

Minutes of the Meeting of the Academic Council

Thursday, September 17, 2015

Nan Jokerst (Electrical and Computer Engineering / Chair, Academic Council):

Welcome, everyone, to our first meeting of the Academic Council for this academic year. Thank you for coming to, and I'm going to thank you in advance, for participating in our meeting. I want Academic Council meetings to be conversations and I think you'll find that this year, some of what we've planned for you will certainly engage us all in conversation. From my perspective, strong collaborative governance brings a robust community to Duke, and community is what underlies the most impactful institutions in the world. We, the faculty, the foundation of this institution, and participation in faculty governance, by you, by me, by all of us, is the mortar that binds our foundation together. So, by all means, at Academic Council this year, please speak up! I and ECAC and all of the faculty are interested in what you have to say. And thank you again, all of you, for coming to our Academic Council meeting.

I'm Nan Jokerst, a professor in Electrical and Computer Engineering, and I've been at Duke for over 12 years. I am honored to be the Chair of Academic Council, and I must tell you it's an extremely interesting position. I am amazed every day at the things I learn about Duke. I succeeded Josh Socolar from Physics, and I will serve as chair through June 2017.

Faculty governance is important to the

health of our institution, as I wrote in my first email to the general faculty that I hope many of you saw. And it is a powerful tool moving forward together in partnership with the administration. Partnership will be one of our themes this year. And, in this spirit, I look forward to working with all of you, and I am particularly interested in talking with many of you at the reception that follows our meeting today. So please do stay around, and let's talk after the meeting.

I would like to particularly thank our returning Council members – you have the institutional memory that provides context to many of our deliberations. I would also like to welcome our newly elected Council members – you bring a fresh perspective to the Council. And I would like to thank all of the faculty who aren't elected to Academic Council today but you are voting with your feet by spending your precious time here. Thank you very much for coming. I would also like to publicly thank Josh for his tireless service on behalf of the Duke faculty for the past two years. I can personally attest that he made a difference to this Council and our deliberations last year. He gave me valuable advice this summer as I transitioned into this role. Sandra Walton, (Sandra, would you please stand to be recognized) is the Administrative Coordinator for the Academic Council and for the Executive Committee of the Academic Council (you'll hear the word ECAC every

once in a while). She has been instrumental in this transition and I can tell you, we would not be nearly as organized without Sandra. She is fabulous. It is also great to have access to the knowledge, wisdom, and institutional history of the past Academic Council chairs, and I would like to thank you all. I would also like to introduce the faculty colleagues who serve with me on ECAC, the Executive Committee of the Academic Council. ECAC is a pretty big time commitment. We meet every week for two hours, beginning typically in late August, although we actually had a summer meeting, and we typically conclude in mid-May. During this period we meet often with the senior leadership of the University. We began our weekly meetings on August 26th and have met already with President Brodhead and Provost Kornbluth, and we will meet with Executive Vice President Trask next week. ECAC members sign up for a two year term, and the ECAC members are elected from us, our elected Council membership. I'd like to introduce my ECAC colleagues and I'd like them to stand when I call their name. ECAC members entering their second year of service are: Anne Yoder (Biology & director of the Lemur Center) and Kerry Haynie (Political Science & African and African American Studies), who could not be with us today because of travel commitments and Beth Sullivan (Molecular Genetics & Microbiology) who is absent today because she's under the weather. Let's look at our newly elected ECAC members: Trina Jones (Law School) and she was my co-chair of the Diversity Task Force last year, Emily Klein (Nicholas School of the Environment); Emily will serve as Vice Chair this year and she's also the chair of the Diversity Task Force Implementation Committee this year. Josh Sosin (Classical Studies & History & the Library); and Josh will serve as Faculty Secretary this year. I'd like to ask all of you to

give a big hand to our ECAC members. They spend a lot of time on behalf of our faculty. I just made my first error as Chair of Academic Council and Chris is over there laughing, so good thing he is laughing. One of our continuing members, Ellen Davis, from the Divinity School, was tapped by the President and Provost this summer to serve as interim dean of the Divinity School; thus Ellen had to relinquish her role on ECAC. Chris Woods, from Medicine & Global Health, was invited by ECAC to fill Ellen's term. If that's the only mistake I make, that will be great.

