

# Duke University

DURHAM  
NORTH CAROLINA  
27708-0928

ACADEMIC COUNCIL  
304 UNION WEST  
BOX 90928

phone (919) 684-6447  
e-mail [acouncil@acpub.Duke.edu](mailto:acouncil@acpub.Duke.edu)  
fax (919) 681-8606

## Minutes of the Regular Meeting of the Academic Council

Thursday April 16, 2009

Paula McClain (Political Science, Chair of the Council): Welcome – it is now that time. And our first item of business is the approval of the March 19 minutes. [The minutes were approved by voice vote without dissent.]

There have been some changes that will be emailed to John from Barbara Shaw... Thank you John and Sandra.

I'd like to extend a warm welcome to our new members to the Council who are able to be with us today – will you all please stand, so that your other colleagues can see the new members? Thank you very, very much. We look forward to having your participation and involvement in the work of Academic Council, and are grateful, as I told you before, for your willingness to take part in faculty governance at Duke.

Please remember that you need to initial the attendance sheets; there are three sheets that go around. This may be the very last place, as I told you before also, at Duke where attendance is taken, and according to our bylaws you can actually flunk out of class if you miss: 3 consecutive unexcused absences. So please call or email Sandra, if you are unable to attend.

Also, if you have any questions or comments coming from the council members, please remember to identify yourself before you speak. Reed, here is recording everything, and then John and Sandra transcribe everything, and if we don't have a name and we don't recognize your voice, then it's just an anonymous faculty person who asked a particular question.

As many of you know, our last meeting for the academic year will be May 7. The meeting schedule for the academic year 2009-10 is posted on our website.

One of our current Council members suggested that we begin posting the schedule of ECAC, which we thought was a very good idea. And you can now find that schedule, along with the guests scheduled to meet with ECAC, on the ECAC membership page on Academic Council's website. The fall schedule for ECAC will be posted at some point this summer once the schedule has been set.

### *Election of the Faculty Secretary*

At today's meeting, we will be electing our faculty secretary and three new members of ECAC. With the agenda, you received brief bios on each of the candidates for these positions. I, along with my fellow members of ECAC, would like to thank John Staddon for the minutes he has provided this past year. We have put his name forward his name for re-election to this position. At this point, I will ask whether there are any nominations from the floor for candidates who have indicated their willingness to serve as Secretary of the Academic Council? Hearing none, I offer the name of [John Staddon](#) as Faculty Secretary for the coming academic year and ask all those in favor to signify by saying aye? Opposed? (Passes unanimously, John, congratulations.)

### *Election of the New Executive Committee Members*

The next item is the election of the Executive Committee of the Academic Council. The Executive Committee members are elected for two-year terms. Each year some members finish their terms and we need to elect a few new members. Before I proceed I would like to acknowledge the ECAC members who will complete their terms at the end of June: Dona Chikaraishi (Neurobiology) – Dona also served as Vice Chair for the Council this past year; Amy Abernethy (Medicine-Oncology); and Tom Metzloff (Law).

I'd also like to acknowledge and thank members who will be continuing:

[Stan Abe](#) (Art History)

[Ana Barros](#) (Civil Engineering)

[Amy Bejsovec](#) (Biology) and

[John Staddon](#) (Psychology & Neuroscience)

as Secretary.

As many of you already know, [Craig Henriquez](#), (Engineering & Computer Science) will take over from me as Chair on July 1.

We have asked Professors Julie Britton, from Fuqua and Julie Barroso, from Nursing, to serve as counters for today's election. They will be distributing and collecting the ballots.

Just to remind you, only elected members of the Academic Council are eligible to cast votes, not alternates and not visitors, so please remember who you are, and that if you are an elected member of Academic Council, that you get to vote. Once the votes are counted, I will announce the winners before the end of the meeting.

Our bylaws state that ECAC shall prepare a ballot with two nominees for each open position, and circulate that information in advance of the meeting. I will now read the names of the candidates and ask each to stand when I call your name: Phil Costanzo, Psychology & Neuroscience, Suzanne Shanahan, Sociology, Andrew Muir, Medicine – Gastroenterology, Ann Brown, Medicine – Endocrinology (Ann is traveling and is unable to be here today), Garnett Kelsoe – Immunology (Garnett also is traveling and not here today), Marie Lynn Miranda, Nicholas School.

[After ballots were counted, the following were elected]:

[Ann Brown](#) (2-year term)

[Suzanne Shanahan](#) (2-year term)

[Marie Lynn Miranda](#) (1-year term)

### *Sanford School of Public Policy: vote*

Our next item is the vote on the transition of the Sanford Institute of Public Policy & the Department of Public Policy Studies in the College of Arts & Sciences to the Sanford School of Public Policy. This item was presented and discussed at last month's meeting, and the supporting documents that were shared last month were also included with today's agenda. I believe Bruce Kuniholm, Director of the Sanford Institute is here to answer any additional questions. If you have additional questions, please direct them to Bruce before we move forward with the vote.

