

# **Minutes of the Regular Meeting Of the Academic Council**

**Thursday, October 16 2003, 4:30-5:00 PM  
139 Social Sciences**

Prof. Nancy Allen (CliSci, Council Chair) called the meeting to order directly following the Annual Meeting of the Faculty in the same hall, at which she and President Nannerl Keohane had presented addresses to the Faculty.

## **MINUTES**

After opportunity for discussion and correction the minutes of the meeting on September 25 were approved, by voice vote without dissent, on the basis of a motion made and seconded.

## **ANNOUNCEMENTS**

Nancy Allen reminded Council members, and others from the Faculty Meeting, of the reception immediately to follow, in the Rare Book Room of the Library just across the way.

Executive V. President Tallman Trask was recognized for introduction of two new administrators, one of whom could be present. EVP Trask: We have two new administrative colleagues this fall after some reorganizations and restructuring. Hofler Milam, who could not be here, joins us from Wake Forest as the Vice President for Financial Services. Kernel Dawkins, who is here, is the new Vice President for Campus Services in charge of facilities and campus operations. He joins us from Yale, where he had these same responsibilities for the last eight years. We are very glad to have these new colleagues at Duke. (Applause) Nancy Allen echoed these words of welcome. To Kernel Dawkins especially, "we want to put faces to names so the faculty can know who you are and who to call or e-mail."

## **DIVERSITY PLAN IMPLEMENTATION: CONTINUED DISCUSSION AND RESOLUTION**

After introduction and discussion of the Diversity Plan at the September meeting of the Council, Nancy Allen had asked Dean R. Sanders Williams (SOM) and Dean Mary Champagne (SON) to look over the Provost's Implementation Plan and to come today to give the Council an idea of the support in the Schools of Medicine and Nursing for that plan.

Dean Williams expressed his appreciation for the opportunity to attend today and express his unreserved and wholehearted support for all of the principles and the ultimate goals of the Diversity Plan. "In fact I'd like to assert that we've been walking the walk before we even started talking the talk." While not yet to the extent that they ultimately hoped to achieve, he was rather

proud of some of the initiatives, even antedating this present plan, that have fostered some of the same goals within the Schools of Medicine and Nursing. An 11-part response has been prepared and he thought circulated to the Council, but Nancy Allen reminded him that he had wanted to hold on to it for the moment. It had been circulated to ECAC, but not yet to the full Council. Dean Williams explained that while he hadn't meant to be secretive about this at all he just didn't want it to appear in *The Chronicle* or somewhere before he'd had a chance to discuss it with the Council and with all of the constituencies within the School of Medicine. That had been his only reason for the hold. So there's nothing secret about this. But he could say, and it would become clear to all, not just to ECAC, that an 11-part response had been prepared that is matched in form to the Provost's 10-part plan. He believed that they are decidedly in step on every point. The 11\* point simply points out that an increase in the proportion of males in the School of Nursing is in fact a positive diversity step. He wanted to be sure to make that point.

Harking back to some report of athletic matters in Nancy Allen's address in the meeting of the University Faculty, he invoked a sports metaphor in thinking that the one message he'd like to be sure to leave with the Council is that they are prepared to do the serious blocking and tackling it takes to make real any set of policy goals that they would establish. Vice Dean Edward C. Halperin and he had a saying, pulled out often in trying to draw out a culture change or initiative within the School of Medicine: "we're not kidding." They'd been saying that now around this point as it relates both to female faculty and to under-represented minorities in their faculty and in their group of learners for some time now. "[A]nd so we're putting substance to that phrase." Searches that are authorized will deliver a female or minority candidate in the list of finalists or it must be proved to him why that was impossible to do. They have been executing that policy for some time. For senior positions like department chairs and major center directors they have routinely involved their Senior Women's Committee and their Multicultural Resource Center, the organization charged with improving the climate for under-represented minorities, both learners and faculty. This is done at the final stages of searches to advise him as to the degree of support these goals are likely to receive from candidates. "So we've had a number of blocking and tackling exercises in place, and we intend to strengthen those."

He'd be happy to respond to any questions that might have come from ECAC about the 11-point plan. But first he probably needed to say one other thing. He had been handed just a few minutes ago a resolution [prepared by ECAC for the Council to consider] and wanted to express a measure of disappointment in it because the statements that apply to the Schools of Medicine and Nursing have a tone that "we're sort of being led reluctantly to this table." Now maybe he was being sensitive here, but if there was some sentiment to that effect, he wanted to dispel that notion entirely. They were not being led at all grudgingly to support this effort, and he thought their 11-point plan is entirely in step with that of the Provost, arranged around the format that he had used. Maybe it's just legalese that was putting him off but if there was some perception of such reluctance on their part he'd very much like to respond to it while he had this opportunity.

