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ACADEMIC COUNCIL
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Minutes of the Regular Meeting of the Academic Council

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October 8, 1998

The Academic Council met in regular monthly session on October 8, 1998, immediately following the University Faculty meeting, from 4:30 p.m. until 5 p.m. in 139 Social Science Building, with Professor Robert Mosteller presiding as Council Chair.

MINUTES of September 17

As a first item of business, the minutes of the September 17 meeting were **approved** as circulated by voice vote, without discussion or dissent.

ANNOUNCEMENTS

The **Chair** noted that there are several announcements with respect to committees and that he is calling first on the President and then on the Provost to make those announcements.

President **Keohane** reported that pursuant to the review process for officers of the University in the fourth year of their five year terms, Senior Vice President for Finance and Administration Tallman Trask and Vice President for Institutional Equity Myrna Adams are up for review of their term in the first case and of their portfolio in the second. The committee to review V-P Trask is to make recommendations to the President and to him. Prof. Jim Cox of the Law School has agreed to chair it. John Burness, Dean Earl Dowell, David Ferriero, Mike Gower from the Medical Center, John McCann from **the** Business School, and Morris Williams from the Board of Trustees have agreed to serve. The Office of Institutional Equity, which is the reconfiguration of some earlier offices at Duke, needs to be reviewed. V-P Adams will retire at the end of her term, hence it will be the office rather than its head that will be reviewed. The review will take place with the help and support of Myrna Adams and her staff. A decision has not yet been made who will serve on that committee. The President said that she has recommendations from ECAC for faculty members to take part so that some of the faculty members present will probably receive an invitation to serve and all faculty will be asked to help us think through the appropriate future for that office or for some reconfigured version thereof.

Provost **Strohbehn** wanted to make two announcements. The first was that a search committee for the Dean of Engineering has been put together. Dean Dowell is now in his 16th year. The search committee is going to be chaired by Professor Richard Fair, Electrical and

Computer Engineering, the other members of the committee are Professor Lawrence Carin, also from Electrical and Computer Engineering, Professor Carla Ellis, from the Department of Computer Science, Professor Miguel Medina from Civil Engineering, Dr. Charles Putman, Sr. Vice President, Professor Lawrence Virgin from Civil and Environmental Engineering, and Professor Olaf Von Ramm from Biomedical Engineering. There is one space left to be filled which is a nomination by the alumni that will be joining the committee. Secondly, as members know, Dean Chafe is in the fourth year of his five year term and he is willing to stand for renewal. The chair of that committee is Professor Al Crumbliss, Chemistry. The other members of that committee are Professor Stanley Hauerwas from the Divinity School, Professor Robert Hochmuth from Mechanical Engineering, Professor Karla Holloway from the English Department, Professor Nan Lin from the Department of Sociology, Professor Dale Purves from the Department of Neurobiology, and Professor Frank Stone, Center for Health Policy and Economics.

Prof. **Mosteller** thanked both the President and the Provost for making these announcements. He reminded the assembly that appointing committees is a major activity of the executive committee of the Council and that it worked closely with the senior officers to put together these committees and one of the reasons for announcing the membership is that faculty can know publicly and can give input if they wish to be involved both on review committees and also on selection committees.

At this point, the **Chair** called the Council into **executive session** to consider Honorary Degrees. All faculty members were invited to stay, whether or not they were members of Council.

Having gone back into open session, Prof. **Mosteller** invited Prof. David Bell, Chair, APC, to report on his committee's activities. Prof. **Bell** began by reminding Council that the Academic Priorities Committee is an advisory committee to the Provost in university policy areas that concern decisions about academic priorities. Although it is not a deliberative body, during the 1997-98 Academic year the committee did begin the practice of voting on resolutions concerning issues. It discussed these before forwarding those resolutions to the provost. That tradition will be continued this year. Thus far, the committee has had a preliminary discussion concerning the proposed bylaws of the Nicholas School of Environment, and it has talked with Dean Norm Christensen in the course of that discussion. A resolution on the NSOE bylaws will be taken up in two weeks time. There has also been a joint meeting with PACOR to discuss the report on residential life that has been submitted on the working group on residential life chaired by Provost Strohhahn. In the next meeting there will be a discussion of a report on the future of Women's Studies at Duke prepared by a committee chaired by Cathy Davidson whose charge was to outline a vision of Women's Studies subsequent to the outside review of

