



Emory University Faculty Council Meeting Minutes

[Zoom Meeting](#)

October 20, 2020

3:00-4:30 p.m.

Attendees: Christa Acampora, Douglas Ander, Michael Andrechak, Juliette Apkarian, Doug Bowman, Richard Castillo, Amy Chen, Dawn Comeau, Hashem Dezhbakhsh, Rick Doner, Elizabeth Downes, Michael Epstein, Gregory Fenves, Mindy Goldstein, Jodie Guest, Nitika Gupta, Jill Hamilton, Curtis Henry, Timothy Holbrook, David Howard, Octavian Ioachimescu, Laura Kimble, Jan Love, Ulemu Luhanga, Donna Maney, Jill Marie Martin, Marilynne McKay, Carlos Moreno, Giacomo Negro, Lynne Nygaard, Rafael Pardo, John Petros, Usha Ramakrishnan, James Roland, Ani Satz, Jack Thomas Scott, Rachele Spell, Aryeh Stein, Vaidy Sunderam, Erin Tarver, Philip Wainwright, Belva White, Kimber Williams

I. Approval of Consent Agenda

Dr. Marilynne McKay moved to approve the consent agenda, and Dr. Octavian Ioachimescu seconded the motion. The motion carried.

II. Remarks on Provost Search, Gregory L. Fenves, President

The Spring Semester plans have been announced, and the administration will begin focusing on the 2021-2022 school year. President Fenves would like all students back on campus by the 2021 Fall semester.

In alignment with President Fenves' communication in August, the University can expect that an announcement about racial justice initiatives will be released this week, highlighting the Committee on Naming Honors and the Task Force on Untold Stories and Disenfranchised Populations. The Provost search process has been announced and is underway; to gain input of Faculty there are nine faculty members on the committee chaired by President Fenves. Listening sessions also will be scheduled for stakeholders around campus, especially faculty, with structured questions to seek feedback.

Nominations can be submitted at <https://executivesearch.emory.edu/provost/input-feedback.html>.

There will be a specific input session for Faculty Council members.

III. Key Findings from COACHE Survey, Christa Acampora, Deputy Provost for Academic Affairs

Deputy Provost Acampora began her presentation by thanking the faculty for participating in the lengthy COACHE (Collaborative on Academic Careers in Higher Education) survey. There were a large number of participants; 1,119 faculty completed the survey (49% of entire faculty) while also shifting to remote learning. Asking faculty to complete this survey advanced strategic priorities of cultivating, supporting, and retaining an eminent faculty. Emory leadership views this as supporting faculty by giving a comprehensive view of faculty experience across the professional lifecycle and appointment type. The COACHE survey is the best measure of benchmarking and peer comparison.

Dr. Acampora is anticipating more analytical possibilities through the AAU data exchange in the coming weeks.

Results from the School of Medicine will be shared separately.

COACHE has released a new exit and retention instrument called Workforce and Mobility Survey that has been sent to individuals identified by department heads. The results of this survey will be available in three years. These results will allow a snapshot comparison, in disciplinary clusters and schools.

Dr. Acampora will be attending faculty meetings at each school to discuss university wide results and school-specific results from the survey.



Full results are available at this link. The COACHE survey will be repeated in three years.

[Collaborative on Academic Careers in Higher Education](#)
[Emory University's COACHE Survey Steering Committee](#)
[Emory University COACHE Results](#)

IV. Emory's International Strategy, Philip Wainwright, Vice Provost for Global Strategy and Initiatives

The most recent global strategy was completed in January 2015, and the typical five-year update was delayed due to University leadership updates. COVID also brought unanticipated travel bans and other pandemic related problems that altered the University's global strategy. Vice Provost Wainwright is hoping to revisit the University's plan within the next year.

International relations are the core of what Emory does. Collaborations empower research and offer the best possible experiences for students. Emory sponsors about 4,000 visas for students and scholars, one in eight Emory students is from outside the United States, about fifty percent of students in the college have a significant experience abroad. Emory is truly a global institution.