### *Questions*

Barbara Shaw (Chemistry): Has anything changed with respect to the amounts of money that have been



received by the School, considering that when the Academic Council approved the idea of the School, there was the stipulation of 40 million dollars in endowment?

Bruce Kuniholm (Director, Terry Sanford Institute of Public Policy): As to the last comment, I discussed that at some length last time. But as for what we've

done since the last meeting, we've gotten another pledge for a million dollars, and we've got some very good prospects.

McClain: For the new Council members, in March 2006, when this came before Academic Council, the resolution, and the proposal, was that Sanford would raise 40 million dollars before it moved into School status. With the turn in the economy, Bruce Kuniholm, and the Provost and the President, started looking at the budget; they essentially scaled back exactly what Sanford would be, and decided that they could afford to let it move to School status with 31.5 million and not the full 40. Instead of the size faculty they thought they were going to have, everything has been scaled back to come in line with the money that is now in hand.

Kuniholm: If you look at the minutes from the last meeting, I went over in some detail, the arguments that we believe made the case that we can go ahead with a balanced budget over the next three years.

Kerry Haynie (Political Science): Is the plan to scale back and that would be permanent status, or to slow down the growth to what you originally planned?

Kuniholm: The latter is correct. Essentially, the goal is 42 faculty, the interim goal is 36, we'll be at 31.5 by the fall, and I've cancelled our searches until we've raised the resources to go forward.

We have some very good pledges, for example we have a 4.5 million dollar pledge, which if matched, will give us four half chairs that we can share with Nicholas and others, and that's not even counted there. And if we have these things, it will go well. The answer is right now we can manage with the constraint that we have accepted, which is that we limit our faculty growth until we can afford further growth, and in the interim there's no reason why we shouldn't go ahead—at least that's what we believe, that's what the Provost and the President believe.

Shaw: So, again, the Provost still supports this waiver of the original intent of the Council?

Kuniholm: I wouldn't characterize it that way (laughter).

Provost Lange: I personally would certainly not characterize that way, but I still support it.

Shaw: Can I ask one more question? It's certainly true that in Arts & Sciences sometimes budget funds are very limited, and what I'm concerned about, is that Arts & Sciences has enough—sufficient—funds that it will not be taking on additional [obligations]: that having the School will not take away resources that are necessary for Arts & Sciences.

Lange: I think I discussed that point at the last meeting. There are many moving parts here, but the bottom line, the simplest explanation, is the following: every school receives a portion of unassigned income to help defray its expenses. Arts & Sciences always has received an amount, let's call it "X". When we created a new school, the Sanford Institute, we had to decide where their unassigned income would come from. We had two choices – we had the choice of saying since Arts & Sciences would now be smaller, we will reduce from X, let's call it "Y" appropriate to the unassigned income

for the Sanford School, and that would then allow us to give the unassigned income to the Sanford School, and Arts & Sciences would “not be hurt,” because after all they were going to be a smaller size. Instead, we decided to leave X as X with Arts & Sciences, and to identify other resources, which come from strategic funds, in the amount of Y, to support the unassigned income for the Sanford School. So, net, Arts & Sciences is somewhat ahead in this enterprise because their unassigned income remains the same, but their size and their expenses associated with the expenses to support the faculty who are in Public Policy now shift to the Sanford School.

Shaw: As well as tuition?

Lange: They get a share but net, Arts & Sciences is ahead.

Shaw: Arts & Sciences get it or the school gets the tuition?

Lange: The school gets a revenue transfer from Arts & Sciences commensurate with the amount of teaching it's doing for Arts & Sciences.

Kuniholm: It's fair to say that the Dean of Arts & Sciences is supportive of this.

Lange: That is also true. If that explanation was not clear, I can try again. But that's about as clear as I can make it.

Shaw: I've always been for expansion, and I think Duke has done a really good job over the years of bringing in new schools. The main concern is at this particular time when budgets are strapped elsewhere, why not wait another year to create a school?

Lange: I think I sought to explain that also at the last meeting. From a financial point of view, as I just sought to explain, we believe this is a prudent and good decision. From a strategic point of view, we believe this is a wise decision because it fully embodies the principles in the strategic plan with respect to the university's commitment to putting knowledge into the service of society – and to interdisciplinary because, if you read the report from the school, you'll see that there are a number of places where the school is enabling, in fact, substantial interactions with other schools of the university.

From the standpoint of the broader, let's call it sense of morale and momentum of the university, the decision to move forward with a decision like this, is strategically wise and not financially imprudent. [It] communicates the fact that Duke is continuing to move forward with its strategic goals to sustain its momentum, and this is actually a relatively modest way to symbolize or express that forward momentum, even in a moment of stringent financial circumstances.

Kuniholm: I also went over in the last meeting, the fact that we're not just a normal department, we have an endowment of over 100 million dollars, there are a few other resources we have to draw on to make us a little bit different.

McClain: Other questions?

**Be it resolved, the Academic Council endorses the proposal to transform the Terry Sanford Institute and the Department of Public Policy in the College of**

## **Arts & Sciences into the Terry Sanford School of Public Policy at Duke University.**

[Motion passed without dissent.] Thank you – congratulations Bruce – assuming the Board of Trustees passes on this.

