Buzbee, Ronald Calabrese, Arlene Chapman, Paul Courtright, Steven Culler, Yayoi Everett, Thomas Frank, Kate Heilpern, James Hughes, Nadine Kaslow, Earl Lewis, Frank Maddox, Carol Newsom, David Pacini, Ruth Parker, Alton Pollard, Denise Raynor, Dierdra Reber, Michael Rogers, Claire Sterk, Randall Strahan, Ora Strickland, Daniel Teodorescu, Douglas Unfug, James Wagner

Excused: Bill Kelly, Keith Klugman, Eleanor Main, Ken Minneman,

Absent: Jan Gleason, Leslie Harris, Roland Ingram, Santa Ono

I. Welcome and Introductions

Tom Frank called the meeting to order at 3:15 P.M., reminding members of the 5:30 P.M. groundbreaking ceremony for the new School of Theology building.

II. Approval of February 2007 minutes

The minutes were approved as distributed.

III. Work-Life Initiatives for Faculty

Tom Frank introduced Rosemary Magee and Julie Seaman, who presented a report on the efforts of the Work-Life Task Force. A summary of the presentation:

- The Task Force has developed a mission statement and guiding principles that are available online (<https://www.admin.emory.edu/StrategicPlan/WorkLife/>). The Work-Life Initiative is aimed at helping Emory to become a “Destination Workplace” internationally recognized as an inquiry-driven, ethically engaged academic community.
- The timeline of the Task Force indicates that the Work-Life Initiative Report is to be presented during the Fall of 2007. The Task Force will also sponsor some events at the PCSW symposium. The Task force is currently working on a draft of this report.
- The Task Force identified several foci of interest but chose to focus its attention on three critical areas: (1) dependent care, (2) alternative work options, and (3) faculty recruitment and retention. Each of these areas has a subcommittee attending to its specifics.
- In addition to crafting a mission statement and guiding principles, the Task Force has created an online forum for people to provide commends and feedback on work-life issues at Emory. The Task Force is also conducting benchmarking surveys and a general analysis of these issues at Emory.
- Magee and Seaman observed that work-life issues are currently a hot topic in the academy as well as industry. There are some recent articles in Fortune and Academe that focus on work-life issues, and other major research universities such as Harvard and Princeton have recently pursued their own work-life initiatives. There are obvious reasons for this attention to work-life issues. Demographic trends—for example the raft of retirements that will effect higher education in the coming decade—play a factor, as does the increasing competitiveness of the labor market spurred by the global economy. There are significant numbers of young women entering PhD program who do not reach tenure—a fact prompting universities to consider the systemic reasons for this trend.
- Magee and Seaman presented a summary of some of the preliminary recommendations of the Work-Life Task Force. Currently Emory requires that faculty who become pregnant must make a written request for a tenure extension that must then be approved. The Work-Life Task Force is considering a recommendation that Emory make tenure extension automatic in line with peer

institutions. The Task Force also is considering a proposal that the policy on maternity leave be made gender neutral by granting leave to the primary caregiver, who may be a person other than the birth mother. The working premise of the revised policy would be that leave would be granted to the primary caregiver, and the possibility would exist to grant reprieve from non-teaching duties to a non-birth parent who fits this description. Questions remain about how the policy on extending leave to the primary caregiver would relate to the tenure extension policy. Some details remain to be ironed out. Nevertheless, the Task Force is considering a recommendation that Emory begin with a pilot program that would test a part-time leave option consistent with the revised policy suggestions.