One procedural item: attendance sheets for the elected Council members are being circulated, so please initial and pass them on, and return these to Sandra at the end of our meeting. Just a reminder, our by-laws state that elected members can be removed from the Council after three consecutive unexcused absences. Just send an email to Sandra if you are unable to attend a meeting and that will be an excused absence. And another reminder, as you ask questions or make comments, it's best if you identify yourself by your name and your school. Our meetings are recorded and transcribed so it's very helpful if you identify yourself. You see our agenda before us. One of the first things that I'd like to do is make a few comments regarding Academic Council this year. The box is great; it allows me to see you over this screen but I really prefer to walk around a little bit. Let's talk a little about Academic Council this year. There are a few themes that are going to run through the Council this year and the first one is faculty engagement. I'm glad to see that there are a number of you here. Faculty engagement is important. We want to hear what concerns, what opportunities, what you want us to look at in Academic Council. Talking to us and listening to you is very important. I'm talking about all the faculty. Partnership: Partnership is a big

theme this year. We're talking about partnership in two ways. First of all, those of you that have been elected to Academic Council, you actually represent the faculty in your school and division. This year I'm going to be asking you to reach out to the faculty in your department and division and to form a partnership with them to engage them in communication and I'm going to be asking each division of Academic Council to have lunch with me once during the coming semester so that I can hear in particular what your division or school is concerned about. Sandra is going to be setting those up and I hope as many of you can attend as possible. There is also a partnership that we really talked about a lot over the summer and that is with the administration. I think you're going to find that what we're talking about this year is Academic Council having a discussion and a vote when we have a final program to look at but also the Provost and President are going to be bringing to us the front end of proposed programs so that we can discuss them and have input at the very beginning of the process of developing the program. That's part of what we're going to see today. That leads right into communication. I'm interested in Academic Council from a listening and from a voice standpoint. I want to hear from our members of Academic Council and I'm asking you, our elected members, to really listen to the faculty in your school and division so that we better understand what we need to do as a Council to make our faculty and Duke a better place to live. I guess to work (laughter). I was in a meeting earlier today and the director of my clean room facility explained to a visitor, "Ah, this is where I live and work." And I said, "Really, you live here?" And he said, "No, it only seems that way." I said okay. So maybe that rubbed off on me.

We're going to also emphasize process.

Process is a methodology through which the faculty can have a voice in decisions at this university. You will see an emphasis on us hearing from UPC, as we'll hear today from Chair Don Taylor, and eventually from APC, and GPC. We're very interested in hearing what our faculty and our committees have to say through process. Finally, I think you're going to find that I tend to be pretty enthusiastic and we're going to have a very proactive approach. This year I'm very interested in saying, as with the Diversity Task Force for the last year and a half, what do we need to work on? Instead of us being reactive, I want to be proactive. How can faculty take responsibility for things we see that we want to have changed at Duke? I want to hear what you want to work on and I want to engage with you. I forgot to show my cartoon. I can still do it fortunately. So collaboration is generally viewed on campus as a good thing, but sometimes we need to be a little bit careful. So I thought as a scientist this one wasn't bad. Sometimes what we do can be a little explosive and I hope I'm not the one holding the lightbulb. These are some of the Council activities we're going to be engaged in this year. We're going to hear from Susan Lozier and the Provost about strategic planning. We're going to hear about process for the formation and review of institutes. Rather than voting on institutes right away, we're going to hear about a process for forming them. We're going to hear about oversight of Master's degrees. Starting today we're going to have multiple conversations about Duke-Kunshan University and the undergraduate degree. We're going to hear from Emily [Klein] and her team about the Diversity Task Force Implementation Committee. We're going to do Faculty Salary Equity Part Two. We saw the results of the Faculty Salary Survey last year. We're going to do more analysis this

year, trying to understand the Chronicle [of Higher Education] data as it relates to the data that we saw at Duke. Ombuds and Faculty Handbook Appendix N review is going to be on the agenda this year. As well as topics that emerge from our discussions here, at Academic Council, and ECAC, and our lunches that I'm going to be having with each of you.

