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Minutes of the Regular Meeting of the Academic Council

Thursday, March 23, 2006

These minutes are incomplete because the audio apparatus failed so that the usual full transcript could not be prepared. Hence, no live record of the meeting, written or audio, is available. The following account has been assembled from the notes, slides and memories of those present.

Paul Haagen (Law, Chair of the Council): The first order of business is to approve the minutes of the February 16th meeting. [The minutes were approved by voice vote without dissent.] John is out of town today at a conference and we will thank him upon his return. My ECAC colleague Linda Franzoni is the honorary Faculty Secretary for today's meeting. Thank you Linda.

This will be the last Academic Council meeting for many of you; others will be continuing on the Council. Since today's agenda may be fairly full, I want to take this opportunity at the beginning of the meeting to thank all of you for your service on behalf of this University, and for the indulgent good humor that you have shown to me as Chair. Your service in this, the only University-wide representative body is critical to our traditions of shared governance and to maintaining and furthering the dynamism and humanity of this University. For those of you who will be completing your service on the Council, remember that you are always welcome to attend Council meetings, to participate in deliberations, or otherwise to insure that your voices continue to be heard.

As ECAC and I were preparing for this last meeting, we considered whether we should do something really dramatic. Harvard's faculty body, as you may have seen, managed to get itself on the front page of the *New York Times*, in the lead story in *The Economist*, and even on Fox news. Perhaps we should follow their lead.

But even overmighty faculties – quite a thought isn't it – have to produce reasons for such boldness because, to quote the Sage of Monticello, a decent respect to the opinions of mankind requires the declaration of the causes which impel such action. Our president is, however, not as easy a target as some. Even *The Chronicle*, only yesterday declared him

“charming.” Turning again to the Declaration for guidance and example we found some promising possibilities nonetheless: perhaps “he has called together legislative bodies at places unusual, uncomfortable”, possibly an apt description of this room, or maybe “he has sent swarms of officers to harass our people”. Our Faculty Secretary, John Staddon, was particularly fond of that grievance.

We must confess, however, that we were having trouble coming up with a long enough list and in any case, who wants to be thought to be merely following Harvard's example. Then we hit on the idea. Perhaps we could, like the Provost, discover the distinctiveness of Duke and get in the *New York Times* if we passed a vote of *confidence* in our President?

In the end, we decided that would be too pathetically derivative, even in the service of our collective notoriety, and again ECAC and I will content ourselves with thanking you again for laboring in this place all too usual, but most definitely uncomfortable, and for doing the work of Duke's shared governance.

Question for the Provost

We do have a question for the Provost today. The question was included in your packets. I will now call on the Provost to respond.

Provost Peter Lange: The question (below) was included with your agendas:

Much effort has been placed on the Duke Faculty Survey to assess the “climate” at Duke. At least two points are clear in the data: Faculty are not pleased with salaries, and they feel teaching and service are not valued. One can argue that these are related items. Over the last decade, raises for faculty ran about 2%, the cost of living ran about 3%, and Duke salaries, according to the AAUP, increased by roughly 4%. What apparently has happened is that Duke has hired star faculty at high

salaries for its strategic initiatives and connected significant raises to outside offers. These administrative approaches to compensation promote the belief that Duke values those aspects that make faculty attractive to other institutions. These aspects do not include a commitment to service and teaching. In other words, a commitment to service and teaching at Duke reduces the time available to make oneself attractive to outside job offers, leading to raises below the cost of living increases in Durham, North Carolina.

Furthermore, while federal funding has decreased for research areas outside the Bush administration's national priorities, and, likewise, Duke's funding for areas outside its strategic initiatives is minimal, faculty outside these chosen few areas are spending additional personal funds to carry out their research.

As Duke's reward system devalues service, teaching, and non-strategic research areas, faculty morale and commitment to Duke decreases proportionally. Perhaps if the administration wants to enhance faculty morale and increase faculty commitment to Duke, then the administration will break the negative correlation between a commitment to Duke and faculty compensation. Has the Provost perceived these points from the survey data, or even discussions with faculty, and is there a plan to reward commitments to Duke rather than commitments to seeking outside job offers?

Lange: I was intrigued by this question and the tone of discontent which underlies it. I did not think a number of the assertions were entirely accurate, but I was concerned with the broader sense that there are a group of neglected or forgotten faculty at Duke: those who teach well, serve our community well, but are unable, unwilling or uninterested in generating or receiving outside offers. This is always a dilemma at a highly competitive research university. We exist in a market for research talent and always have the pressures there to overrun the appropriate balance. Questions like this call our attention to those values and whether we are properly attending to them and their balance. And in fact, it was partially the purpose of the Faculty Climate Survey to examine these and other questions – think of teaching and classrooms for instance. And we will and are attending to them. But, it is also important to assure the situation is being accurately described and analyzed.

