

**Faculty Council Meeting
April 17, 2007**

In Attendance: Robert Ahdieh, Deepika Bahri, Sundar Bharadwaj, Patricia Brennan, Kenneth Brigham, William Buzbee, Paul Courtright, Steven Culler, Thomas Frank, Ozzie Harris, Kate Heilpern, James Hughes, Nadine Kaslow, Bill Kelly, Keith Klugman, Earl Lewis, Eleanor Main, Frank Maddox, Santa Ono, Ruth Parker, Denise Raynor, Dierdra Reber, Michael Rogers, Randal Strahan, Ora Strickland, Douglas Unfug, James Wagner

Excused: Yayoi Everett, Ken Minnemann, Daniel Teodorescu

Absent: Allison Adams, Ronald Calabrese, Arlene Chapman, Jan Gleason, Leslie Harris, Roland Ingram, Carol Newsom, David Pacini, Alton Pollard, Claire Sterk,

Guests: Rosemary Magee, Charlotte Johnson

I. Welcome and Introductions

Tom Frank called the meeting to order at 3:18 P.M. Frank introduced two new members of the Faculty Council: Ken Brigham, elected representative from the School of Medicine, and Ozzie Harris, Senior vice Provost of Diversity. The meeting began with a moment of silence following the tragic shootings at Virginia Tech.

II. Approval of March 2007 minutes

The minutes were approved as distributed.

III. Faculty Counselors to Board of Trustees Committees

Tom Frank introduced several faculty counselors present at the meeting. The Faculty Counselors' role was created several years ago in order to facilitate communication between the Faculty Council and the Board of Trustees. Faculty counselors serve as faculty representatives on the various committees of the Board of Trustees. Faculty Counselors made the following comments:

- Several counselors expressed appreciation for their time representing the faculty to the Board of Trustees. This service helped expose them to the breadth of the Board's work.
- Nadine Kaslow noted that serving as a faculty counselor is one of the more interesting things that she does at the university, something that has helped her learn much about the university. Members of the Board of Trustees are smart, thoughtful, and are deeply committed to Emory. This service has helped her and the other counselors understand that the Board's work is intrinsic to what "we" do as faculty members.
- President Wagner also observed that faculty presence is important for the Board of Trustees as well, helping to remind them of the primary academic mission of the university.
- Tom Frank noted that the Board of Trustees is starting to standardize a process for appointing new counselors. The end of the year report includes a pool of people from which the Board of Trustees will ask to serve next year. Under Kaslow's leadership next year the Faculty Council will need to replenish this pool.
- Rosemary Magee indicated that this plan has been a remarkable success from perspective of Board of Trustees committee chairs. Faculty presence on these committees helps keep in view the substantive concerns that effect both students and faculty of Emory.

IV. Committee Year-End Reports

The Faculty Council turned to a review of the committee year-end reports.

Faculty Life Course Committee

Randall Strahan presented a review of the Faculty Life Course Committee report which focuses on 4 major foci that have dominated the committee's work for 2006-2007:

- The committee has worked extensively on a review of non-tenure track faculty appointment procedures and policies. The committee's recommendations were adopted at the March Faculty Council meeting.
- The committee began a review of policies governing faculty retirements. Claire Sterk spent time briefing the committee on developments related to these policies. Strahan noted that the committee looks forward to being involved next academic year with conversations about these policies.
- The committee noted growing interest in a faculty club and is aware of a series of pilot projects that are being discussed in the President's Office. The committee will continue to monitor these plans.
- The committee is also responsible for supporting and overseeing the Emeritus College. Strahan publicly acknowledged the work of Gene Bianci in developing Emeritus college. Bianci has been pivotal in expanding the work of the college.

Strahan will continue as the chair next year.