A feature of the current global strategy is to identify where Emory faculty are concentrated overseas. Ethiopia and India have deep collaborations with Emory, specifically with respect to vaccine development in Delhi.

In the rankings that we follow, Emory is at the top of our peer set in terms of objective measures of excellence (citations to scientific publications). In the subjective measures of reputation, we do not lead our peer set. Addressing that gap is a focus of the Global Initiatives Group. The Global Initiatives Group wants to move our partner network to the next level and evaluate the creation of larger grants, perhaps moving to make grants discipline- or school-specific to build Emory's collaborations abroad. Branch campuses gain visibility overseas. Emory currently does not have international campuses. It may be prudent to use strategic partnerships abroad to promote and brand Emory internationally.

Looking ahead, COVID response shows Emory has significant capability to deliver distance education. How we partner with other universities and innovate for the future may define our global initiatives.

V. Learning Outcomes Assessment Committee Report, Ulemu Luhanga, Chair

The goals of the committee were to review assessment reports and help shape a culture of assessment at Emory. There were nine reports chosen by Assistant Vice Provost David Jordan for input. After discussions, the committee developed a guide for those writing learning outcomes assessment reports for the future. There was a search committee created to hire a new Associate Director of Assessment; Andrea Barra was hired for that role.

VI. Academic Planning and University-School Coordination, Mike Andrechak, Deputy Provost for Administration and Planning

New leadership at the University will likely bring changes to the academic planning process, though underlying issues are the focus of today's meeting. The budget of an institution reflects its underlying values, and accounting for funds supports Emory's academic priorities and aspirations. Emory is a responsibility-centered management institution. This means that academic units are decentralized and charged with developing their resources and having programs that generate tuition and fees.

Emory uses an integrated financial system process that is led by the finance division, which looks at all funds being brought into the University over a five-year period and is a disciplined approach to budgeting.



All academic units are put through a stringent annual planning session that reflects academic and financial plans with specific guidance from the Provost's office. This process focuses on how each unit fits into the University's financial ecosystem. The goal is to have a balanced budget for each unit every year while ensuring that units academically complement each other.

The Ways and Means Committee, led by the three executive vice presidents of the University, is heavily involved in the process of examining salary planning, overhead charges, and several other factors.

The Office of Research and Decision Support prepares information in December or January for units to use while developing their annual financial plan. An annual faculty hiring plan has been included in the decision-making process. The hiring of faculty is the largest part of an institution's strategy for sustaining academic excellence.

VII. Emory Votes Initiative, James Roland, Senior Director for Civic and Community Engagement

The Emory Votes Initiative (EVI) brings together faculty, staff, and students for civic engagement. EVI is proposing this question to Faculty Council: "As a collective we need to start thinking about what happens after the election, how can we help the students and ourselves thrive?"

EVI has registered a large portion of the student body to vote, gaining national attention. The Student-Led NAACP group on campus won an award from MTV. EVI also supports interns, and many students involved in getting the message out and providing opportunities for early voter registration.

EVI operates in four stages. The first being to help students navigate the process of becoming registered to vote. Stage two is to educate students on how to inform themselves so that they make an educated decision at the polls. Stage three of EVI's plan is voting, with the fourth stage being post-election civic engagement to build lifelong habits. Everyone has an important role in their own sphere to help Emory have a high profile in civic engagement.

Professor Rick Doner emphasized that EVI is different from past programs. It is broader and more sustainable than past initiatives due to the collaboration between faculty and students.

Coordination across Emory bodies has been fantastic, especially transportation to the polls.

A Faculty Toolkit was developed to promote faculty support of voting and civil engagement in the classroom.

EVI has developed ten-minute seminars to deliver to each of the 50 first year seminars this Fall. As of this week, presentations have been made to 15 seminars. The non-partisan values of this exercise have been widely appreciated.

VIII. Adjournment

The meeting was adjourned at 4:25