



Emory University Faculty Council Meeting Minutes

April 18, 2023

3:00-5:00 p.m. | Convocation Hall 208

Attendees: Alicia DeNicola, Grace Goh, Ravi Bellamkonda, Jodie Guest, Nitika Gupta, Octavian Ioachimescu, Benn Konsynski, Ulemu Luhanga, Elena Pesavento, Kamina Pinder, Florian Pohl, Susan Ray, George Shepherd, Aryeh Stein, Holly York, Babak Mahmoudi, Lanny Liebeskind, Felicia Smith, Lynell Cadray, Deboleena Roy, Carol Henderson

Excused Absences: Carlos Moreno, Modele Ogunniyi, Kate Yeager

Unexcused Absences: Erin Bonning, Richard Castillo, Roberto Franzosi, Curtis Henry, Ursula Kelly, Ashima Lal, Michelle Lampl, Noelle McAfee, Edjah Nduom, Giacomo Negro, Usha Rackliffe, Reza Saadein, Jessica Sales, Karen Sedatole, Salmon Shomade, Patrick Sullivan, Phillip Wolff

I. Welcome and Approval of Consent Agenda, *Alicia DeNicola, Faculty Council Chair*

Dr. DeNicola failed to ask for a motion to approve the consent agenda (April agenda and March minutes) before quorum was lost.

II. Faculty Counselor Committee Report, *Octavian Ioachimescu, Chair*

Dr. Ioachimescu reported on the history, function, and membership of the Faculty Counselors committee. The Faculty Counselors in attendance shared their experience serving on various Board of Trustee (BoT) committees, and how their work has fostered mutual respect and a deeper understanding of the respective roles played by trustees and faculty in advancing the University's mission. Prospective counselors are selected based on their scholarly expertise, professional experience, service to the University, and/or other noteworthy achievements that would enable them to contribute important faculty perspectives to the Board's deliberations, as well as their ability to broadly represent faculty from the various units of the University. Expectations of service for faculty counselors include participation in BoT committee meetings. The board seeks faculty who, when called upon, will actively participate in committee discussions, and represent the interests and perspectives of the faculty.

III. Ombuds Office Update, *Lynell Cadray, Ombudsperson*

Ms. Cadray explained that ombudsperson comes from the Swedish for representative, and the position is often misunderstood to be a people advocate when their primary role is to advocate for principles. They serve as organizational strategists and navigators, and provide a safe space for faculty, staff, and students to find the right resources to resolve their issues and concerns. The Ombuds Office maps out a course to assist the University in addressing systemic issues, identifies patterns and trends that need attention from leadership, and identifies alternate routes when a clear path to resolution is challenged or blocked. They actively listen to questions and concerns, offer information regarding Emory's policies, procedures, and programs, discuss concerns and clarify issues, explore a range of options to resolve a problem informally, gather information and offer referrals to other programs when appropriate, work for collaborative agreements through



negotiation and mediation, track issues and perceived trends and advise the President and other leaders. Their work follows 4 basic principles of the International Ombuds Association: confidential, impartial, informal, and independent. There are 4 additional principles for Emory's Ombuds Office: clear communication, respect for others, fair processes, equity and belonging. Refinements implemented in AY22-23: change data collection to academic year instead of calendar year; align reporting lines with the rest of Emory's organizational structure; move to a more sophisticated data collection system in partnership with Institutional Research; and implement an integrated conflict management system. Ms. Cadray then went over the demographic breakdown of the 409 visitors to the ombuds office in AY21-22. Recurring topics of conversation with faculty include: bullying, harassment or feelings of abuse, salary equity, leadership management decisions/actions, anxiety and mental concerns, compliance concerns related to policy issues or research, lack of clear communication, equity, inclusion, and belonging.

- 1) Are there prevention efforts in place instead of just reactionary measures?
 - a. The bird's eye view that our office has allows us to see patterns and trends and helps us identify systemic issues and/or policy related concerns. It does take 3-5 years to identify patterns and trends, then we can shift from individual concerns to institution concerns. The work is already underway.
- 2) What can one expect when they come to your office? What is the process?
 - a. One of the misconceptions is that we fix issues. We can't address the problem, but we can bring it up with the people who can. We open the conversation and collect data on the conflict/situation/concern and offer steps and get the ball rolling on a higher level.
 - i. I think part of the problem is that people know your office can't address the issue, and that's why they don't even come to you, which might affect the data you are collecting and consequently misrepresent the scope/severity/urgency of the problem since the numbers are not accurate. So we should be encouraging them to still come talk to you so that the reporting will be more detailed.
- 3) Team of negotiators as part of integrated conflict management system?
 - a. We are indeed starting with training in negotiation and arbitration. Not sure if we will need it in every unit, but we certainly will offer those services. Mediation is offered, but that takes two willing parties.