Women's Studies. On his desk Prof. Bell said he presently had the outside review of the Duke Press which he will take up in the committee in the near future. He also expects Richard Riddell in the Drama Program to submit to the committee a proposal for faculty development in that program sometime during the second semester this year. Other outside reviews would undoubtedly follow. He reminded members that outside reviews of departments and programs and the department and program responses to those reviews transit through the Academic Priorities Committee. Further, the Chair of APC thought it likely that sometime during the year a report would be submitted to the Provost's office from the committee appointed by Provost Strohbahn to make recommendations concerning the future directions of the Engineering School and therefore a discussion of the engineering school will be on APC's agenda sometime this year. The committee also likes to weigh in on broader issues and Prof. Bell could think of three that are likely to be taken up this year, time permitting. APC will call on Vice Provost for Interdisciplinarity Cathy Davidson this year to speak about the priorities she perceives as most promising for Duke in this area. In addition, Bruce Kuniholm, Duke's Vice Provost for Internationalization is in the final year of his present three-year mandate. It is appropriate for the APC to review the results of university efforts in the area of internationalization. Finally, Lew Siegel, the Dean of the Graduate School has indicated that he feels this year is a good time for him to present a report to the Academic Priorities Committee on the state of the Graduate School. Prof. Bell closed by saying that although the committee's agenda *may* already seem full that he was always prepared to make space for initiatives from the faculty that might help to focus better on various issues. Members of Council had received in the handout a listing of the members of the committee and he felt certain that Council members knew at least some of the members of APC. Prof. Bell concluded his report by stressing that his committee's focus should be on setting priorities and those priorities should always take into account faculty research, its energies, the directions it wants to propose and present to the wider university community.

The **Chair** thanked Prof. Bell and urged members to take advantage of this opportunity if ideas come to mind or if they wished to have input on any of these programs. Next and finally, he called on Prof. Roy Weintraub, Chair, PACOR, to come forward and to report on PACOR's activities and to talk about the redefinition of PACOR and other matters. A one page sheet listing the membership of PACOR would be distributed.

Prof. **Weintraub** began by saying that the job of PACOR as the President's Advisory Committee on Resources has been changing. Last year PACOR dealt with two major issues. It doesn't have a very full agenda with many issues but the committee goes into some detail on each of them. This fall semester is mostly concerned with preparing an advisory letter to the President of the

University on athletic budgets and Title IX. As members may be aware, the federal government under new interpretations has changed how it wishes to see scholarships for women developed in relation to the number of scholarships and amounts for men. This gave the Athletic Department and Athletic Council an opportunity to restructure the scholarship programs for men and women. It also gave PACOR an opportunity on behalf of faculty representatives to have its first look ever as far as he could tell at the Duke University Athletic Association budget, and to put to rest various kinds of fears that had been floating about for many years perhaps, namely that somehow there is a great deal of money being wasted or money being sloshed across academic boundaries. So this was a very useful public airing and PACOR was pleased to be invited by the President to do this. The letter made a number of suggestions to the President about how women's athletic scholarships should be financed to meet various federal guidelines. The President accepted these recommendations; and then this summer it was discovered that rules had changed, so the matter is going to be revisited. The spring semester was mostly concerned with coming up with a proposal to fund the capital campaign. The capital campaign now is here. We've had the presentation of it and so it has obviously been funded. The recommendations have to do with the mix of centralized versus decentralized funding and how a new initiative could receive funding within the operating budgets of the university compared to using monies which are won off from particular sources for new activities. A series of recommendations was presented to the President and she looked at those recommendations.

