

**Faculty Council Meeting  
October 17, 2006**

**In Attendance:** Robert Ahdieh, Deepika Bahri, Patricia Brennan, Arlene Chapman, Paul Courtright, Steven Culler, Thomas Frank, James Hughes, Nadine Kaslow, Bill Kelly, Keith Klugman, Earl Lewis, Eleanor Main, Frank Maddox, Carol Newsom, Santa Ono, Ruth Parker, Alton Pollard, Denise Raynor, Dierdra Reber, Michael Rogers, Claire Sterk, Ora Strickland, Douglas Unfug, James Wagner

**Excused:** Allison Adams, Sundar Bahradwaj, William Buzbee, Ronald Calabrese, Kate Heilpern, Ken Minneman,

**Absent:** Jan Gleason, Roland Ingram, David Pacini, Randall Strahan, Daniel Teodorescu

**I. Welcome and Introductions**

Tom Frank called the meeting to order at 3:18 P.M.

**II. Approval of September 2006 minutes**

The minutes were approved as distributed except for typographical errors, which will be cleaned up prior to final distribution on Blackboard.

**III. Committee Roster Update**

The faculty council discussed a few committee issues outstanding from last month's meeting:

- The faculty hearing committee has filled its two vacancies. Professors Aryeh Stein and Robyn Fivush are new committee members.
- Tom Frank relayed to the Faculty Council his conversation with David Pacini about the distribution of representatives on the University Research Committee. Pacini told Tom that the committee is conscientious about representing all of Emory's schools on the committee and is awaiting word from some schools on proposed members.
- A council member asked about the status of the University Teaching Fund (UTF). Claire Sterk informed the council that UTF funding is still available and that grant opportunities will continue until the Summer of 2007. While it is not clear whether there will be a Spring call for funding proposals, Mike Lubin will be in a position to answer this at a future council meeting. Sterk observed that there may be temporary gap during which UTF funding will be unavailable. Frank Maddox expressed some concerns about the effect that this gap may have on some professors who rely on these smaller grants to fund their research. Sterk indicated her appreciation of these concerns, noting that changes to the UTF are in part an attempt to help expand funding opportunities so that more faculty can take advantage of them. There will be a more comprehensive presentation on the University Advisory Council on Teaching (UACT) at an upcoming council meeting.

**IV. Faculty Engagement with Construction Projects**

Mike Mandl presented briefly some information related to current and forthcoming construction projects at Emory University. The goal of this initial presentation was to introduce some of the major issues facing the university during this period and to get feedback from council members about items for future discussion. Mandl highlighted four major construction projects that the university will undergo over the next several years:

- Building one of the new freshman village is currently under construction. In the summer of 2007 the Delta Tau Delta building and laundry will be demolished. Two new buildings will be constructed and the road nearby will be moved to create more space. Over the next several years the university will pursue a pattern of staggered construction, with new dorms being built while others are demolished over the next several years.

- Psychology and the School of Theology are both to begin construction on new buildings in 2007. During the summer of 2007 Gilbert and Thompson dorms will be demolished and the nearby road will be moved to create a footprint for a new psychology building. A new School of Theology building will be built on what is the Dickey Drive lot next to the soccer field.
- In the summer of 2008, redevelopment of the health sciences complex on Clifton Road will begin. Much of the current Clifton road parking will be moved underground over the next 8 years. The temporary loss of parking coupled with the extensive construction traffic will present numerous logistical challenges during this period.
- The edges of campus will be undergoing redevelopment. In September of 2007 construction will begin on a mixed-use project on Clifton road that will include hundreds of faculty and staffing housing units and many retail shops. On Briarcliff Road the university will be building a new Graduate student complex. In the summer of 2007 the roundabout at Emory Village will begin construction. This project is anticipated to take 8 months and will cause significant disruption to traffic in the Emory Village area.

There are several major issues that confront Emory during this time: increased noise, traffic congestion due to road closures, the presence of construction workers and equipment in the area. Emory is being proactive in working to resolve some of these issues (e.g. by requiring construction workers to use Park and Ride services rather than driving themselves to the construction site).

Faculty Council members had questions and made several observations in reply to Mandl:

- One council member inquired about provisions that Emory was making for mobility impaired persons. Mandl indicated that Emory will be addressing this immediate issue by turning some of the reserved parking spaces into handicapped parking.
- Another member observed that faculty are in need of “safe zones” free from the anxiety and stress that construction will bring. The decline of the Emory Village area makes it difficult to find relaxed places for faculty to meet with students and one another. Mandl replied that one element of good news to the current construction plan is that in the Summer of 2008 Emory will have a new building facing East Oxford that will serve as a kind of campus living room with reception areas and a bookstore.
- Nadine Kaslow noted that anxiety is increasing among Emory hospital and clinic patients who are hearing rumors about forthcoming construction. Faculty and staff are finding it difficult to alleviate these anxieties because they themselves are often unclear about what will be happening at what time.

