



University Faculty Council Meeting Minutes

September 4th, 2018

3:15 - 5:00 p.m.

Jones Room, Woodruff Library

Attended: Douglas Ander, Henry Bayerle, Sarah Blake, Kevin Crowley, Andreas Fitz, Sandra Garraway, Timothy Holbrook, Dilek Huseyinzadegan, Octavian Ioachimescu, Peng Jin, Laura Kimble, Michelle Lampl, Joel LeMon, Marilynne McKay, Nicole Morris, Jim Nagy, Nichole Powell, Ani Satz, Jason Schneider, Kendall Soulen, Juliette Stapanian Apkarian, Janice Withycombe

Excused Absences: Amy Chen, Margaret Fleming, Ulemu Luhanga, Marilynne McKay

Unexcused Absences: Carla Berg, Mathew Klopman, Ellen Ott Marshall, Astrid Prinz

Ex Officio Absences: Robert Craig Castellino, Hashem Dezhbakhsh, Elizabeth Downes, Noel Erskine, Jason Hockenberry, Kimberly Jacob Arriola, Andrea Joyner, Ruth Parker, Aryeh Stein, Leslie Taylor

Ex-Officio Administration Absences: Dwight A. McBride, Claire E. Sterk

Guests/Visitors/Correspondents: Holly York

I. Council Meeting Call to Order - The September Faculty Council Meeting was called to order at 3:16 p.m.

II. Introductions - Council Chair Jason Schneider introduced himself and announced that 2018-2019 will be the Year of Engagement and Visibility for the University Senate and Faculty Council. The aim is to make the Senate and Faculty Council more visible to the entire Emory Community and create mechanisms to engage the constituents we represent regularly. One such mechanism will be "Listening Sessions" for each school/unit where elected and appointed members can engage their constituents. These sessions also will create an opportunity for the Executive Committee to be in conversation with as many academic units as possible.

III. Office 365 Groups - Graduate Assistant Taína Figueroa gave a short overview on navigating the University Senate Office 365 Group in Outlook. The University Senate Office 365 Group is where all materials related to upcoming meetings (Documents or Files), University Senate archives, Calendar with meeting dates for the year (Calendar), and messages threads that go out to the entire Senate (Conversations) can be found. Jason demonstrated a new email signature template that is available on facultycouncil.emory.edu under the "Resources" tab. As part of the effort to make the Faculty Council more visible this logo can be added to member email signatures. Members are encouraged to use the Conversation feature to suggest future agenda items or hot topics.

IV. Conduct of Meetings - Jason Schneider explained that in trying to uphold good parliamentary procedure practices, he will be using Roberts Rules of Order. Roberts Rules Cheat Sheets will be

available throughout the room during University Senate sessions (and in the O365 group). Jason noted the following:

- To accomplish something members say, "I move to..."
- Determined quorum to do business was met – 10 members, i.e., at least 50% of elected members, were present
- Last year the use of a "Consent Agenda" was approved. Any member may extract an item from the consent agenda for further debate.

V. Approval of Consent Agenda - The agenda including the 2018-2019 Faculty Council Roster, Committee Rosters, and April 2018 University Faculty Council Meeting Minutes (all available prior to the meeting in the University Faculty Council O365 Group) were approved with one amendment to the April 2018 Meeting Minutes. Nichole Powell was added to the present members at the April 2018 Faculty Council Meeting.

VI. Remarks from Vice Provost for Faculty Affairs Timothy Holbrook - Vice Provost Holbrook stated that we are in the midst of a transitional period with some structural changes happening at the Provost's office. Today Christa Acampora was welcomed as the new Deputy Provost of Academic Affairs. The Faculty Affairs office was recreated and is located in Suite 110 of the Administration Building. Pamela Scully was recently named the Vice Provost of Undergraduate Education. Holbrook's aim is to give a sense of what falls under the Faculty Affairs umbrella and what to expect in the upcoming year from his office.