We're going to get to the Faculty Hearing Committee in just a minute, but first I'd like to say that I want to welcome your suggestions for any other topics for upcoming Academic Council meetings. If you would like to suggest an item, please send an email to me and encourage your colleagues who are not members of the Council to do so as well. I've actually heard from a fair number of people individually already and I'm very happy to meet with you and listen to what your input is. I also want to emphasize, and I hope it was clear in my email to all faculty, that I want all faculty to feel welcome at these meetings, not just elected faculty representatives. I'd also like to remind everyone that the Council has a tradition of submitting questions to be asked anonymously of the President, Provost or Executive Vice President. I'll confess, I've submitted one in the past. You can do this either through our website at the "contact us" tab or you can send an email to acouncil@duke.edu.

APPROVAL OF THE MAY 7TH MINUTES

Jokerst: Our first order of business is to approve the minutes from the May 7th, 2015 meeting which were posted with today's agenda. Are there any corrections or edits to the minutes?

(Minutes approved by voice vote without dissent)

FACULTY HEARING COMMITTEE

Jokerst: With your agenda, Council members saw ECAC's nominations for the Faculty Hearing Committee. The Faculty Hearing Committee is a subcommittee of the Academic Council and is charged with considering complaints from faculty concerning issues such as termination of employment, violations of academic freedom, and allegations of harassment not resolved by other university bodies. The process for issuing a formal complaint and the explanation of the role of the University Ombuds is detailed in Appendix N in the Faculty Handbook. We will be revising this later, but we're going to use it for now. The Faculty Handbook states that the Faculty Hearing Committee will consist of 12 tenured faculty members nominated by ECAC and elected by the Council at large to serve three-year terms. I'd like to show you our new members proposed for this year: Harvey Cohen from Medicine, Stefano Curtarolo from Pratt, Dave McClay from Biology and Karen Neander from Philosophy. And just to give you a sense of who else is on the committee, we've got the continuing members there [refers to slide] and I'd like to thank Tom Metzloff for being Chair of the committee this year. Are there any questions about these nominations?

(New members approved by voice without dissent)

I want to thank each of the faculty who have agreed to serve on this committee.

UNIVERSITY PRIORITIES COMMITTEE PREVIEW

Jokerst: Next up we've got a preview of the University Priorities Committee from Don

Taylor. I'd now like to call Don from the Sanford School; he's this year's chair of UPC. He'd like to share his thoughts on what he and his committee will be working on in the coming months.

Don Taylor (Sanford School / Chair, University Priorities Committee): Thanks Nan. This is my third year on UPC. I'm the chair this year and I've learned so much about this complicated organization that we're a part of. It's been a really good experience learning about it. I find the conversations we have really interesting and invigorating. What UPC tries to do, big picture, is take the academic priorities of the University and match them up with the budget, how we spend our money. We can identify some of our priorities from budgets. They're not boring documents, they show what we're trying to do. You can see the faculty members here who are on the committee. You can see we have two deans. We interact with ex officio members. President Brodhead and the Chancellor of the Health System Gene Washington are ex officio. We have lots of contact and interaction with the Provost, Executive Vice President Trask, Tim Walsh, the Vice President for Finance, and Jim Roberts, the Executive Vice Provost for Finance and Administration. So we're dealing with financial matters of the university with these individuals and I will just say: what I've found as being a faculty member on this committee is, the only thing that's truncated our ability to know more is really our curiosity. What questions to ask and how much time we're willing to put into trying to learn more. If we're going to try to match up academic priorities with the budget, we have to have some understanding of the financial big picture reality of what I call Big Duke. This pie here is about \$5.5 billion of economic