Let me respond to specific points:

Faculty are not pleased with salaries: While faculty are less than satisfied, they are more than neutral about salary: 3.4, the mean response overall on a five point scale, is halfway between “neutral” and “somewhat satisfied.”

Faculty feel teaching and service are not valued – appropriately valued in tenure and promotion decisions. This is generally true. Rank predicted responses here also: 40% of full professors felt service and teaching are appropriately valued, 20% were neutral, and 40% disagreed that service and teaching are appropriately valued.

Over the last decade, raises for faculty ran about 2% and cost of living ran about 3%: CPI average annual change for the last decade was 2.5%. Raises for faculty are budgeted and managed by each school. In Arts and Sciences, over the last decade, the pool assigned for allocation by department chairs has averaged 2.9% per year and the dean's total pool, including promotions and market adjustments, has averaged 3.8% per year.

Duke salaries, according to the AAUP, increased by roughly 4%: the AAUP report includes a calculation of the annual percentage increase for *continuing* faculty in all schools (excluding medicine and nursing), which for Duke was 4.26% in 2005-06. However, the salary increases include promotions in rank, endowed-chair appointments, and administrative appointments, in addition to the annual adjustments. If we take out the 25 faculty promoted in rank who had an average increase of 16% this year, the total percentage increase drops to 3.86%.

Duke has hired star faculty at high salaries for its strategic initiatives: over the past five years 33% of all new faculty hires were hires with tenure for an average of 15 faculty members hired with tenure per year.

Faculty morale and commitment to Duke correlate negatively with Duke's high comparative valuation of research relative to service and teaching: This conclusion is not supported by the survey results. Factors such as intellectual stimulation and sense of departmental community are much more predictive of overall faculty satisfaction than the extent to which service and teaching are valued in the tenure and promotion process. Faculty morale is fairly high, and while faculty certainly care a great deal about their salaries, their job satisfaction is driven as much or more by intrinsic rewards such as opportunities to do interesting work and collaborate with colleagues as by concerns about the comparative emphases on research, teaching and service in the APT process.

Negative correlation between commitment to Duke and faculty compensation: This presumes that faculty who emphasize teaching and service less and are higher paid – i.e., successful research faculty – are less loyal to Duke than faculty who emphasized teaching and service.

Paul Haagen: Thank you Peter. At last November's Council meeting Provost Lange provided an informational Annual APT report for the Council. Dean Sandy Williams is here today to provide a similar report for the Medical School.

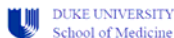
Medical School Appointment, Promotion and Tenure Process

Sandy Williams (Dean, Medical School) described the Clinical APT process. He showed the following slides:

Duke School of Medicine:
Faculty Data Summary, 1995 and 2005

Duke School of Medicine: Regular Rank Faculty

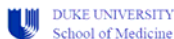
1995	Total	Male	Female	Caucasian	Asian	Black	Hispanic	Other
Associates	121	64	57	111	6	3	1	0
Assistant Professors	548	367	181	477	44	10	16	1
Associate Professors	268	209	59	253	7	7	1	0
Professors	270	248	22	256	9	3	2	0
Total	1207	888	319	1097	66	23	20	1
2005	Total	Male	Female	Caucasian	Asian	Black	Hispanic	Other
Associates	109	44	65	78	20	9	2	0
Assistant Professors	713	412	301	555	110	25	21	2
Associate Professors	409	303	106	358	38	6	7	0
Professors	382	326	56	346	19	12	5	0
Total	1613	1085	528	1337	187	52	35	2



Duke School of Medicine:
Faculty Data Summary, 1995 and 2005

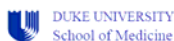
Duke School of Medicine: Tenure Faculty

1995	Total	Male	Female	Caucasian	Asian	Black	Hispanic	Other
Tenurable	397	292	105	363	20	5	9	0
Tenured	392	350	42	371	12	7	2	0
Total	789	642	147	734	32	12	11	0
2005	Total	Male	Female	Caucasian	Asian	Black	Hispanic	Other
Tenurable	360	238	122	282	55	9	14	0
Tenured	489	408	81	442	27	13	7	0
Total	849	646	203	724	82	22	21	0



