

**MINUTES**  
**Governance Committee Meeting**  
**11 February, 2009**

Present: Kevin Corrigan, Gray Crouse (University Senate Faculty Council Representative), Bruce Levin, Cora MacBeth, Violla Hartfield Mendez, Laura Otis, Yayoi Everett, Leslie Taylor, Mark Ravina, Eric Weeks, Patricia Whitten

Ex-officio: Robert A. Paul, Dean

Absent: Craig Hill; Irwin Waldman;

Administrative Support: Brenda Azzarelli-Crosby (not present)

Eric Weeks called the meeting to order.

Leslie Taylor encouraged everyone to participate in the free Performance and Visual Art events upcoming on campus.

- 1) Minutes from the January 21, 2009 meeting were approved unanimously.
- 2) No Faculty Council report.
- 3) Discussion of proactive initiatives for faculty regarding resources.
  - In a worsening situation in which we have to set priorities, Govcom can do a lot together with the College Financial Advisory committee (CFAC) to determine procedure, to help reorganize administratively, to rethink our educational model inherited from the 19<sup>th</sup> Century and to see what our peers are doing.
  - What about the decision process to cut programs? Ultimately, these are administrative, not faculty decisions, but Govcom has an advisory role in the process to avoid shock and mediate the effects of tough decisions.
  - The present CFAC held 6 2-hour meetings in 2 months and any admin. decisions were in alignment with faculty input.
  - But faculty morale is down, and resources and future faculty retention are in question.
  - Is CFAC here for the first time? Should it be a standing committee formalized by Govcom? There was a Budget Finance committee that was dissolved when Govcom was created, but CFAC has superseded this prior Budget committee, because Admin wanted the best advice from past chairs with budget experience and without present vested interests. So Admin followed their advice on what cuts and in which order.
  - Transparency is necessary especially for non-tenured and non-tenure stream faculty to reduce anxiety and to give some window into the future; and this is why the special faculty meeting has been called for February 11. We don't anticipate further cuts this year, but we cannot speak beyond that. Anxiety, however, is inevitable and warranted.

---What about charting out best, medium, and worst case scenarios, and what are the principles for cuts? The cuts in the number of graduate lines while we are interviewing is a striking instance-we should have known earlier so that we could interview fewer students.

---CFAC should be appointed by Govcom and given a clear mandate. We need real data for proper decision-making. We should ask faculty for nominations to the committee and maybe combine current and future membership. 7 committee members will be more efficient than 15.

---What about all the money spent in construction? All construction projects are on hold except for funded and incomplete projects.

---Have we balanced the budget now and where are we with admissions? Yes, the budget is being balanced and applications are approximately 1000 less than last year, though we are actually fine since we've eliminated fluff by not using some agencies that last year unrealistically inflated our admission count.

---The big problem is financial aid and \$2 million less from the Endowment. This year we budgeted \$39.5 million for financial aid, but the actual is \$45 million. The cap from Central Administration is very helpful (\$50M cap for projected costs for next year, anything above that to be paid by Central). And tuition is now at a ceiling, up 4.7% this year, but there is a raise overall of 4.3%, since we cut room and board costs.

---If there's a flood we're all in it; in famine, one hates one's neighbor for not dying yet; let's make this crisis a flood not a famine.

---Sustainability is an issue. The current business model does not work any longer. In addition, like any prudent family, we need a year's salary ahead of us in the bank.

**ACTION:** Govcom unanimously passed the following resolution to be read by Eric at the Faculty meeting, February 11, 2009:

The current financial advisory committee to the Dean of Emory College has been an ad hoc committee composed of past department chairs. This ensured that the Dean could benefit from their administrative experience and that the members did not have current departmental budgetary conflict of interests.

The Governance Committee has passed a motion to formally constitute the College Financial Advisory Committee (CFAC) as a sub-committee to be appointed by, and report to, the Governance Committee. The mandate of the CFAC will be to give advice on behalf of the faculty to the College administration on:

- 1) Policy related to the Emory College Budget.
- 2) Setting planning priorities that adhere to and uphold the mission of the College.
- 3) Determining the sustainability of all programs and initiatives.

4) Acting in a proactive rather than reactive capacity and exercising reasonable foresight to establish a state of preparedness.

The Governance Committee invites nominations from the faculty for people to serve on the CFAC. With each nomination we ask that the nominator provide a brief rationale for the nomination. Our priorities are that nominees should have administrative experience in managing budgets. We also seek nominees that have had experience at other institutions with negative or zero growth. Nominations should be forwarded to Eric Weeks. We also wish to ensure representation from across the ranks and divisions.

Finally we set the agenda for the Regular Faculty Meeting to be held on February 18.

- 1) Address by Provost Lewis and Vice President Mandl (30 minutes)
- 2) Conflict of interest issues
- 3) Santa Ono wants to speak about the SACS Review (2014)
- 4) Peter Sederberg: E-Portfolio

Items 3 and 4 may need to be moved to a different faculty meeting, either March or a special meeting early in May.

Eric rounded us all up and called the meeting to a close.