activity last year. 53% of that is the Health System. So that's Duke Hospital, Durham Regional which is now Duke Regional, Duke Raleigh Hospital, vast numbers of people who are caring for people who live in Durham and all over the world who come here for healthcare services. Over half of that is Health Systems. Just as a matter of personal privilege I'll just say, Gene Washington, in his first 100 days – I do health policy, that's my research thing – I feel like I've gotten a new playmate. He is such an engaging and energetic force. I'm really excited about that. We talk some about the Health System but what we mostly focus on is what we think of as the University. So, the other half, or a little less than half, of the \$5.5 billion is the School of Medicine and the Nursing School, and then what we call the Provost Area and Central Administration. What does Provost Area mean? It's the eight schools, it's Arts and Sciences, it's Pratt, it's Nicholas, Sanford, Divinity, and so on. We need to understand this, we being the faculty, the big picture financial reality. \$5.5 billion, a little over half of it is Health System, the other half of it is roughly half in the Medical School and School of Nursing and the other half, which means a quarter of the total, is what most people think of as Duke University. Everything else is about a quarter of the economic activity of what I think of as Big Duke. This chart is what we call the Ribbon Chart. This excludes the Health System. So I've just put 53% of the economic activity of Big Duke aside and we're focusing here because we're faculty and we're trying to bring faculty governance. We tend to focus more on what we think of as the University side. The School of Medicine and Nursing and then Arts and Sciences, Pratt, so on and so forth. This figure shows revenue, so the money that came in last year, these are actual flows. This is the School of Medicine, and this ribbon represents about a billion

dollars, \$968 million. You can see as we move over, we have Arts and Sciences is the next biggest school and it's \$343 million. So about a third of the size of the School of Medicine. We keep going, we've got Fuqua, \$117 million, we get to my neck of the woods, Sanford School, \$30 million. There's so much going on in this slide, you could turn away in horror, (laughter) but what I'd like to point out are two basic things to think about. Red is net tuition. That means how much students pay us for their experience and degree here net of what we've given them back in financial aid. Green is funded research. In the School of Medicine, you can see the net tuition is a relatively small portion of the total. A small number times \$1 billion is \$24 million. You go over to Sanford School, our net tuition is \$15 million but you can also see that in Sanford School, about half of our inflows are net tuition. Right away you say, we think a lot about how many students are majoring in public policy. This is part of why. Our financial model was very dependent upon how many students are coming through the doors every year. When you hear someone say the NIH funding climate is not so good and getting worse and you don't do NIH research, you think, "It doesn't affect me," well it really does because you can see about 60% of this billion dollars is sponsored research. All these issues are so important but we try to think academic priorities but first look at the big picture of financial realities of the university and then go towards the academic priorities. We have an Academic Programs Committee so I think they think first of the academic priorities and then move towards the budget. In one sense, we would meet together in this place called Academic Council and that's part of how there's some overlap with this. But part of the point is having multiple faculty groups taking slightly different perspectives and all