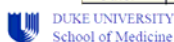
APT Processes in the School of Medicine

- Current policies formalized in 1996
- Basic Science Departments: Stages of APT review
Dept – Basic Sci – MCEC – Dean – Univ – Provost
- Clinical Science Departments: Stages of APT review
Dept – Clin Sci – MCEC - Dean



FACULTY OFFERS
JULY 1, 2004 - JUNE 30, 2005

	Faculty Offers	%	Faculty 12/31/04	%
Total	139		1541	
Men	89	64%	1060	69%
Women	50	36%	481	31%
Majority	122	88%	1467	95%
White	101	73%	1291	84%
Asian	21	15%	176	11%
URM	17	12%	74	5%
Black	10	7%	42	3%
Hispanic	4	3%	31	2%
Other	3	2%	1	0.1%



FACULTY OFFERS:
JULY 1, 2005 – Dec 31, 2005

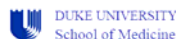
	Faculty Offers	%	Faculty 12/31/05	%
Total	73		1613	
Men	44	60%	1085	67%
Women	29	40%	528	33%
Majority	65	89%	1524	94%
White	50	68%	1337	83%
Asian	15	21%	187	12%
URM	8	11%	89	6%
Black	3	4%	52	3%
Hispanic	0	0%	35	2%
Other	5	7%	2	0.1%

Data gathered by Office of Faculty Affairs, Janice Albertson



Time in Rank from Associate Professor with
Tenure to Full Professor 1996-2006

- 11 promotions per year (range 5-16)
- 6 years in rank (range 3-9 years)
- Faster progression in recent years
6-9 years 1996-2000 vs. 3-6 years 2001-2006



Leaves of Absence Tenure Clock Relief –
Medical or Parental

- Policy became effective for School of Medicine Faculty July 1, 2003
- Automatic 6-month tenure clock extension upon request
- Conducted review of all leaves requested under this policy for 7/1/03-12/31/05.



Tenure Clock Extensions
July 1, 2003 – Dec 31, 2005

Track	Number	Rank	Department(s)
Basic Sciences	1	Assistant Professor	Biochemistry
Track I	1	Associate Professor	Pediatrics
	9	Assistant Professor	Anesthesiology
			Medicine (2)
			OB/GYN (5)
			Surgery
Track II	4	Assistant Professor	Medicine (2)
			OB/GYN
			Pediatrics
Track III	1	Assistant Professor	Anesthesiology



Questions

Nancy Allen (Rheumatology & Immunology, Provost's Office) asked a question about the two-step process.

Josh Socolar (Physics) asked a question about tenure for part-time faculty in the Medical Center.

Ross McKinney (Pediatrics, Infectious Diseases: Vice-Dean for Research): A task force is in discussion about this and it is in the fact-finding stage.

John Board (Electrical and Computer Engineering) asked a question about success rate.

Sandy Williams: Rejection is less than 5-10% after passing the department stage.

John Board suggested future cohort analysis.

Mary Fulkerson (Divinity) asked a question about the breakdown of ranks between men and women.

Felicia Kornbluh (History) asked a question about the goal.

Sandy Williams: For the student body, the goal is 50-50, but for faculty it depends on the field. Women are underrepresented in upper ranks.

Proposed Changes in Medical School Academic Titles

Paul Haagen noted that Dean Sandy Williams and Ross McKinney, Vice Dean for Research, would present the next item on the agenda: proposed changes to the Medical School academic titles. This proposal has been approved by the Academic Programs Committee. This is a two-meeting issue. The Council will vote on this at the April meeting.

A letter from the APC and the actual proposal are both on the Academic Council website:

<http://www.duke.edu/web/acouncil/agenda/>

Ross McKinney & Sandy Williams gave an overview of proposed changes and a number of questions followed.

Sandy Williams: Commented on the success of the communication process.

Paul Haagen: The problem is one of two different audiences: of speech internal to this University and of speech directed at external constituencies. In looking at this we discovered, for example, that the titles used for regular-rank faculty in tracks 4 and 5 are the same titles that the University of Pennsylvania uses for part-time faculty loosely affiliated with their medical center. That kind of difference in nomenclature creates confusion when we are speaking to external audiences.

Questions

Lori Setton (Biomedical Engineering) Asked a question about Track 3 vs. Track 5.

Ross McKinney: The difference is external research: Track 5 people are expected to be funded at a high level.

President Brodhead asked: are tracks 1,2,3,4,5 discernable to outsiders?

