



**University Faculty Council Meeting Minutes  
January 15th, 2019  
3:15 - 5:00 p.m.  
Jones Room, Woodruff Library**

**Attended:** Douglas Ander, Henry Bayerle, Sarah Blake, Amy Chen, Kevin Crowley, Elizabeth Downes, Andreas Fitz, Sandra Garraway, Timothy Holbrook, Octavian Ioachimescu, Kimberly Jacob Arriola, Peng Jin, Michelle Lampl, Joel LeMon, Ulemu Luhanga, Dwight A. McBride, Marilynne McKay, Giacomo Negro, John Petros, Nichole Powell, Astrid Prinz, Ani Satz, Jason Schneider, Juliette Stapanian Apkarian, Aryeh Stein, Leslie Taylor, Janice Withycombe

**Excused Absences:**

**Unexcused Absences:** Carla Berg, Dilek Huseyinzadegan, Mathew Klopman, Ellen Ott Marshall, Ruth Parker, Kendall Soulen,

**Ex Officio Absences:** Robert Craig Castellino, Hashem Dezhbakhsh, Jason Hockenberry, Andrea Joyner, Ruth Parker, Leslie Taylor

**Ex-Officio Administration Absences:** Claire E. Sterk

**Guests/Visitors/Correspondents:** Kimber Williams, Jennifer Hobbs

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

**II. Approval of Minutes from November Meeting**

Delayed until February.

**III. Presentation by Provost McBride**

Provost McBride gave updates on a number of initiatives that the university is undertaking. Some of this information will appear in a message from the Office of the Provost later this month.

The first item discussed was Research Administration Services (RAS), about which Provost McBride has been in conversation with Deb Bruner. Denise Ehlen has been appointed as permanent director of RAS. An aggressive recruitment plan has been implemented for RAS staffing with 16 new hires. This recruitment campaign will begin January 28<sup>th</sup>. RAS has updated job descriptions to include faculty navigation; navigators will be central point of contact for PI/faculty on RAS queries and will be able to provide expedient responses and guidance. RAS is on target to fill 23 vacancies (previously allocated positions) by March. A new bootcamp has been developed for new RAS hires to include training in technical and customer service skills. Job descriptions have also been developed for Dragon Teams to reflect a commitment to focus on process improvements and

efficiencies. Recruitment for these positions begins in February. RAS will continue to meet all deadlines for grant submissions as long as faculty submit to RAS within the designated times during this process. The Office of Research Administration (ORA) is establishing a faculty advisory board (FAB) with permanent spots for the chair of University Faculty Council, chair of Faculty Research Committee, and one faculty member representative from each school. FAB will be encouraged to engage in bidirectional communication between faculty and ORA and identify areas for process improvement. ORA has also established faculty task forces on global contracts and animal models in research.

Provost McBride also talked about the One Emory strategic framework. In terms of faculty excellence, the appointments of Christa Acampora as Deputy Provost for Academic Affairs and Tim Holbrook as Vice Provost for Faculty Affairs will allow the university to undertake necessary tasks: (1) creating processes and transparency for academic program review; (2) developing careers of a diverse and excellent faculty; (3) identifying and supporting practices around ambitious faculty recruitment; (4) managing promotion and tenure processes; (5) developing a robust program for faculty retention; (6) advocating for cultures and structures that support high-level research; and (7) promoting academic community.

The provost and others are looking into how to create a better culture of celebrating the work done by faculty, staff, and students the university says it values. The Emory Faculty Impact Committee, led by Senior Associate Dean Kimberly Jacob Arriola, is providing guidance on implementing this strategic framework. A feasibility study for a faculty club at Emory is in process. Additionally, Emory staff (including Robin Morey, Mike Andrechak, David Clark) are currently examining an opportunity to forge a potential partnership with DoubleZero to meet this need in an interim capacity. The Office of the Provost is working with deans to develop faculty open houses in each school where faculty may gather at an event and get to know one another. The first of these will be at the Goizueta Business School on February 12<sup>th</sup>. The Office of the Provost has also held receptions for newly-tenured faculty, faculty of color, women in science, and for faculty with named or endowed positions. On April 29<sup>th</sup>, the second Faculty Impact Forum will be led by Gari Clifford on big data. Last year, the forum led by Ellen Ott Marshall on the Global South had about 150 participants. On February 7<sup>th</sup>, Joy Buolamwini will give a lecture as part of the Provost Lecture series on bias in coding. On April 8<sup>th</sup>, Carrie Mae Weems will give the final lecture of the series and a retrospective of her work.