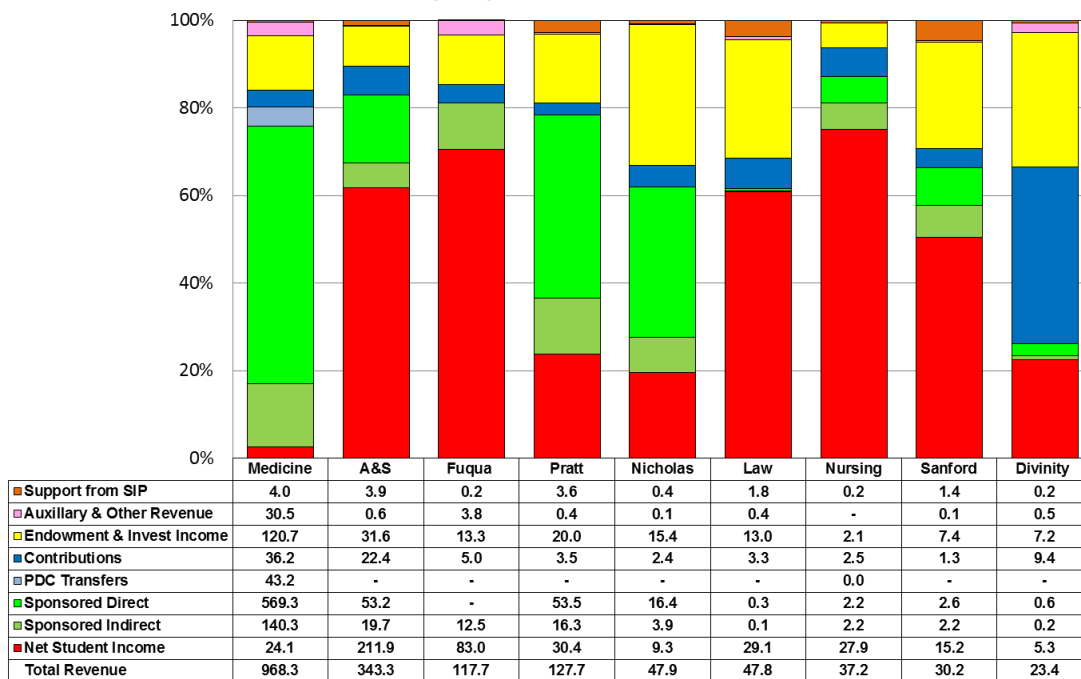
together hopefully we're producing the best Duke that we can. What we're going to do this year: Nan gave a list of the priorities of the entire Academic Council. You'll see most of those reflected in most of the committees and that just makes sense. We'll be talking about the strategic plan. I just want to say; in the two years I've been on UPC I don't think we've ever voted on anything. What we do is provide a sounding board and a feedback mechanism and generally the leaders of the administration are coming and bringing ideas to us and it's a good place of give and take. I think that's a valuable type of input to have. Strategic planning will be a big deal this year. This fall, it will come to Academic Council, a proposal for the Office of Licensing and Ventures, that's intellectual property of Faculty. We're going to hear later today about DKU, particularly the undergraduate degree process. We're going to spend some time thinking about the Diversity Task Force and the ideas of that and trying to match them with the priorities again. Because in the end, it's a document until we put priorities in the budget to try to live up to those aspirations. There are recurring or evergreen topics that we seem to always work on. Undergraduate need-based financial aid is one. Construction, how projects are going, how we are going to think about new construction in the strategic plan, those things begin to come together. And then there is what I would call trustee business. As chair of the UPC, I sit on the Board of Trustees' Business and Finance Committee and I was on that committee last year as well. So this is an example of an opportunity where we have a committee that has some overlap with the trustees and they're obviously thinking of the same issues and anything that's a really big deal goes up to them for approval in any event. Sitting on the Business and Finance Trustees Committee has been a really interesting

experience for me. I don't know what I expected but it hasn't been what I expected. I've actually been really impressed with the care and caution that the trustees take when they're thinking about the financial reality of the university. There are some people on the Business and Finance Committee who have become very wealthy being not cautious with their own money. They've been big risk takers. But I'm always impressed with how careful they are and how they think of themselves as stewards. I must say I've really

been impressed with that. The second thing is, I've been impressed with how interested they are in what faculty think about just about everything, including things that we wouldn't necessarily know anything about (laughter). I found that to be a good experience. I will stop there. This is my email [refers to slide] if there's something you think UPC should be talking about or if you want more information, we could provide you with that. Thank you.

Ribbon chart:

University Budget 2014 - 2015 "All Funds" Revenue (\$M)



Net Student Income - Gross Tuition Less Student Aid
 Endowment & Investment Income Includes Unassigned

Jokerst: Anyone have any questions for Don?

Warren Grill (Biomedical Engineering): I find the rainbow chart to be very informative but I'm wondering what the rainbow for DKU looks like? What colors are there?

Taylor: I actually don't have a rainbow chart for DKU. It's a fair question. I have some research enterprise that's long term care that happens to be in China and the way I would tell the story of DKU is actually the research side of it has been very successful. What I would call the research side and also bringing people together. The graduate programs are moving along. The big question, and this is what we're going to be talking about this year, is the undergraduate degree. We can put together such a chart for DKU. That sounds like a good idea.

Grill: I think that it would be really helpful to have another bar there, the expenses and how that compares. The scale of the school even though we can't get a proper scale of the university.

Taylor: The other interesting thing, when I think about financial priorities of DKU, is actually how much money has been put into DKU by the Chinese government. So it's many fold times what Duke has put into it. That's just a fact. It doesn't lessen people having concerns or comments, but it's the one thing that UPC always tries to do is nest when we're talking about stuff in the financial realities of what we're talking about.