Garnett Kelsoe (Immunology): Extended the President's question: These categories increase confusion externally, but decrease it internally. Associate Professor - track 3 and Associate Professor - track 5 will look the same.

Martha Adams (Medicine) asked a question about Track 1 and Track 4. How do we look at clinicians in track 4?

Martha Adams: Refinement opportunities – appreciate evolution.

Peter Burian (Classical Studies) asked if tracks fixed positions or do people move from one to the other?

Ross McKinney responded that people may move from one to another.

Berndt Mueller (Physics) asked would regular rank "research professors" in Arts and Sciences writing proposals to NIH be disadvantaged? Ross McKinney responded "yes."

Lori Setton (Biomedical Engineering) asked whether offer letters will communicate title/track to existing and new faculty? Ross McKinney said yes – letters are done annually in July.

Susan Denman (Nursing) asked whether the new titles would discourage people from choosing the tenure track.

Proposed Merger of the two Arts and Sciences Psychology Departments

Paul Haagen: The last agenda item is a proposal to merge the Psychology departments (Psychology: Social and Health Sciences and Psychological and Brain Sciences). The chairs of the respective departments are here today to present the proposal. As this is a two-meeting issue, it will be voted on at next month's Council meeting. Provost Lange will introduce the item. Details of the proposal, which has been approved by the Academic Programs committee, appear on the Council's web site at <http://www.duke.edu/web/acouncil/agenda/>

Provost Lange described the history of these two departments and the origins of the proposal to merge. Greg Wray chaired the APC and Professor Siedow, who chaired the review committee, were available to answer any questions.

Tim Strauman (Psychology SHS/APC Chair) Summarized the report and explained the merger proposal. The name of proposed (re) joined department is the only unsolved mystery.

Peter Burian (Classical Studies) asked a question about process. First thing to do is to get faculty buy-in. He was troubled that there has been no faculty vote. Is this a *fait accompli* or a trial reunion?

Patricia Bauer (Psychological & Brain Sciences) responded.

Tim Strauman said that neither faculty had been formally polled, but there is a sense of support for unification.

Peter Burian asked, would a poll of the faculty be advisable?

Tim Strauman: How could I answer otherwise?

John Board (Electrical and Computer Engineering) said that he voted for the original divorce. Have the pressures that existed then now dissipated?

Peter Lange noted that one protagonist has left, but others are buying in.

Tim Strauman said that some intellectual issues led to previous split – not just personality disputes

Patricia Bauer said that new opportunities make earlier problems less salient now.

Michael Lavine (ISDS) Had a follow-up to Peter Burian's question. The unified dept. will receive new hires. Is that contingent on unification?

Peter Lange: Positions would come more or less quickly if the department is unified and at the frontiers of the field.

Patricia Bauer said that seven positions belong to the existing departments. Upon unification they would be allowed 2 additional hires.

Michael Lavine had spoken with faculty and got the impression that additional positions were dependent on unification.

Peter Lange: Two positions are tied to unification. Units that are doing better, more at the cutting edge, naturally get positions faster.

Michael Lavine said that when a vote is taken it should be separated from the question of positions.

Patricia Bauer said that the two are not tied, but they are not entirely unrelated either.

Berndt Mueller pointed out a major problem for the new department, that its various units now have four different physical locations. This may pose a hiring problem.

Peter Lange: When E&OS moves from Old Chemistry to the Nicholas Building, we may be able to bring a substantial portion of Psychology on to West.

Lee Baker (Cultural Anthropology) followed up on Peter Burian's comment, asking that any vote be anonymous.

Will Wilson (Biology) how does the proposal relate to trends in other universities?

Patricia Bauer: The University of Rochester is following a similar path.

Susan Roth (SHS, Office of the Dean of Faculty): Departments have had solutions to intellectual and other divisions other than to split. There are unique opportunities in sub-areas that cover a wide range of psychology.

Steve Baldwin (Chemistry): Are both depts. in Arts and Sciences? Yes.

Michael Lavine continued to express some skepticism about the merger. There are cross-departmental programs all over Duke, so what's special here? Why is merger required?

Comments followed from Steve Nowicki: (Dean of Science), Lavine, Bauer and Strauman.

Linda Franzoni (Mechanical Engineering/ECAC) raised an important issue: where will members of the new department vote in Council elections, given that the two existing departments are in different divisions?

Paul Haagen: thanked the members for a full airing of this issue. Please send us any further comments. The meeting was then adjourned.

Respectfully submitted,
John Staddon

Faculty Secretary
April 12, 2006