Nancy Allen invited any questions of Dean Williams or Dean Champagne, but Dean Williams asked for just one more minute. There are some details about some things that they were trying to do that are not included in this 11-point plan. He noted that Ann Brown was present, and that they together were in negotiations about a specific reorganization of their senior women's committee. There are details that they were indeed still filling in and he would be pleased to come back at another time [for further report of these matters]. He then asked Dean Mary Champagne if she would like to add anything before questions. Dean Champagne reiterated that this effort is something that they are widely committed to [in the SON] and that they thought critically important. She was delighted to be responding. Dean Williams noted that he and Dean Champagne needed to return to a meeting in progress, thanking the Council for the invitation. As they excused themselves Nancy Allen said that with their permission she would e-mail a copy of these 11 points to the full Council, after having held them in confidence.

## DISCUSSION

Nancy Allen asked for any other comments based on discussions last month with the Provost or here today with Deans Williams and Champagne. The reason to have the Schools of Medicine and Nursing brought in as a somewhat separate group in relation to this matter is that the resources put toward implementation of the plan in these two Schools are separate from those originating in the Provost's office. That's why ECAC and she had felt that we need to have everybody on board, best especially when something new is starting.

Barbara Shaw (CHM) was interested that one of the details presented today was to make sure that there would be at least one woman and maybe one minority considered in every search, if she had understood correctly. She did not recall that that was part of the Provost's plan. From her experience, having been here for many years, that was something that the women found very useful in making sure that we were trying to recruit qualified women. It would be interesting to have the Provost comment on this point, and whether such a specific expectation might also work for searches elsewhere in the university.

Invited to respond, Provost Peter Lange said that perhaps he could repeat what he had told Professor Shaw when she had asked this question directly of him earlier: the pools for various departments and various searches vary quite significantly across Arts & Sciences and across departments and even subspecializations in departments. So it did not seem to him appropriate, as was part of what he believed he had said at the previous meeting, that it be required or expected that there would necessarily be a woman or a minority in the finalist pool of every search. Instead, as would be recalled from his previous presentation, it would be required that he see the outcomes, in terms of pools, of each of those searches at the central level, which has not been required in the past. Significant patterns suggesting in such review that there are real opportunities for women and minorities to be in those pools, and they are not appearing, would trigger a response on his part. He saw this as taking a more articulated view, adjusting he thought to the mix of pools across the whole range of departments and schools reporting to the Provost in very different fashion from that in the School of Medicine, an approach he considered more appropriate.

Roxanne Springer (PHY) asked about a response the Provost had presented at the last meeting, about collecting additional data every other year, as she recalled, beyond whatever additional data were needed in this first year. She thought it would be very helpful that a survey of the female faculty be done. Prov. Lange responded that there is a survey currently in progress of junior faculty, conducted by an organization at Harvard that includes Duke. All junior faculty are being surveyed. Could she give him some further guidance about what she would expect us to learn from the survey she was suggesting? "Tell me more about what you'd like to know."

Roxanne Springer said that one thing for instance that she believed MIT had found, and Princeton also, is that while the level of satisfaction of fairly young, newly hired women ~ particularly of women in the sciences— is pretty adequate. But as the women continue on in their careers they do seem to be hitting - to use the phrase ~ a glass ceiling, or other restrictions on their advancement. It would be very helpful to find out from the women faculty here, and in particular the sciences, but also across the board - the level of satisfaction that they feel, the level of support that they get. Prov. Lange saw that as a perfectly appropriate set of questions. The standing committee which has been appointed, and which he would be working with, is the appropriate forum to bring those questions up. And he would do so. It should not be expected that she would need to do that. He would do so in the context of using that standing committee appropriately, to define how we're going to collect the data, what data we're interested in, as well as how we're going to proceed as those data become available. Roxanne Springer thought that Princeton might provide a good template, to which the Provost responded that he could guarantee her that we will not invent it from scratch. But concerning surveying, he was also concerned about the level of surveying that we are conducting among the faculty. Not just on this issue, but in general, there has been a major increase in the number of surveys being sent to faculty and the number of survey responses being requested. There are many more which the faculty doesn't see because we tell people no, you cannot survey faculty on that topic. But in this instance he saw implementation of diversity an excellent survey issue, one tying in very well with the spirit of the report, and he would not survey only women faculty.

Nancy Allen: You're going to survey the men too? Prov. Lange confirmed that that was what he would actually like to do. "I mean if we do a survey it will be a faculty survey."

James Rolleston (GER) thought that if Dean Williams felt there was some sort of tension being dragged along in the proposed resolution it might have to do with well-founded perceptions in the past about salary inequities that women used to suffer from. Is this still under study? "Has the salary equity problem been solved in the School of Medicine?" Prov. Lange suggested asking Dean Williams that question, since he as Provost doesn't see the salaries of the School of Medicine.

Nancy Allen also responded to the question, saying that we don't know that it has been solved, but she understood from Dean Williams that he is committed to doing an updated salary equity study in the coming year.

Roxanne Springer said she was reminded of having heard that when salary equity in Arts & Sciences was discussed there were some very minor inequities, but in particular the breadth of salary differences for men was larger than that for women. She had understood that John Staddon (P&BS, former Faculty Secretary) had explained that this difference was reasonable because of a study he knew of. It said that the breadth of scientific expertise was also broader for men than for women. Does someone have a reference to that study? Amused, Nancy Allen remarked that John is on sabbatical this year, but she did recall the meeting in which he had brought that up. We could probably get that reference; he probably gave it to us at some point. "We might have buried it." Pres. Nannerl Keohane pointed out that he's available on e-mail.