The university has launched a search for a Chief Diversity Officer led by Yolanda Cooper, Christa Acampora, and the search firm Witt/Kiefer. Emory UP (Emory Undergraduate Project) has developed policies for students to use preferred names on cards and diplomas, rooms in on-campus housing reserved for students making the transition from the Oxford campus to the Atlanta campus, a redesigned student portal, and a tuition-sharing model that aims to mitigate the barriers to cross-registration. The university has also raised graduate student stipends and is excited to see how this will impact the competitiveness of incoming cohorts. An Organizational Health Index survey launched today that aims to give the university a baseline of how people are thinking and feeling about Emory to assess how the university is changing the way people feel about it.

Two initiatives that emerged from the Task Force on the Future of Research in the Basic Sciences and will receive funding support of \$10 million over the next 5 years. The Task Force on the Future of Arts is doing outreach to members of the Emory community and local arts organizations. A student-facing innovation center is being developed with the involvement of the School of

Medicine, Emory Law, and Goizueta Business School. Laney Graduate School and Office for Research will be collaborating to create an Office for Training Grant Support, likely to include a data analyst and a person with experience working with faculty and an understanding of the postdoctoral and graduate student life cycles.

Questions and Responses:

1. Where is the money for everything coming from?
  - a. Varies for each program. Emory has to increase spending to be competitive with peer institutions and to be where the university would like to be. The university has the resources and is doing a lot of financial review, including working with consultants to optimize financial resources and reduce overhead at Emory. Some fundraising will need to be done for stretch goals. RAS will take on upfront costs and then develop a path forward for sustainability.
2. What are the goals the Office of the Provost has for Academic Programs Review?
  - a. Looking to bring Emory more in line with how such reviews are done elsewhere. For example: the Office of the Provost only sees reviews at the school level and there is no feedback loop through Academic Affairs for unit/department reviews that are happening. This interferes with academic excellence. The Office of the Provost is not looking to take over program review but is interested in developing feedback processes. Christa Acampora is putting together a small group, including faculty and associate deans for faculty affairs, to focus on this issue and review curricula.

#### **IV. Faculty Hearing Committee Term Limits**

The Faculty Hearing Committee was also discussed. Aryeh Stein brought up the issue of term limits for members of the Committee. Some background on the Committee was presented, including that it's been around since the early 1990s and is governed by Part 12c and Part 13 of Grey Book. The hearings and processes of the committee are confidential and aimed to resolve disputes; it is not a very active committee. The committee has 5 members (each from different units), and Stein, the current chair, has been on committee for around 10 years. Committee membership has two-year terms, and members have been reappointed without term limits.

Questions and Responses:

1. How many cases per year?

Committee hasn't held meetings in the time Stein has been a member. It has reviewed requests but found that it did not have jurisdiction because its only focus is cases in which a faculty member in continuous employment is at risk of having tenure revoked.
2. How are members appointed?

Committee identifies people and final decisions are made in conversation with the Provost's Office.
3. Relation to different grievance committees?

A University-level committee focused on the narrow case of revoking tenure; doesn't deal with decisions of individual departments/schools

A proposal has been put forward to put in place a 5-year term that is renewable once (for a total of 10 years). A straw poll found no opposed and 3 abstentions. Modifications to the governing

document for the Committee will be discussed and proposed by committee members for approval by Council members at a future meeting.

#### **V. Executive Session**

The goals and projects being undertaken by the Task Force on the Future of Research in the Basic Sciences and the Task Force on the Future of the Arts were discussed.