PACOR has changed from a time when it represented the faculty's interest in making sure that the administration was not doing something silly with resources. PACOR was originally conceived as a group of students, faculty and administrators who would advise the President whether the President wished advice or not. The reorganization of all business and finance matters in the university over the past several years has meant that different kinds of sequences of initiatives have occurred. In practice, the relationship on resource matters between the President and the Executive Vice President dealing with centralized resource allocation issues and with the Provost on resource allocation issues that move across into the academic areas has been working very well. As a result, PACOR was in a way out of the loop. It was decided, in consultation with the President and Executive Vice President and Provost, over a series of meetings with the Chair of the Academic Council, to reconfigure PACOR, to add more faculty members, to drop administrators and to reduce slightly the number of students, although it would seem that an extra one was added instead. At any rate, the make-up of PACOR has slightly changed, but in particular PACOR is now attempting to stand in a relationship to the Executive Vice President much as Academic Priorities Committee stands in a relationship to the Provost, so

that it is staffed out of the Executive VP's office and the EVP helps work the agenda. Both the EVP and PACOR are charged with getting the advice to the President. This seems to be working. Prof. Weintraub would let Council know at the end of this year whether any further changes need to be made. The agenda for this year looks fairly crowded. As David [Bell] said, PACOR met jointly with Academic Priorities Committee on issues of upperclass residential life and the possibilities that there may be new capital construction and that there are recommendations that are going to be forthcoming which deal with the major use of resources. PACOR is going to be interested in providing advice. As he had already indicated, PACOR is also going to have to revisit Title IX because of a new ruling that occurred a couple of weeks before the start of the year, reinterpreting what equity means between scholarships for male or female athletes. In addition, there needs to be a conversation about the tuition benefit in PACOR as a resource allocation issue. There have been new changes in federal tax rules on treatment of such a benefit. In addition, the expansion of Duke Hospitals, and the Duke University Health System means that certain kinds of changes may be recommended. The committee is going to want to consider this though it's obviously a compensation issue. PACOR is also going to be taking up the question of how buildings are paid for once we have them; how they are maintained. There is a very strange system at Duke whereby some buildings are operated on a decentralized maintenance basis and some are maintained centrally. Some schools operate by paying all of the charges for their buildings. Others simply pay taxes to central administration to take care of their rooms. It's a mixed system and the incentives aren't real straight between the centralized and decentralized operations. PACOR is going to take a look at that. The Provost has been working with his budget office to develop a better way of presenting budgets to the university, a so-called 'all funds budget approach' and we're going to be working with the Provost to make sure that PACOR gives appropriate advice, and when these budgets are presented, the university sees exactly what it should be seeing. As an experiment, in which PACOR used to be involved, we will bring the budget of the university to the Council. This apparently hasn't gone on for a number of years, but Vice President Trask has agreed that with Jim Roberts in the Provost's office, the forecast budget will be brought to the Academic Council for general information in the December Council meeting. Finally, there are some issues of campus planning, how we will go about doing space planning for the university and some recommendations will be coming to PACOR, and PACOR will attempt to give what advice is appropriate. Having thus concluded his report, Prof. Weintraub invited questions from the floor.

Since there were no questions, the **Chair** thanked the speaker and remarked that, as a rule, a larger percentage of APC issues come before the Council for formal vote than PACOR issues, but there

will be several of the issues that PACOR is dealing with, depending on how they work **out, that** will be coming before Council. There was no way to know how the budget presentation will work out and whether, **over** time, it will be something Council wants **to** continue. Nevertheless, ECAC thinks it is a good idea and we are very pleased that Tallman is going to help out in that regard and he thought that it would be a good education process, and, again, it will be something where Academic Council will be involved before the decision has been made as opposed to it being announced after the decision is made.

There being no further business before the Council, the **Chair** invited and accepted its adjournment.

Presented for consideration by the Academic Council,

A. Tilo Alt, Faculty Secretary.