Faculty Council members asked several questions:

- One Faculty Council member queried about where things stand on the timetable. Magee replied that while we are still very early in the process, with additional consultations planned, and that the Task Force hopes to have a draft of its recommendations ready by the end of the semester.
- One member asked whether or not the revised policies will be interpreted differently for those working on 9 month instead of 12 month contracts. Magee replied that this is another detail that remains to be worked out.
- A Faculty Council member questioned how it is possible for a “policy” to be interpreted differently. Is the goal of the Initiative to have a policy that is applied consistently across all the schools and doesn’t allow for interpretation, or is the goal to have something that allows for variability among Emory’s schools? Magee observed that the reason why the policy is interpreted differently is that different leaders use the policy in different ways. Thus, the tenure extension policy is more of a “guideline” at the moment. Provost Lewis observed that what this kind of policy encourages is a “baseline” expectation for all the schools, not something that completely eliminates variability.
- President Wagner asked whether or not simply taking other schools’ best practices is the best thing that Emory can do for its faculty. Does the Task Force have confidence that Emory will significantly address the work-life concerns of its faculty simply by adopting these policies? Magee responded that doing so will help a great deal to make these concerns part of the larger culture at Emory. Nadine Kaslow agreed, noting that while these policies will not fix everything they will help provide the structure for the larger cultural changes that must take place at Emory.
- One Faculty Council member observed that these revisions will potentially make Emory more competitive in its efforts to hire top-level faculty.
- Another member expressed strong support for the tenure clock policy revision, noting her own personal experience with the stresses of balancing maternal concerns with tenure clock.
- Provost Lewis noted that in the vast majority of cases requests for maternity leave are approved by the Provost and President. The variability stems from the way that the leave policy is applied by different Deans.

Magee concluded the presentation with a call for additional recommendations from Council members.

IV. Non-tenure track faculty proposal (2nd reading)

Randall Strahan presented a follow-up report on the non-tenure track faculty proposal presented at the January Faculty Council meeting. This revised proposal includes several changes made after considering the feedback of Faculty Council members:

- This report has a more accurate count of regular non-tenure track faculty at Emory. The number in the original report was too high, because it included adjunct and other temporary faculty. Getting an accurate count is a complicated task; different schools use different titles. Nevertheless, the current report indicates that there are around 1000 non-tenure track faculty at Emory, with the largest group of regular non-tenure track faculty serving in the Medical school.
- The revised report has deleted suggested title for the three proposed faculty tiers. This is a topic that is in need of further study.
- The revised report also proposes a more specific process for implementing its principles. The timeline envisions a Provost office review of the procedures for non-tenure track faculty

appointments across the university. This review would attend to the specific changes that are needed to implement the recommendations and would be completed by August 15, 2007. The Provost Office report would be reviewed by the Faculty Life Course Committee during the Fall of 2007. The Committee would report back to the Faculty Council by December 2007 on the implementation of these principles.

Faculty Council members made several comments:

- One Council member observed that there are challenges with applying the recommendation to the Law School. Strahan replied that more information gathering is needed in order to craft a policy that can be utilized within all of the Emory's program units. While there might be some differences among Emory's schools, the general principle that should unite all of the program units is a greater commitment to making the appointment and evaluation process more transparent. While the committee makes no recommendations about what standards schools should use to guide promotion decisions, for example, it does argue that these expectations need to be clearly stated.
- One council member queried whether the 3, 5, and 7 year tiers listed under point 4 are required or simply suggested. Strahan replied that this functions as a template for schools and would need to be weighed against the circumstances that different schools face. The committee does suggest that non-tenure track faculty appointments at Emory need to be as uniform as possible.
- Would NTT faculty be able to take advantage of work-life policies? Strahan indicated that this is a point of uncertainty which is not addressed in the current committee recommendations. Nadine Kaslow advocated that permanent non-tenure track faculty have access to the same benefits as tenure track faculty. The policy needs to clarify that non-tenure track faculty are not "temporary" faculty. These are regular, renewable contracts, but not tenure track.

The Faculty Council affirmed the recommendations in the Faculty Life Course Committee's Report and moves them forward as outlined under point 12 in the document.

V. Remarks by Provost Lewis

Provost Lewis made two observations:

- Following President Carter's recent town hall meeting at Emory, the university will be hosting some additional events this month and next. On April 5 Ken Stein will be speaking at the university. On May 1 Ambassador Dennis Ross will be speaking about efforts to forge peace in Palestine. In July and early August several Emory faculty and administrators will be journeying to the Middle East. During the first week of January, 2008 several students will be traveling to the Middle East as well.
- Starting this week and continuing through next November Emory will be hosting a series of lectures that will include Nobel Laureates and members of the National Academy of Sciences. This is part of Emory's efforts to foster academic events that will focus on new areas of scientific inquiry. Announcing a new lecture series starting this week going through next November. Nobel Laureate Andrew Fire will be speaking this month.