Grill: My comment actually originates from a piece of campus news dated April 20 of last year: Summer Construction Projects Begin on Campus. It highlights a number of projects. This is really impressive except there are

eight projects on here and none of them are related to academics. So I think one of the challenges to be weighed, I certainly wouldn't put this on you or UPC alone, is to really think hard about our priorities. I feel like we are adrift right now.

Taylor: When you said non-academics, you mean not classroom buildings or labs, is that what you mean?

Grill: Not related to education or research: athletics, student life, parking.

Taylor: I take your point about what the projects are but I'm not sure I would see them as so broken apart, but fair enough.

Grill: None of them are buildings housing faculty, classrooms, research labs, out of eight projects highlighted. I find that very troubling.

Richard Brodhead (President): I probably should not wade into this, but I would just say, on my way over here, I stopped in the library to walk into the new part where you can see the first book printed in America on display and I certainly think we should consider the library to be an academic space. Having seen you many times having lunch with your colleagues and students in the faculty commons, it seems that West Union needs to be considered a shared space. I take your point. I by no means mean to minimize the value of more straightforwardly academic things. It seems to me that it would be possible to mistake the library and a communal gathering space as non-academic, when we are speaking of things that actually blend into the academic portion of things.

Grill: Just to follow up, when I walked here I

saw four cranes. Two of them are building a parking garage, one is building a hotel, and one is building a food court. It's true that in that food court we'll talk about things, but for me that's not something related to education.

Brodhead: I'm leaving the parking lots to Tallman (laughter).

Mary Fulkerson (Divinity): I was wondering if I could get a copy of that? [refers to ribbon chart]

Taylor: I think it will be on the Academic Council website?

Jokerst: We can certainly put it there. One last question over here.

Truls Ostbye (Medicine / Global Health): You mentioned Duke NUS. I found it confusing that the Duke NUS ribbon was not close to what you had on the same scale.

Taylor: I think we can get the numbers, yes.

Ostbye: Is that part of your scope?

Taylor: When UPC talks about DKU, almost always there's some analogy made to NUS. Often what's different, what's similar, but we certainly haven't given it as much attention as DKU in part because it's launched and doing what it does. But we could produce such a chart.

Jokerst: Let's close it off there. I think we'll wait until afterwards for further discussion. Let's give Don a hand. Thank you very much (applause).

FACULTY HANDBOOK: APPENDIX Y ADDITIONS

Jokerst: Now we're going to go back to our agenda. On the agenda next is Appendix Y revisions to the Faculty Handbook. Let me give you a little bit of background about this. We've used a process consistently to change the name of a Unit or Department. This process, however, is not in the Faculty Handbook. The Provost has requested that we formalize this process for changing the name of a Unit or Department, and add this process to the Faculty Handbook in Appendix Y. As a little back history, the most recent name change that came to the Academic Council, in fall of 2013, which we approved, was when the Department of Religion requested a name change to the Department of Religious Studies. So in the background documents that you received with the agenda, Appendix Y has highlighted in red the proposed changes. These proposed changes mirror the previous handling of this process in the past. ECAC reviewed the proposed additions to Appendix Y, and, since these changes are consistent with current practice, we recommend this as an information item to Council, not requiring a vote. However, if, after discussion now, you'd like to call for a vote, we can vote on this at the next Academic Council meeting. I would like to open the floor for discussion for these additions to Appendix Y now.

Pat Wolf (Biomedical Engineering): I was just reading through this. What happens in the approval process is that if this is approved, it goes on to this, and then it goes on to this, what happens if it's not approved? Are all these things that are listed here as approvals advisory approvals or are they actual approvals?

Jokerst: My understanding is that the approvals are votes. Because in Academic Council, for the department of Religion, we did have a vote of Academic Council which implied one meeting for discussion and then at the next Academic Council meeting we voted.

Wolf: In this process, what happens if it doesn't pass one of these levels?

Jokerst: Well, from my perspective, it dies.

Wolf: It doesn't say that in here, that's all I'm saying. It only says what happens if it does get approved.