Tom Frank opened a discussion of faculty club possibilities. Highlights of this discussion:

- President Wagner noted several possibilities that have been discussed this year: using the Houston Mill House, finding space in the DUC, space in the expanded B. Jones center. Before jumping into any project, however, it is critical that there be ample discussion of the purposes for this space. How will a faculty club be used? How one answers this question will dictate what kind of space—or combination of spaces—is ideal. At Cal Tech faculty club is very active and built around a lunchtime hour during which faculty learn about one another's research. At other schools faculty club is a place where faculty bring outside visitors. What does Emory need, and how do we shape this space in a way that will build the kind of faculty culture that we desire?
- Strahan added that the idea of a faculty club raises the question of how broad access to such a club would be. For example, would a faculty club include retired faculty? The main focus of current discussions about a faculty club have envisioned a site for faculty discussion and casual meals, drinks, and conversation. Strahan also noted that the committee has considered creating a survey to evaluate what faculty at Emory would like to see in a faculty club. Tom Frank suggested that the Faculty Council make this an agenda item for a future meeting.
- Provost Lewis highlighted 3 models currently being discussed: (1) an informal gathering space for Faculty, (2) a scheduled meeting time for faculty members to discuss particular themes in the Faculty Dining Room, and (3) the Houston Mill House. For the third option distance would be an issue for some, but if faculty believed this to be something of real interest then they would come.
- Strahan queried about whether it would be possible to have a facility with a liquor license on campus. Provost Lewis replied that while this is not impossible it would require some legislative action. Selling liquor on campus would be difficult.
- Eleanor Main noted that with the Houston Mill House the upstairs dining room is not handicapped accessible. Further, faculty lunch attendance seems to be declining at Emory. The Faculty Dining Room is already underutilized. We need to survey how faculty would actually use a faculty club. The University's limited experiments in the past have not been successful in sustaining significant interest.
- Doug Unfug noted that the Emeritus College has discussed the possibility of folding the idea of a faculty club into something that would include alumni.
- Jim Hughes commented that if the space is not close enough for people to walk to then it won't be well used. The traffic around Houston Mill in the afternoon is unbearable and would pose another obstacle to this location.
- Another faculty member impressed the importance of collecting data and working deliberately. We could try an experiment in the early Fall to see how well it works, though the Houston Mill plan is not the right experiment—the entry barrier would be difficult to overcome. If faculty

experience early on the benefits of a faculty club that is convenient it might be possible to move it further away at a later point.

- Santa Ono also suggested the idea of including post-doctoral fellows in a faculty club.

Faculty Hearing Committee

Jim Hughes reported that the Faculty Hearing Committee did not need to meet during the 2006-2007 academic year.

University Research Committee

David Pacini reported last month on the work of the URC. The committee's year-end report will be forthcoming. Pacini has completed his chairmanship on the URC. The URC will be recommending names to Executive Committee for a new 3 year term.

Tom Frank made note of several faculty members whose terms are ending: Jim Hughes, Paul Courtright, Frank Maddox, Bill Kelly, and Kate Heilpern, and all 8 appointed members of the Faculty Council. This is also Michael Rogers last faculty council meeting, concluding his 6 years of service as an elected member and chair. Tom Frank introduced Stephen Culler as the chair-elect. Vic McCracken will continue to serve as the administrative assistant during the 2007-2008 academic year.

V. Faculty Council/Provost's Office Lecture Series

Santa Ono followed up on the work of the Ad Hoc committee on faculty lectures. Following the idea generated by the faculty council of a faculty lecture series, this committee has nominated 60 potential speakers who will serve as a pool for the inaugural lecture series to begin during the Fall of 2007. The goal of this series is to provide a venue in which Emory faculty are able to present their research to non-specialists.

Faculty Council members noted that this idea dovetails nicely with the faculty club plan. One member recommended that we look into the possibility of organizing a radio broadcast once a month to broaden exposure for the series. Provost Lewis noted that Emory currently is in conversation with Georgia Public Broadcasting about some ideas to provide public broadcast content.

The Faculty Council unanimously affirmed its support of this series.