VI. Year of the Faculty Report

Earl Lewis presented a summary of the Year of the Faculty report. A summary of Provost Lewis's presentation:

- Emory currently has over 2700 full-time faculty, of which around 1150 are tenure track. The majority of non-tenure track faculty are in the Medical school (74% of Medical school faculty are non-tenure track). Compared to its peers, Emory has a lower percentage of faculty under the age of 45 and a higher percentage who are 65 or over. The average age of hired faculty is 38.4 years.
- The committee identified five domains that provided it a roadmap for conversation: (1) balancing research, teaching, and service, (2) faculty recruitment and retention, (3) faculty development, (4) promotion and tenure, and (5) the need for and pursuit of diversity. Within

each of these domains, the committee identified guiding principles, and from these principles that committee suggested actions steps to be taken. All of these are summarized in the report available on the Faculty Council Blackboard site and online (<http://www.emory.edu/PROVOST/year/feedback.html>).

- The report concludes with an extensive summary of the committee’s accomplishments this year as well as suggestions for goals that the committee has set for next year and three years from now.

Questions and comments from the Council:

- One council member queried about whether or not there was significant response from the online feedback form. Provost Lewis replied that the committee received between 50 and 60 responses from the Year of the Faculty email it sent and between 10 and 20 additional email suggestions, so the response was significant.
- The Council discusses at length the challenge of incorporating the School of Medicine into the academic community. Many principles in the School see themselves primarily as physicians, not as educators. Employees at Grady also face substantial obstacles that impede their ability to engage the academic community at Emory (e.g. parking costs, distance, etc.). I
- Tom Frank asked that further conversation about the report be deferred until the April meeting. Faculty Council members expressed much appreciation for the manner in which the Provost’s office involved faculty in the process. The faculty are well aware that their feedback has made a difference.

VII. University Research Committee Planning

David Pacini presented an update on the work of the University Research committee (URC). A summary of his comments:

- The URC is a standing committee of the Faculty Council. As such, it is the only faculty governed research program in the country and has expanded its scope over the last 2 years, overseeing a program of grants to faculty, usually involving first-grant seed money for research in the sciences and humanities.
- The URC has been working in partnership with the Atlanta Clinical Translational Science Institute, a partnerships that connects Emory to Georgia Tech and Morehouse College. The URC has also set a goal of trebling the amount of research funds made available to support the research of Emory professors. Pacini noted that with the warm support of Emory, the URC can announce a 3 year program that will achieve this goal. In addition to the first-grant seed money, this funding will expand to include bridge funding for faculty.
- Pacini expressed a not of appreciation both to Melanie Kingston and Claire Sterk. Melanie’s labor has been indispensable, both in the way that she has overseen the day-to-day business of overseeing URC grants and in the diplomatic efforts to respond to applicants.

VIII. Remarks by President Wagner

President Wagner made brief remarks and asked one question:

- He observed that the initial launch of the strategic plan had a strongly “corporate” feel that, while unsettling, has allowed the university to pour the foundations for a process that is finally helping it to become more like university. The recent Carter lecture, the numerous academic activities and events that the university has sponsored as of late have done much to refocus Emory on what it means to be a community that is first of all *academic*.
- Noting that there is always a “dark side” to the plans and projects that institutions pursue, President Wagner raised a question of council members: as thermometers of the mood of the faculty, how are things at Emory feeling at this stage of the master plan?
- President Wagner also updated the Council on the status of the university’s search for a Senior Vice President of Development and Alumni Relations. The University is bringing back 3 candidates for another round of interviewing.

IX. New Business

There was no new business.

X. Adjournment

The meeting adjourned at 5:01 P.M.