Jokerst: I will tell you that when this proposal came from the Provost's office, it was actually a bit longer, and ECAC decided that we didn't want the Faculty Handbook to get too wordy and so we did trim it down quite a bit and we may have removed something to the effect of what happens if there isn't a positive. I don't think that was the case. We removed some procedural stuff at the very beginning as to the format of the proposal. But if you feel we need to indicate what happens, typically in my experience if a proposal fails, is that there is a feedback loop. And that feedback loop occurs and the proposal comes again and eventually it does pass if it's reasonable. Or frankly it dies if it isn't. I don't know that we need to institutionalize that in the process. But if the faculty feel that we do, we can certainly do that.

Wolf: As far as it being spelled out, I don't know. But I was just wondering, are these votes just advisory votes or are they true votes? Because Academic Council is really just advisory, right?

Jokerst: You bring up a very interesting question in terms of the rules associated with the Faculty Handbook, which we've had a little bit of a discussion about this summer and who owns the Faculty Handbook. Essentially, the Provost owns the Faculty Handbook, but frankly the faculty sort of own the Faculty Handbook at some level too. I hope while I'm Academic Council Chair that the faculty in Academic Council don't vote in one way and the Provost does the opposite. So it's actually a good question and I don't know the answer. I'll have to look into that. I would anticipate that this is advisory to the Provost, but I'll look into it and I'll let you know at the next meeting. Or does anybody know for sure?

Brodhead: Aren't there things that have to be approved by the Academic Council?

Jokerst: I mean, I think they need to be approved. So the Faculty Handbook stipulates what needs to be approved by Academic Council and this is one of them. What you're asking, Pat, as far as I understand is, what does the Academic Council vote mean? That's what you're asking, right?

Kornbluth: If it's not approved, it fails.

Brodhead: And if it is approved, it's approved.

Kornbluth: That doesn't mean that something that fails can't eventually come back after further discussion. It doesn't move on to the Board of Trustees or what have you if it doesn't pass Academic Council. It doesn't move on to become, say, in the Faculty Handbook if it doesn't pass Academic Council, et cetera.

Brodhead: It's not in the Provost's power to change names of departments. That's what it comes to.

Jokerst: Well, there you go. We have more power than I even realized. So Pat, do you think that we need to indicate what happens if it fails? Because honestly I think that's probably a little more than we need to include in the Faculty Handbook.

Wolf: I don't know. I'm just bringing up that it wasn't in here and if the final approval of all new academic degrees comes from the Board of Trustees, that implies that if the Board of Trustees votes it, it's approved. All I was questioning was if Academic Council is advisory or not.

Jokerst: It doesn't sound like we're advisory. It sounds like if we don't pass it, the Provost and the President say it's dead.

Emily Klein (Nicholas School / Member of ECAC): Why don't we take a look at the wording of other places in the Handbook where it spells out approvals and we can see if there is wording that says if it dies if it's not approved. Just to make it consistent, my understanding is, if it's not approved, it's dead.

Jokerst: The Faculty Handbook is a bit of a mish-mash. It has certainly come about organically. We'll take a look at it. So do I hear that we want to table any kind of vote on this until the next meeting or do we want to vote on this language? I'm hearing table. Is there any further discussion?

Lee Baker (Dean, Academic Affairs, Trinity College; Associate Vice Provost, Undergraduate Education): I have a question about units and pre-major Trinity

College students. Obviously there are statistical programs, majors, centers, that are sort of under Arts and Sciences completely where it stops at Arts and Sciences Council. Do those now come up to Academic Council when changing the name of a specific program? Where do we slice and dice jurisdiction?

Jokerst: Sally do you want to comment on this?

Kornbluth: Not at all (laughter). But I mean, not that I don't want to comment, but the answer is no. Every center within a school or research center, et cetera, doesn't come to Academic Council. I think obviously departments, schools, institutes, but I think below that, no.

Baker: Okay.

Jokerst: Paying attention to time, I want to leave plenty of time for discussion on Duke Kunshan University, we're going to move on.

SALLY KORNBLUTH AND DKU UNDERGRADUATE DEGREE

Jokerst: I would like to now call our meeting into Executive Session, which means that those of you who are not Duke faculty members, I must kindly ask you to leave our meeting and Duke faculty please stay.

Wolf: Why are we doing this in executive session?

Kornbluth: Oh, I'm happy to explain that once we go into executive session (laughter).

(The remainder of the meeting was conducted in executive session)