



**Emory University Faculty Council
Convocation Hall, Room 208
November 12, 2019
3:00-4:30 p.m.
Meeting Minutes**

Attendees: Christa Acampora, Doug Bowman, Amy Chen, Elizabeth Downes, Molly Epstein, Andreas Fritz, Sandra Garraway, Mindy Goldstein, Timothy Holbrook, David Howard, Octavian Ioachimescu, Laura Kimble, Ulemu Luhanga, Donna Maney, Carlos Moreno, Marilynne McKay, Giacomo Negro, Rafael Pardo, Usha Ramakrishnan, Jason Schneider, Ani Satz, Juliette Apkarian Stapanian, Kelli Stidham Hall, Vaidy Sunderam, Erin Tarver, Leslie Taylor, Kimber Williams

Attendees (via Zoom): Douglas Ander, Nichole Powell, Virginia Oliva Shaffer, Aryeh Stein

I. Approval of Consent Agenda

Professor Giacomo Negro moved to approve the October 29, 2019 meeting minutes, and Professor Marilynne McKay seconded the motion. The motion carried.

II. Update on Master Planning, David Payne, Associate Vice President, Planning and Engagement, and Robin Morey, Vice President and Chief Planning Officer

- A. Emergent Themes for the Master Planning team include: investing in the residential experience, establishing Midtown as a center for outreach and experiential engagement, strategic investing at Executive Park, and developing the “One Emory” strategic initiative to support innovation, research, and engagement.
- B. The Master Planning team has been working with MARTA for years and made great progress in centering Emory as a priority project by demonstrating why the partnership is important to the greater Atlanta community, the jobs it will connect to at Emory/CDC, and the significance of a main transportation line from the Lindbergh station to Emory’s main campus.
- C. Investing in the residential experience involves understanding how to attract more students to the core of campus, investigating the best types of housing models, benchmarking from peer institutions, and integrating academic programming into residential areas. The Master Planning team also is working with Student Life at Emory, as trends indicate that, after the first year, the resident experience declines, and Emory’s percentage of students living on campus is below average.
- D. The Master Planning team has developed a plan for expanding Emory in Midtown.



III. Update on Class and Labor II/Toward Faculty Eminence, Timothy Holbrook, Vice Provost for Faculty Affairs, and Nancy Newman, LeoDelle Jolley Chair in Ophthalmology

- A. A group of students, faculty, and staff raised issues about contract labor in the spring of 2010, beginning a three-phase process that led to a report in 2019 by the Class & Labor II Committee with 43 recommendations and 17 action plans that called for concrete actions, metrics for evaluation, and success monitoring.
- B. Prior to the 2019 action plans, improvements included: review of and improved access to the Faculty Handbook, amendments to the Gray Book, standardized and transparent criteria for tenure, and publicization of a procedure and a process timeline for the review of both tenure and non-tenured track faculty.
- C. To date, the 2019 action plans have established:
 - i. The Office of the Vice Provost for Diversity and Inclusion and Chief Diversity Officer and appointment of Carol Henderson to that post.
 - ii. The Office of the Ombudsperson and the appointment of Lynell Cadray to that post; the Office will commence its work in January 2020.
 - iii. An NSF project centered on issues of women and gender in STEM to be submitted next year.
 - iv. Investment in the Center for Faculty Development and Excellence as a central resource for faculty working on teaching and scholarship. There will be a task force created to streamline the CFDE's mission.
 - v. The Office of the Assistant Vice Provost for Faculty Success and Recognition, and the appointment of Joel Baumgart to that post.
 - vi. Further outreach to underrepresented minority faculty and inclusive support through meetings with hiring chairs across Emory to discuss best practices for inclusive hiring.
 - vii. The COACHE survey on faculty climate and culture, which will launch in the spring. The results will be published, and additional action plans will be created from those results.
- D. Action plan updates were provided to the Council of Deans. Vice Provost Holbrook also hopes to have the action plans published by the end of the month and further implementation of the CFDE report.

IV. Faculty Hearing Committee Report, Aryeh Stein, Chair & Professor of Global Health, Rollins School of Public Health

- A. The purpose of the Faculty Hearing Committee is to preside over a hearing that makes findings and recommendations to higher administration about the termination, suspension, or transfer of an employee.
- B. The Faculty Hearing Committee is expected to participate in its first two faculty hearings this year. Last year, it passed an amendment to its founding resolution to clarify membership tenure and other administrative issues. Further process amendments may be made to resolve issues that arose during the Committee's inaugural hearing this year.



V. Follow-Up Research Administration: Round Table, Tamara Caspary, Carmen Marsit, Bob Taylor, and Miriam Voss

- A. In 2013, Research Administration Services (RAS) introduced a direct line reporting structure to a leader within Research Administration. There were several issues. Deb Bruner was subsequently hired and employed Huron to review research administration more broadly.
- B. Dr. Bruner created the Faculty Advisory Board (FAB) in 2018 to advise on research administration. She proposed centralizing funding, but the FAB has not had access to the material on which they are reportedly advising and would like more transparency of the process.
- C. The lack of transparency about centralization has created feelings of entrapment and mistrust. Research leaders do not have a full understanding of the new path forward, even though changes are being made. RAS units are currently not functioning well across campus, requiring improvement and the realization that the needs of each school vary. FAB previously requested a copy of the RAS plan and two previous consulting reports and was denied access to these documents.
- D. The options for the balance between integration and decentralization include general areas of training and staff onboarding, development for systems within research administration, financial management systems, training tables and grants, dashboard systems specifically for funding and structures, a liaison between the schools, and an opt-in service that can be provided centrally for faculty members who have strong existing research support services.
- E. There are also the options of a pre-award support system, checking applications for funding agencies, and post-award support. Much of this work already is being done at the Rollins School of Public Health. Rollins has a strong RAS system because it is structured through their chief financial officer who involves faculty in decision making.
- F. FAB would like the consulting reports to be released and current changes in progress to be halted until more information is available to faculty leaders.
- G. The Faculty Council Executive Committee can facilitate a continued dialogue about releasing the reports as well as the create a working group to draft a resolution calling for the release of the reports.

VI. Adjournment

The meeting was adjourned at 4:35 p.m.