IV. DEI Report, Carol Henderson, Vice Provost for Diversity and Inclusion, Chief Diversity Officer, and Adviser to the President

Dr. Henderson began by informing the Faculty Council that the results from the NACCC Race & Equity Survey will be released next month, which includes feedback from faculty, staff, and students. She reported that Emory's Institutional Strategic Goals process is now in Phase 2. Phase 1 consisted of data collection from 7 special campus communities across the university, who collectively submitted over 200 recommendations to the President and Provost. Of those, the leadership team selected 4 goals with 27 action steps to implement. Now that the goals are charted, Phase 2 is about the building blocks for equity. Dr. Henderson quoted Arthur Chan: "Diversity is a fact. Equity is a choice. Inclusion is an action. Belonging is the outcome." This sums up Emory's integrated strategy under the new framework of One Emory 2.0: Ambition and Heart.



The 4 goals are: 1) Hire, retain, support, and promote HUGs faculty; 2) Increase support for underserved undergraduate, graduate and professional students from first-generation, low-resourced, and diverse communities; 3) Leverage institutional resources to champion racial, economic, environmental, and health equity in partnership with the greater Atlanta community; 4) Determine DEI benchmarks and goals for staff and administration members while using quantitative and qualitative data to establish success factors (e.g., increased representation, staff engagement & satisfaction, and career development).

- 1) Is this a top-down effort, or do faculty without admin roles have a part to play in advancing this mission?
 - a. No, it's not top-down. The 200+ recommendations came from the community. How do we implement change—we meet with the DEI leads and dept chairs, but if there are more unaddressed concerns, there are still opportunities for engagement.
- 2) What is your vision for creating accountability across all the schools/units? What is the plan for operationalizing this.
 - a. We have infrastructures in place that are underutilized or needs retuning. We will help leaders set goals for their units and hold themselves accountable to those goals. So it's a collaborative process. Faculty do not like to be legislated by admin, but how do we help faculty self-regulate.

V. ECAS Faculty Report, Deboleena Roy, ECAS Senior Associate Dean of Faculty

Dr. Roy presented on Faculty 180 and DEI activity reporting as an example of how DEI efforts look like on a school level. She brief the Council on ECAS tenure and promotion criteria, the annual merit review system, as well as the ECAS Faculty Senate Antiracism Working Group, who came up with 5 DEI goals for faculty: 1) Fostering an environment in which practices and policies combine to support the recruitment, retention, and success of BIPOC students, staff, and faculty, within Emory and/or beyond. 2) Actively promoting greater inclusivity, humility, openness and equity through our research, teaching, service activities and personal interactions, within Emory and/or beyond. 3) Building inclusion and social justice into our curriculum, student interactions, and plans for their success, within Emory and/or beyond. 4) Broadening faculty engagement in antiracism and DE&I activities, within Emory and/or beyond. 5) Documenting, sustaining and building on past, present and future efforts in DE&I, so that they go beyond a transient dedication to these issues, and can survive as real cultural change, within Emory and/or beyond.

An important effort towards these goals is the implementation of activity types in FACET, allowing faculty to tag and track activities and group them under research, teaching, service, other.

VI. Human Resources & Your Benefits, Felicia Smith, Assistant Vice President, Benefits and Work Life

AVP Smith briefed the Faculty Council on the Emory's retirement fund options, common investment terms, and the recent changes made to ensure adequate diversification without excessive overlap, and the elimination of Vanguard as a recordkeeper to reduce fees. Emory's 403(b) Plan (which has not changed since 2003) is: After one year of service or certification of prior employer contributions, Emory contributes 6% and Emory will match 150% of the first 2% of your contribution (If you contribute 1% = Emory contributes 1.5%; If you contribute 2% = Emory



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contributes 3%). Your contributions are always 100% yours if you leave Emory. Emory contributions are yours (vested) after you complete 3 years of service (must work at least 1000 hours each year).

VII. Executive Session

VIII. Adjournment

The meeting was adjourned at 5:00pm.