President Wagner noted that it is important when responding to concerns about construction changes that many of these changes are not elective. In some cases it is less expensive to raze and rebuild than it would be were Emory to renovate existing structures. In conclusion, Mandl invited faculty council members to continue sending him feedback about construction at Emory. There will soon be an interactive website for individuals to leave feedback and questions.

## **V. Remarks by Provost Lewis**

Provost Earl Lewis made several comments in relation to last month’s remarks to the faculty council:

- The provost’s office has scheduled “Year of the Faculty” conversations at all of Emory’s schools except for the School of Public Health (future date TBD). These conversations are attempts to get feedback from college faculties that will help clarify the meaning of faculty distinction, the relationship of teaching and research for Emory faculty, and the establishment of metrics that will assist schools in making hiring, promotion, and tenure decisions. Santa Ono noted that on the Year of the Faculty homepage ([www.emory.edu/PROVOST/year/yearofthefaculty.html](http://www.emory.edu/PROVOST/year/yearofthefaculty.html)) there is a link for faculty members to email their thoughts.
- On the matter of the Faculty Distinction Fund: these funds are intended as seed money for schools, not base funding. Schools that receive support through this fund need to anticipate eventual funding support that will be necessary. The working model assumes that the Faculty Distinction Fund will contribute 75% of the funding to schools in the first year, decreasing by 25% each year

until the fourth year, at which point a school that receives funding is responsible for full funding of any faculty distinction initiative.

- Provost Lewis indicated that based upon conversations from the September 2006 Faculty Council meeting, the Provost office has had several conversations about ways to foster intellectual community at Emory. In two years Emory will have additional academic space on campus that will assist in developing the kind of ferment that faculty members are seeking. In the interim, the Provost's office is seeking the assistance of Faculty Council members about creative ways to seed nodes of intellectual activity on campus (for example, reading groups, interdisciplinary seminars, and intellectual affiliations groups). Tom Frank recommended that Provost Lewis plan to bring a list of possibilities to the next Faculty Council meeting for member feedback. Provost Lewis invited council members to send him suggestions via email ([PEL@emory.edu](mailto:PEL@emory.edu)).

## **VI. Strategic Initiative on Religions and the Human Spirit**

Carol Newsom presented information about Emory's Strategic Initiative on Religions and the Human Spirit. The study of religion figures as a prominent theme in schools throughout the university, serving a bridge-building function across Emory's schools. Over the last year, a committee has been working to identify those "hot spots" at Emory where religion is being studied in creative ways. The goal of the initiative is to find ways to build bridges between these hot spots with an eye to three overall goals: (1) to enhance Emory's academic programs, (2) to foster more interdisciplinary research, and (3) to engage the public sphere in constructive ways. The committee has identified three institutional mechanisms for achieving these goals, all unique to Emory:

- The committee has explored the idea of establishing a center for religion, conflict and peacebuilding, drawing from the depth of academic resources throughout the university, as well as the unique relationship the Emory enjoys with a multitude of religious communities as well as international religious leaders such as the Dalai Lama and Archbishop Desmond Tutu. This center could provide creative space to bring together academicians who are studying religion and conflict as well as religious and NGO leaders who are engage issues of conflict and peacebuilding in constructive ways. Atlanta is a multiethnic, multireligious city and would provide a vibrant environment for such a project.
- The committee notes that with the exception of Harvard University no other school has the range of relevant professional schools and departments that can bring together the academic study of religion, science, and health (and Emory alone has an environment conducive to the collaboration of these schools). The committee is developing a plan that would allow for more research partnerships linking health research and religious studies, including certificate and possible joint degree programs that would bring together the resources of the Department of Religion, Schools of Theology, Public Health, Nursing, and Medicine.
- The committee also observes that Emory has extraordinary institutional and faculty resources relative to the study of religion, art, and society. The committee is exploring possible ways to strategically focus these resources.

One of the first projects fostered by this initiative is a new exhibit at the Carlos Museum slated for the Fall of 2007. The "Cradle of Christianity" exhibit will include artifacts from the Jerusalem Museum related to early Christianity and Judaism. The exhibit will include academic and public programming related to the exhibit and to contemporary issues such as Jewish-Christian relations.

