

University Faculty Council Meeting Minutes

March 21, 2017

3:15 – 5:00 PM

Jones Room, Woodruff Library

APPROVED APRIL 11, 2017

Attended: Angela Amar, Juliette Stapanian Apkarian, Henry Bayerle, Carla Berg, Kimberly Jacob Arriola, Tamara Caspary, Carrie Cwiak, Erica Duncan, Sheryl Heron, James Hughes, James Hughes, Anna Leo, David Lynn, Kristy Martyn, Judy Raggi Moore, Nichole Powell, Karen Scheib, Jason Schneider, Karen Stolley, Patrick Sullivan, Anand Swaminathan, Kristin Wendland, Holly York, Lynn Zimmerman.

Excused Absences: Mary Newell, Stuart Zola, Cam Escoferry, Jaffar Khan, Claire E. Sterk, Jim Nagy, Matthew Klopman, Deborah Bruner, Christine Dunham, Pamela Scully.

Unexcused Absences: Astrid Prinz, Cynthia Wetmore.

Ex Officio Absences: Abdullahi A. An-Naim, Elizabeth Corrie, Noel Erskine, Jason Hockenberry, Peter Topping, Frank Wong.

Guests/Visitors/Correspondents: Kimber Williams, Sasha Volokh.

I. Call to Order

Emory University Faculty Council Chair Kristin Wendland called the meeting to order at 3:16 p.m.

II. Approval of University Faculty Council Minutes

The February 2017 meeting minutes have been posted for review in the University Faculty Council (UFC) Box folder.

UFC motion: Wendland requested to hear a motion to approve the February 2017 meeting minutes. Judy Raggi Moore made the motion, and Erica Duncan seconded it. The motion carried unanimously.

III. Announcements

a. Title IX Working Group – Jason Schneider (Member, School of Medicine)

Jason Schneider spoke on behalf of the Title IX small working group, which was charged by the UFC in its October 2016 meeting and led by Pamela Scully, for the investigation of how Title VII and Title IX policies are enforced at Emory as well as peer institutions across the country. Schneider announced that their working group will host Professor Risa Lieberwitz of Cornell University, an international expert on Title IX policy and enforcement, who will deliver a lecture on Tuesday April 4, 4-5:30 p.m. in the Jones Room. The lecture will be co-sponsored by the UFC, along with the ECAS Senate. The working group hopes this event will facilitate dialogue on how Emory is interpreting the actual law and translating it to its current Title IX policy.

b. Call for Faculty Counselor Nominations

Henry Bayerle and Kristin Wendland reminded the UFC members about the UFC call sent out last week for faculty counselor nominations to serve on two Board of Trustees committees, Campus Life and Woodruff Health Sciences Center Board, for the academic year of 2017 – 2018. Bayerle and Wendland outlined the selection process and requested nominations from the UFC members before the due date, April 8, 2017.

IV. Faculty Life Course Committee on “Civility and Respect” - Angela Amar, Chair (School of Nursing)

In its January 2017 meeting the UFC requested the Faculty Life Course Committee draft a statement on the “civility and respect” aspect of the Class and Labor Phase II Report for the UFC to consider adopting. The committee drafted this Civility Statement: “We believe the manner in which we interact with each other is critical to cultivating and maintaining a meaningful and effective intellectual environment. We encourage a climate of respect and inclusiveness that welcomes and embraces community members with diverse backgrounds and life experiences. We deliberately seek multiple perspectives and support the free and open exchange of ideas and civil discourse. We affirm the inherent dignity in all of us and we strive to maintain a climate of justice marked by respect for each other. Our community can only continue to thrive when we approach each conversation with an open mind and when each member can contribute fully.” Bayerle agreed with this statement and he said that he would like UFC to endorse it. Wendland proposed amending its name as “Faculty Civility Statement”. After discussion, Bayerle suggested bringing this statement to University Senate to consider adopting it.

UFC Motion: Wendland called for a motion for UFC to endorse this statement with its amended title as “Faculty Civility Statement”. Motion was made by Patrick Sullivan, and Jason Schneider seconded it. The motion carried unanimously.

UFC Motion: Wendland requested to hear another motion to include the discussion of this statement in the agenda for the next University Senate meeting. Motion was made by Erica Duncan, and Anand Swaminathan seconded it. The motion was passed with one abstention and no opposition.