VI. Nominee for Distinguished Faculty Lecturer 2008

Nadine Kaslow acknowledged that Natasha Trethewey, associate Professor of English, was awarded the Pulitzer Prize. The Distinguished Faculty Lecture process was conducted online this year. The committee received a 20-25 nominations this year of excellent quality. Kaslow put forward the name of the nominee, which will remain confidential pending the offer extension from the President's Office. The Faculty Council unanimously endorsed the nomination.

VII. Remarks by Provost Lewis

Provost Lewis's made several remarks:

- Provost Lewis thanked Tom for his leadership of the Senate and Faculty Council and acknowledged the significant achievement of professor Trethewey.
- The overall tone of this academic year has focused on how we build Emory as an institution. Consistent with the focus on faculty distinction, during the Fall of 2007 the Provost office will be making available a Year of the Faculty Document that summarizes the findings and plan of this committee.
- The Fall will present numerous opportunities for the Faculty Council to discuss some important topics: how do we address issues of professorial rank across schools at the university? How do we address questions of promotion and tenure in light of the recent MLA report? Provost Lewis also

- observed that there are some new collaborative research grants being organized for faculties in the humanities (theology, law, social sciences, etc.).
- Provost Lewis thanked the Faculty Council for the important, frank, and honest input. The Faculty Council has made a real difference to the university.

VIII. Budget Presentation

Charlotte Johnson presented data concerning the variety of revenue streams upon which Emory's various schools rely. The range of these streams is wide and diverse, with some schools depending heavily on tuition while other schools depending on contract, grant support, and investment income. Johnson presented slides that break down the specific revenue data for each of Emory's schools.

Some faculty council members expressed surprise both by the diversity among Emory's schools and the degree to which some schools are so heavily reliant on tuition income. President Wagner reminded members that while the capital represented in the charts is university funds that much of this money is restricted; the university is not able to steer some of this funding out of the roles for which these funds were originally intended (e.g. endowed scholarships, etc.). Johnson also noted that when schools exceed revenue projections that this extra money flows into an operating reserve for each school. Schools have equity balances in different funding groups.

IX. Remarks by President Wagner

President Wagner submitted a brief end-of-the-year review. Highlights of President Wagner's comments:

- This has been a very productive year for the University, including an extensive Year of the Faculty Study, 6 initiatives on confronting the human condition, significant progress on Emory's strategic plan and fund raising strategy.
- At the same time it is important to consider the institutional risks that we face, a fact that the tragedy at Virginia Tech has made all the more pressing. Emory has an Emergency Risk Management steering committee that has identified over 500 risks that may confront the university in the future. With the help of 8 subcommittees, the ERM team has prioritized 57 risks that are of high priority, ranging from faculty misconduct to a flu pandemic. Alex Isakov will be chairing the steering committee for risk management. This morning Emory ran a crisis drill, and in the fall Emory will run a crisis drill that employs actors. Emory is thinking ahead about how the institution can be prepared so as to minimize risk. Over the summer information technology will be setting up a text-messaging system and an unobtrusive public announcement system to aid the university should a crisis emerge.

Faculty Council members made several comments:

- One member noted that Emory's website doesn't make accessing help lines at Emory easy. President Wagner indicated that the university has released funding to update the website and hopes to address issues like this in the near future.
- Another member queries about how Emory might reach out to the Virginia Tech community.
- One member raised the idea of Emory providing a catastrophic injury/illness policy to cover individuals connected to Emory who experiences trauma.
- Another member suggested that the move to online registration at Emory College has decreased the human contact the professors used to enjoy with their students. Thus, professors now often don't see their students out of class until the student is in the grips of a crisis. There are also bureaucratic obstacles that impede professors from openly discussing mental health issues and struggles with students.
- Several members concurred that it is important for Emory to pursue more personal responses to future crises before putting more intrusive measures into play such as metal detectors..

X. Adjournment

The meeting adjourned at 5:09 P.M.