- **Strategic Plan** - Launch of the Strategic Plan (happening tomorrow 9/5 at the Schwartz Center). The central theme of the Strategic Plan is, "One Emory: Engaged for Impact" with the goal of moving Emory to academic eminence. The goal is to find ways to enhance the idea of "One Emory" and recognize that we are all part of Emory faculty and not just members of our individual departments. As this is a process and cultural change Vice Provost Holbrook is looking for ways to create spaces for those opportunities to happen.
- **Class & Labor II** - Will be continuing and significant progress has been made over the summer. The Steering Committee has met and Holbrook will be stepping in for Lynn Zimmerman. Currently reviewing Action Plans and working to consolidate and streamline the Action Plans into recommendations. Thanks to all of the Working Groups for their time dedicated to producing the Action Plans.
- **Emeritus College** - Will be hosting the Association of Retirement Organizations in Higher Education 2018 Conference at the Emory Conference Center. The theme will be, "Recreating Retirement: Connect, Serve, and Celebrate." Gray Crouse and Holly York have been central to organizing this.
- **Tenure Promotion Advisory Committee (TPAC)** - Just finished its first year. One significant policy change from PAC is the Conflict of Interest Policy. If you are serving on TPAC you must be objective about assessing the candidates for tenure and promotion. If you have occasion to express your views on a certain candidate you simply cannot be in the room for the conversation or vote at TPAC. Another change from the previous PAC structure is that an anonymous advisory vote is taken and reported to the Provost and President, but the Provost and President will never know how any individual member of TPAC voted.
- **Center for Faculty Development and Excellence (CFDE)** - Last year they assisted in running the Academic Leadership Program (ALP) but that program will be halted for a year

and reconstituted the following year. The new Director of CFDE is physicist Eric Weeks. Holbrook and Weeks are in conversation about how to encourage faculty to learn more about leadership even if faculty members are not necessarily in administrative positions. Eric has taken up the Faculty Council's suggestion for compiling a database of faculty areas of expertise to facilitate teaching observations and guest lectures.

- **New Faculty Orientation** - The Provost's Office hosted the first university-wide New Faculty Orientation for tenure track faculty on August 23rd. Feedback has been positive but content for next one will be tweaked. Event culminated in the New Faculty Reception.
- **Efforts at Enhancing Faculty Diversity & Inclusion** - This issue is why Holbrook sought the position of Vice Provost and is something he is very passionate about. In next two weeks will meet and begin working with the Office of Equity and Inclusion (OEI) to look at how individual units are internalizing best practices for faculty hiring (which can be found online). Wants to ensure the hiring committees own these best practices and are enacting them at every step of the process. Provost's Office has been working with underrepresented minorities and women in STEM fields and those efforts will continue. Holbrook is also interested in reaching out to the LGBTQ community. As a queer faculty member who arrived 9 years ago Holbrook's experience was a difficult one and has heard many stories of LGBTQ faculty members feeling isolated and alone. Currently don't have great infrastructure for allowing people to self-identify as a member of the queer community which goes beyond Holbrook's scope, but he will therefore be doing outreach to try and get a group of faculty together.
- **Faculty Development Fund** - To enhance our faculty eminence and lead to greater diversity and inclusion across campus. Deans have been educated about fund, and it will be housed in the Faculty Affairs Office in collaboration with the Budget Office.
- **Salary Disparities** - Emerged from Class & Labor II. The Office of the Provost is actively engaging with the schools to examine, evaluate, and address tenure-line faculty salary disparities on the basis of race and gender (particularly underrepresented minorities and women in STEM fields). Common metrics used to address scholarly productivity are not available in all schools (particularly the Law School and certain departments in the School of Medicine). Provost is working with schools to ensure resources and processes are in place to retain our most productive faculty. Faculty Affairs and Budget Office reached out to Deans to highlight disparities that have existed and are working in partnership with Deans to address these disparities. Provost's office will continue to monitor these disparities and continue their work with the Deans and Department Chairs.

Questions, Comments, Concerns:

1. Vice Provost Holbrook was asked to give a brief history/background on Class & Labor I and Class & Labor II. And Jason directed members to:
<https://provost.emory.edu/faculty/class-and-labor/index.html>
2. Holbrook clarified that the New Faculty Orientation was for tenure track faculty only as it focused largely on the tenure process at Emory. Perhaps in the future it will be expanded.
3. Holbrook was then asked about promotion, advancement, and salary disparities for non-tenure track, research, and clinical faculty.
 - He responded that Class & Labor II is working on the promotion and advancement issues but not sure about salaries.

4. Ani Satz asked if the Provost's Office will implement a universal salary reporting system to gain a better understanding of gender and other disparities.

- Given the tools that we have, we can't generalize the analysis to all schools because we don't have the data. That doesn't mean we are going to ignore it. Therefore, Holbrook is working with Nancy Bliwise - especially in the case of law school faculty - on a measure of "scholarly impact"? We don't have a baseline with other law schools, so we are trying to figure out how to do that. There is a similar problem with the School of Medicine outside of the basic sciences. We will work on finding a metric that works.

5. Dilek Huseyinzadegan asked about the future of the Commission on Racial and Social Justice (CRSJ)?

- Holbrook couldn't give any information. Jason informed members that the CRSJ and the re-structuring of various diversity initiatives through the Provost's Office would be something discussed in the University Senate.

6. Juliette Stapanian Apkarian expressed concern about the environment within departments as two younger faculty who recently left described their departments as "toxic."

7. Jason Schneider clarified that Timothy Holbrook will be the representative from the Provost's Office at each University Faculty Council meeting going forward.