V. Communication Infrastructure IV Presentations:

a. School of Law (SOL) – Jim Hughes

Hughes, SOL elected faculty representative, said that their school is a relatively small unit of the University with no departments. He outlined the basic governance structure of the SOL, which involves ten standing faculty committees. The SOL faculty meets twice monthly. All faculty, regardless of whether they are tenured or in tenure track, have the right to vote. Internal communications within the SOL are ensured via email listservers, a weekly newsletter, and closed-circuit televisions in their buildings. Their communications director facilitates the communication both within and outside the SOL. In response to a question from a UFC member, Hughes added that the SOL has a separate committee for tenure promotions.

b. Goizueta Business School (GBS) – Anand Swaminathan

Swaminathan, GBS elected faculty representative, reported that GBS had the worst faculty-governance satisfaction according to the results of a Spring 2014 survey reported in *Academic Exchange*. In response to this survey, an *ad hoc* GBS committee on faculty governance was formed. This committee interviewed more than 50 GBS faculty members and identified some key themes to focus on, such as the unsatisfactory activity, redundancy, and composition of standing committees; not having a shared vision of how faculty governance should look; and the lack of transparency. Later, the committee made other recommendations, such as forming a new executive committee, having fewer (four) but stronger committees with appropriate expertise, staffed through elections rather than appointments. Swaminathan then summarized the current governance structure in GBS which is based on the recommendations of the *ad hoc* committee. He also pointed out how the absence of any reward/recognition for participating in shared governance, as opposed to the reward policies in place for publishing high quality research and effective teaching, was one potential factor leading to the lack of GBS faculty engagement in shared governance. He then said the school’s “overarching goal is to build a faculty governance for providing transparency and expertise in decision-making, as well as making the efficient use of faculty resources.” The relay of the information between Swaminathan and his constituents is facilitated by the staff working in their dean’s office.

VI. Faculty Counselor Reports:

a. Investment – Tamara Caspary (School of Medicine)

Caspary reported on the activities of Investment Committee, which has general oversight of the investments of the University, for the past fiscal year. She outlined the duties and responsibilities of the committee, which include providing several reviews, annual updates, and reports, as well as approvals and resolutions pertaining to the University investments. Caspary said that the singular mission of Emory Investment Management is to produce superior long term investment results, positioning the portfolio in a way that maintains purchasing power after spending and inflation, and generates growth via excess returns to enable Emory's core mission and strategic objectives. "Two issues from last year were sustainability and long-term vision," Caspary said. She then presented the Emory Sustainability Vision Statement: "Emory University does not currently hold direct stock in public companies producing fossil fuels, based on information compiled and maintained by Fossil Free Indexes. Emory holds many investments in sustainable businesses and businesses with exemplary sustainability performance." Divestment principles pertaining to this statement have been posted to the UFC Box folder. In response to a question from a UFC member, Caspary said that Emory employs both internal staff and external managers for its investment businesses.

b. Woodruff Health Sciences Center Board (WHSCB) – Sheryl Heron (School of Medicine)

Sheryl Heron reported on the WHSCB activities for the past fiscal year. She reminded the UFC that Emory Woodruff Health Sciences Center is under a new leadership by executive director Jon Lewin. She introduced three major foci of this new leadership as strategic clarity, building effective architecture, and embracing a constructive culture. Heron next highlighted the reviews, annual updates, and reports of the WHSCB. Heron reported that WHSC received \$574.6 million in research funding in fiscal year 2016, which constituted a 94% of Emory's total funding. She said that this has been the seventh consecutive year for WHSC to receive funding over \$500 million. She then addressed where several WHSC schools, centers and institutions stand nationwide in terms of their rankings, capacities and reputations. Heron also talked about the Emory Healthcare Clinical Network Strategy for three roles: comprehensive health care provider for a local population, a referral center for much of Georgia, and, for some programs, the recipient of referrals from across the southeast and beyond. She finally listed several upcoming projects of the WHSC. She outlined the overall impact of WHSC to the community, such as having a \$7.5 billion economic impact, being the second largest employer in metro Atlanta, and having 125 new medical school graduates in 2016.