After inviting any other comments or questions Nancy Allen brought to attention a resolution that EC AC had prepared dealing with this whole topic so we can settle our opinion concerning it, and she called on Frederick Mayer (PPS, EC AC) to read it. It had not been distributed ahead of time because we really needed to be able to hear Dean Williams' comments first.

Frederick Mayer said that this resolution was prepared in response to the Provost's presentation at the last Academic Council meeting, and prior to seeing Dean Williams' 11-point plan, which he still had not seen. So, we offer the resolution, as he understood, for consideration and discussion. He supposed that there may be some discussion about its appropriateness after Dean Williams' comments concerning it. The following resolution is offered by ECAC for consideration by the Academic Council.

ACADEMIC COUNCIL RESOLUTION  
DIVERSITY POLICY IMPLEMENTATION  
October 16, 2003

Be it resolved that the faculty endorses the measures announced by the Provost to the Academic Council on September 25, 2003, as a response to the report presented on May 8, 2003 of the Provost's Faculty Diversity Task Force and the Women's Faculty Development Task Force. These are significant steps that promise to respond effectively to the challenge of enhancing faculty diversity and of recruiting, retaining, and promoting women and minorities.

Be it further resolved for the Schools of Medicine and Nursing: We recognize that there may be appropriate differences among schools and units in implementation strategies for the measures enumerated by the Provost, however, the principles they embody should apply equally to all academic units, including the Schools of Medicine and Nursing. Therefore, the faculty urges the Provost to work with the Deans of the Schools of Medicine and Nursing to develop an Implementation Plan consistent with items one through eight of the Provost's Executive Summary of Policy Implementation, and for the Medical Center to make funds available, commensurate with those provided by the Provost's office, to support networking activities of women faculty and to enhance the strategic hiring of women and minority faculty in the Schools of Medicine and Nursing

(items 9 and 10).

The faculty requests that the Deans of the Schools of Medicine and Nursing report to the Academic Council by February 2004 on the specific measures that they intend to take in furtherance of an Implementation Plan for the Schools of Medicine and Nursing. Beginning in the fall 2004, the Academic Council requests the chair of the Diversity Committee and the Provost present an annual report. The report will include information on measures, and progress toward implementing in the School of Medicine and the School of Nursing the University-wide goals of enhancing faculty diversity and recruiting, retaining and promoting women and minorities.

Thanking Frederick Mayer Nancy Allen invited any comments or suggestions about the resolution. Peter Burian (CStudies) advised that while he had no desire to slow down the progress of this important matter, he thought that in the light of what we've heard [in reference to this resolution text] it's probably not appropriate for the Council to vote on it in its current form. Between now and the next meeting of the Academic Council we will all have seen the 11 points. And so, he would like to suggest respectfully that EC AC take the opportunity of redrafting the motion in a way that they can feel is appropriate for including all of the information which we [would then] have. We could consider as it were that the motion has had its first reading here, for vote at the next meeting if the Council so desires.

Ann Marie Pendergast (PHRM&CB, EC AC) seconded that suggestion. We should include something of the responses from the Dean of the School of Medicine in a modified version.

Nancy Allen explained that our intention was to give them several more months to complete their vetting of this matter within the Medical Center. Dean Williams had sent her an e-mail saying that he wasn't ready to pass this 11-point plan out directly to everyone. It may have been a language misunderstanding, where she was talking about the full Council and he was talking about ECAC, [or vice versa]. Anyway, it got confused. She thought Provost Lange had made a good suggestion, and further thought that the Council could in spirit approve of the Provost's plan. He would like to have a sense today that he can move forward with that portion of the full plan which involves setting up the Standing Diversity Committee. Perhaps the Council could vote on that portion of the motion today so that he is free to go ahead to that extent. It will be understood that we will e-mail, or distribute by hard copy, the 11 points from Dean Williams to the full Council, discuss those points at the next meeting and vote on that portion. Is everyone satisfied with that procedure? Frederick Mayer said that he thought that makes a lot of sense.

As Nancy Allen was preparing to put the first part of the resolution to a vote, Provost Peter Lange suggested that in order to avoid possible confusion he didn't think an actual vote on the resolution in its current form was necessary. A show of hands as a spirit of the meeting in approval would be sufficient for him to proceed, and then the Council could vote on the full resolution in further considered form at the next meeting.

Nancy Allen thought that would be fine. To the Provost: "It's generous of you to suggest that, but I saw you [uneasy] over there and I didn't want you to feel you had to wait yet another month." She then asked for a show of hands for and against the spirit of the motion concerning the Diversity Implementation Plan, and declared the motion passed, in spirit, with none opposed.

After a brief opportunity for new business, the Council stood adjourned, ready at last to repair to the social occasion in the Rare Book Room, just across the way.

Prepared for consideration by the Academic Council,

Donald Fluke, Faculty Secretary