VII. Agenda for the Year - Jason used PollEverywhere App to have council members anonymously submit the topics they would like to discuss over the course of the year. The answers created a live Word Cloud on the screen. Through discussion, the following list was generated:

- RAS
- Class & Labor II
- Strategic Plan (Faculty Advisory Committee)
- Transparency of Decision Making by Administration
- Transparency of Policies and Procedures that affect faculty
- Faculty Retention – in relation to class, race, diversity equity issues
- Institutional Identity – what makes Emory a distinct institution nationally/internationally - branding
- Grievance Procedures
- How will Strategic Plan implementation affect Non-Tenure Track faculty?
- Tenure processes across units, schools, University as a whole – should there be a unified policy? TPAC's role?

VIII. Grievance Procedures - Included as part of materials for the September meeting is a document that compiles any written information on grievance procedures for any units that have them. The Law School and Business School are the two units not represented (i.e. no written information on grievance procedures could be found). Jason explained that there are three methods for possibly dealing with grievances at Emory: an ombuds office/person, an avenue for airing grievances, and the Faculty Council Hearing Committee of the Faculty Council. The Faculty Council Hearing Committee is an avenue of appeal if a faculty member is being terminated,

suspended, or their appointment is being transferred to another department or campus, i.e., that committee has very limited scope. Currently there is no ombuds office/person at Emory.

Ani Satz then explained that while these three methods can be related they are also distinct in terms of how they would be incorporated into the existing structure of the University. Faculty across the University have expressed concern that there is a lack of grievance procedures. As it stands now, unless a faculty member is being terminated, suspended, or transferred there is no ability to make a grievance. The heads of units at Emory are autonomous (which is not the case at all institutions) which makes this more difficult. Additionally, the Hearing Committee has very few guidelines on what they are supposed to do. Ombuds office is currently being discussed by the Class & Labor II working groups.

Henry Bayerle mentioned that there was a Faculty-Peer Mediation Committee, designed to perform some of the functions of an ombuds office, that was not continued a few years ago. But the primary purpose of an ombuds office is to resolve conflicts and therefore it would not address every kind of grievance.

Ani mentioned the Office of Equity and Inclusion is focused on compliance - not the broader goal of diversity and inclusion. That would be the job of someone like a Chief Diversity Officer.

Council body observations/comments re: the compiled written Grievance Procedures:

- Seem mostly concerned with tenure denial
- Oxford policies which have been updated and additional section on lecturers need to be included in the document on the Faculty Hearing Committee website.
- All need modification, as there are gaps in what is covered. Things like interpersonal conflict and preferential treatment should be added.
- What avenues does a faculty member have if you don't want to go to your direct supervisor or chair? Who does one go to outside of a department chair before you get to the Provost?
- Need clear documentation.

Henry Bayerle is the chair of the newly formed Policy Committee. Motion was made and seconded to refer the topic of **University Wide Grievance Policies & Procedures** to the Policy Committee for further investigation. The following will be addressed by the Policy Committee:

- A gap analysis of current grievance procedures and examples
- At what point is the grievance procedure necessary?
- What do peer institutions do? Common mechanisms for grievance procedures at other universities?
- Need confidential safe layers of appeal before getting to the Provost
- What types of concerns qualify as a grievance versus the use of some other mechanism?
- How are salary grievances dealt with?
- What are the cultures within departments that are making it difficult for grievances to be addressed?
- Should there be a policy that is University-wide that affects all faculty?

The Policy Committee will report back within the academic year.

IX. Executive Session - Floor was opened up to members.

Members continued the conversation regarding grievance procedures. For example, the idea of having a University-wide reporting system was raised, so we could find out what the nature of most grievances are. For some members, the sense was that the Dean controlled things (like grievances). Going to the Provost might be an option but usually you would lose in going to the Dean. How can this be documented if it's a consistent problem at the level of the Dean? It was also mentioned that it is important that whoever one goes to about grievances actually has the decision-making power to deal with it.

A member asked if we can collect the number of faculty of color that have left recently. Does that number exist somewhere? Is there no central mechanism for retention, recruitment, etc. data gathering - particularly in the case of faculty of color?

One member expressed frustration with the faculty governance system. They felt faculty have been complaining about these issues for years but nothing gets done - faculty governance is in name only. The problem is not just with deans but chairs who also have enormous power with no accountability or transparency.

Several members expressed concern at the overall general lack of tracking of things as simple as implementation of parental leave. Tracking can help create systems of accountability.

Lastly it was mentioned that there are a lot of annoyed faculty at both the School of Medicine and the Woodruff Health Sciences Center regarding Research Administration Services (RAS).

X. Adjournment - Meeting was adjourned at 5:03 p.m.