



Meeting Minutes

Date: September 16, 2025

Location: Convocation Hall, Room 208

Time: 3 pm – 5 pm

Presiding Officer: Noelle McAfee, President of the University Senate and Chair of the Faculty Council

Call to Order and Welcome

- Chair Noelle McAfee opened the first regular meeting of the 2025–2026 academic year, welcoming new and returning members.
- She emphasized the Faculty Council's role in representing faculty concerns and promoting transparency and engagement across the university.

Leadership Updates and DEI Policy Discussion

- McAfee addressed recent leadership changes at Emory.
- She discussed the university's compliance with federal diversity, equity, and inclusion (DEI) policies.
- She noted the cancellation of certain DEI programs and the need for clarity and communication around these developments.

Budget Priorities Committees

- The formation of unit-level budget priorities committees was announced to enhance financial planning and oversight.
- The presence of a head of Budget Priorities in the Senate was acknowledged.

University Research Council Overview

- Kimberly Eck, Senior Associate Vice President for Research, provided a historical overview of the University Research Council.
- She recognized outgoing co-chair Phil Wolf for his service and contributions.

University Financial Structure

- Chris Augostini and Pim Thakral presented on Emory's financial structure.
- Highlighted a consolidated system with an \$8.5 billion healthcare component and a \$3 billion university budget.
- Emphasized the importance of maintaining a 7% revenue-over-expense margin.



- Outlined strategies for growing net assets through the endowment to ensure sustainability.

Budget Planning and Oversight

- Outlined Emory's budget model, including Responsibility Center Management (RCM).
- RCM allows schools to manage their own revenues and expenses.
- Described a year-long budget process from goal setting in September to final approval in May.
- Emphasized efforts to improve transparency, collaboration, and cost allocation.

Research Funding and Faculty Compensation

- Robert Nobles discussion focused on the impact of political and economic uncertainties on financial stability and research.
- Graduate school funding models and faculty compensation concerns were addressed.
- Acknowledged rising tuition and competitiveness in faculty salaries.
- Highlighted resilience of Emory's research portfolio, with record-breaking awards despite federal funding uncertainties.

Federal Budget and Training Updates

- Reported increased federal spending activity before the fiscal year-end.
- Mandatory training for a new grants and contracts management system was discussed, with 90% faculty completion.
- Compliance requirements for conflict of interest disclosures and effort reporting were noted.
- Concerns about contract services were raised, with a commitment to review the contract matrix.

Indirect Costs in Research

- Jodie Guest discussed the importance of indirect costs (Facilities & Administrative, F&A) in supporting research infrastructure and economic growth.
- Outlined federal efforts to reform indirect cost calculations.
- Presented a proposed model by the Joint Associations Group.
- Encouraged faculty to advocate for indirect cost support with congressional representatives.

Adjournment

- The meeting concluded with appreciation for the presenters and attendees.
- The next Faculty Council meeting will be held on October 21, 2025