VII. Emeritus College Update – Holly York

Holly York, Emeritus College elected faculty representative, presented an update on the Emeritus College faculty activities. She said that their activities fall into four broad categories; creating, learning, teaching and community. York stated that having an intellectual focus (rather than social) has placed Emeritus College in a leadership position among the small group of such retirement organizations in higher education across the country. She reported that, according to Center for Faculty Development and Excellence (CFDE) data, emeriti faculty were represented nine times in a total number of 118 books published by Emory faculty in 2016. She also said that there is support for research under the Heilbrun Distinguished Emeritus Fellowships distributed by Emory College. York next highlighted their learning component, which involves multidisciplinary lunch colloquia, an annual Sheth Distinguished Lecture, and the Osher Lifelong Learning Institute at Emory. "We have three different mentoring programs," York said. She further said that among these, Pre-Retirement Mentoring focuses specifically on how to organize life in retirement rather than finances and healthcare differing, from what Emory Human Resources provides. Other mentoring is provided for the 1915 Scholars in Emory College and for undergraduates preparing for medical school interviews. York closed her presentation by announcing an upcoming meeting of the Association of Retirement Organizations in Higher Education (AROHE), which will be held at Emory Conference Center, October 7-9, 2018. She invited faculty and students working in disciplines that would

benefit from access to a group of members of the rapidly growing retirement-age demographic to consider attending the conference in some capacity.

VIII. Faculty Mediation and Conflict Resolution Task Force Update – Kristy Martyn (School of Nursing) and Elizabeth Goodstein (Emory College of Arts and Sciences)

Kristy Martyn summarized the UFC charge to the Task Force in September 2016 to evaluate the need for conflict resolution for faculty, explore what happened with the Faculty Peer Mediation Program, and provide a recommendation on how to move forward. Martyn and Goodstein, two key members of the Task Force, reported that the need for mediation and conflict resolution was established in consultations with the Interim Provost Stuart Zola and Senior Vice Provost of Academic Affairs Lynn Zimmerman. They summarized evidence for the need, including the services provided by the Faculty Peer Mediation Committee last year, faculty surveys, and the record of repeated requests from the UFC since 1995 that Emory establish an Ombuds office or other mediation and conflict resolution services for faculty, as well as best practices across peer and aspirational institutions and the relevant literature on the value of Ombuds services in and for universities and other large organizations. In consultation with Provost Zola, the Task Force proposed that Emory initiate an Ombuds program, in alignment with many of our peer institutions in the AAU. Martyn and Goodstein summarized the results of the Task Force's research on the key standards and main functions of a proactive ombuds program, emphasizing its potential contributions to Emory. According to a communication from Provost Zola, next steps will involve an Ombuds services pilot project, starting with identification of a member of Emeritus College to serve as an Ombudsperson, and establishment of an appropriate structure (e.g., private space and phone line to guarantee confidentiality).

IX. UFC Discussion: Distinguishing Personal from the Professional as Members of the Emory Community

Wendland summarized how Senate member Deb Bruner brought this topic up in the University Senate meeting last month, and proposed that the UFC further discuss it, especially given the current political climate in the country. The discussion centered around guidelines for expressing oneself as a person or a representative of Emory, and how to distinguish between them. Wendland introduced the introductory paragraphs of the "Gray Book" on the website of the Office of Provost, which provides some guidelines about how faculty should conduct themselves. She underscored that the "Gray Book" recommends that a faculty member speak as an individual, not for his/her institution. The ensuing discussion centered around explicit statements of Emory affiliation when writing an article on a political issue, and wearing an Emory T-shirt or carrying an Emory banner in a protest. Wendland said that, in her opinion, carrying a banner would pass beyond expressing the personal opinions. Jim Hughes reminded the UFC members about Stephen Sencer's (Senior Vice President and General Counsel of Emory) statement from the University Senate meeting last month: "Identifying yourself as a member of Emory is fine, but speaking on behalf of Emory is not." Sasha Volokh, who is a professor of law and also the chair of University Senate's Open Expression Committee, said that faculty members can hide their affiliation if they like, but he does not think that there is an actual need for doing that. Wendland concluded the discussion saying that UFC could revisit this topic in its April 2017 meeting.

X. Adjournment

The meeting was adjourned at 5:04 p.m.