Faculty Council members offered several observations and questions:

- One member inquired about whether the Ethics Center and Carter Center have been brought into this initiative. Newsom replied that the Ethics Center has been especially involved in the Religion, Health, and Science component of the initiative. The committee is still in the exploratory phase in its discussions with the Carter Center.
- President Wagner expressed hope that the initiative will retain its focus on the "human spirit," retaining emphasis both on the personal good and the common good.

- One member suggested that the committee also remember the value of area studies to this initiative. Christianity is pluriform; place and location are critical. Thus, area studies may become a vital contributor to understanding religion in its particularity.
- In reply to a question about the institutional structures related to the initiative, Newsom noted that the Provost has reminded the committee that not everything can become a “center.” The committee is thinking creatively about other institutional forms that can be used to further the goals of the initiative. Differences within academic cultures present challenges; it is not easy to find institutional forms that can bridge the differences between the social sciences, the humanities, and the “hard sciences.”

## **VII. Remarks by President Wagner**

President Wagner began his comments by noting three anxieties that he originally intended to speak about: (1) anxieties about construction, (2) anxieties related to implementing the university’s strategic plan, and (3) anxieties about leadership. The discussions that have been ongoing within the faculty council have done much to alleviate these anxieties. Faculty ownership of university-wide initiatives is critical to their success. Thus, the administration will be working extensively to make certain that its plans are in service to the Emory faculty’s goals. The lingering question is, “Do we all want the same things?”

One faculty council member expressed concerns about the lack of engagement of the Atlanta community by Emory, reflected in our attention to changes in the Atlanta community, particularly the growing music, film, and communications industries. Emory needs to become more engaged with these fields if it is to have a global impact. President Wagner replied that two large portions of the University’s strategic plan are about preparing engaged scholars. It is important to remember that strategic initiatives are built upon the individual plans of schools. Another council member suggested the idea of eventually developing a media facility at Emory. Emory’s involvement with the media to this point has been primarily in support of public broadcasting rather than commercial media.

## **XIII. Continuing discussion of Marketing Initiative**

The Faculty Council continued discussing the Marketing Initiative introduced at last month’s meeting. President Wagner identified two issues that have raised concerns from faculty: (1) Does the “Use your gifts” theme become an element or a master theme for Emory’s marketing strategy? (2) Was the process for developing the marketing initiative vetted broadly enough to evoke wide support from all of Emory’s constituents?

Faculty council members made several comments:

- One member observed that the master idea of the initiative means different things when used externally or internally. Externally, the message might be appropriate as a representation to outsiders, but at least some resistance from faculty might emerge from the feeling that Emory poses obstacles to faculty members maximizing the use of their gifts to the fullest extent. Another member added that last month’s presentation generated a lot of confusion. The promotion seemed to suggest that this plan was for internal consumption, not for outsiders. The suggestion is that the marketing plan needs to bridge internal and external, capturing the imagination of faculty in a way that will encourage them to buy into the message about Emory being promoted for outsiders.
- Nadine Kaslow observed that there was significant ambiguity about the process by which this plan was conceived. At last month’s meeting were council members being given a finished project, or was the presentation intended to get constructive feedback that would be used to revise the plan? The overall response to the marketing plan was at best neutral. The plan doesn’t seem to resonate with faculty, so Nadine is concerned about moving forward with a plan for which there is not enough internal support.
- Frank Maddox observed that there was a much more positive reaction to the Marketing Initiative at Oxford College. The audience that he observed was primarily a corporate audience. Earl Lewis noted that consistently the most critical feedback on the plan has come from academics at the

university, while approval of the plan has come primarily from the business community. Somewhere in between, Emory staff have had reactions both positive and negative.

- Eleanor Main noted that the marketing plan seems to emphasize the idea of public service as a quintessential feature of Emory life. While service is not a bad thing, Main observed that this reflects a misunderstanding of what a university is really about. There is virtually no attention in the plan to what academic life actually involves: research and teaching.
- Tom Frank summarized the general tone of the feedback about the Marketing plan: faculty need to be on the same page with the marketing team if we are to support this plan enthusiastically. There is still ambiguity about what the message of the plan is.

### **IX. Response to Spellings Report**

A discussion of the Spellings Report was on this month's agenda, but due to time constraints this discussion was deferred for a future meeting.

### **X. New Business**

There was no new business at this month's meeting.

### **XI. Adjournment**

The meeting was adjourned at 5:05 P.M.