Lange: Thank you, Paula. (laughter)

### *Academic Programs Committee – update*

McClain: I'd like to call on Professor Lynn Smith-Lovin, Chair of the Academic Programs Committee, to give an update to the Council on her committee's work for this past academic year. There are two really major committees that faculty chair – one is Academic Programs, the other is University Priorities. And they both report to the Council.

Lynn Smith-Lovin (Sociology): Thank you for inviting me. I hope that you received and had a chance to look at my report. I'm not going to repeat it here, but would like to call to your attention a few of the major accomplishments and themes of the year so that you can then ask me questions or make other suggestions.



As I begin, I'd like to call your attention to the twelve members of the committee. These members are broadly represented of the units that are under the Provost's programmatic control, and are broadly represented of the faculty more generally. This is a very hard-working committee, it's not just in name only, so I would like to thank them for their work on your behalf. The committee also has a very large number of ex-officio members that come, and other administrators that come, when we discuss units that are relevant to them. I thank them as well.

One of the main functions of the Academic Program Committee is the external review programs, and we reviewed six programs this year. That's quite a bit down from earlier years, and that's because we are caught up! We are now reviewing programs in a timely manner, and being able to deal with their current problems and potentials rather than talking about things that were dealt with two or three years ago. We think that that process is going quite well for both the committee and for the units that are being reviewed. There are a couple more reviews in the works that will be handled early next fall.

We also review and recommend to you new degree programs. This year we have already moved four degree

programs up to your level for consideration and there are two more we'll be dealing with toward the end of this year. The two we'll be dealing with toward the end of the year are Masters of Biostatistics and Bioinformatics and a new PhD in Environmental Policy, between Public Policy and the Nicholas School. Depending on how our work goes, you may or may not see those at the end of this year – more likely to be at the beginning of next.

Couple of major themes there: we approved and recommended to you a Master of Science in Global Health that would be offered by the Duke Global Health Institute, and this was the first signature strategic institute to house its own degree program. So, this led to a very serious discussion of the criteria for degree programs created under these interdisciplinary institutes since this was the first of its type that came to our committee.

We worked with Susan Roth's office to develop a set of criteria and discussed those criteria at several points during the year, and we now have a good sense of when a degree program should be located in an interdisciplinary institute, that is when it couldn't be located anywhere else, and when it will offer an academic environment that couldn't be housed elsewhere. So that was a more general programmatic thing as well as an individual degree program recommended to you.

If you look down the list, you see the continuing development of the international emphasis here on campus. The Duke Global Health Institute and Peking University have a joint diploma in Global Health and we approved a new distance-learning option for Pratt's Master's in Engineering Management, both of which will allow greater international collaboration.

The final thing I would point to in terms of these new degree programs, is our review of a pilot program for a new Masters in Management Science in Fuqua. Here there will be no experience requirement as there is for the MBA, and so this new pilot masters program has significant implications throughout campus for collaborating with the business school in advanced degrees, we think. At any rate, this was a very different and new kind of program and we had a very serious discussion of that.

Some other notable activities that took place: first, as you just considered, the transitioning of the Sanford Public Policy from Institute status to School status, was something that we reviewed as well and recommended to you with all of its intricacies and complications, and you've seen the result of that today.

We also were involved in the transitioning from division to department status for dermatology within the School of Medicine. This again was the first of what we think will probably be a number of transitions of this type, and we spent quite a bit of time in reviewing the reports and the consideration of this transition and its implications for both the unit involved and the School of Medicine and for the rest of campus, and we feel as if we have a good template there for new considerations that will probably be coming along in the next few years.

We also reviewed the proposals for the Provost's Common Fund. This year we actually had a small grants

program in the fall, where we reviewed thirty proposals and seven of those were funded through Susan Roth's office. We also reviewed nineteen full proposals this spring, and we haven't heard the funding outcomes yet for those, but as you might imagine given the financial situation we suspect that the number of those funded will be relatively low but not zero. Again, we would like to encourage new and innovative ideas that support a wide range of campus activities and continue the impression and the reality that we're moving forward with slightly new plans.

We've also had a lot of discussion about the financial situation and how it impacts academic programs and basically here I'd say that we're acting as one of many routes through which administrators attempt to inform the faculty about options and situations that are arising and receive faculty feedback. We're basically operating as you are, as a conduit of information to deal with situations that come up. We're also spending quite a bit of time talking about the new strategic-planning process that's going on at different levels to try and deal with this new financial situation.

That's my view of the major issues and activities that we've undertaken this year, and I'd welcome questions, suggestion, proposed agenda items, comments or anything else.

### *Questions*

Patrick Wolf (Biomedical Engineering): I was wondering if there was discussion with degree programs



in institutes about the governance of those programs given that there's no faculty to oversee as you would have in a department?

Lovin: there was definitely discussion of govern-

ance, of faculty participation, of impacts on the departments that would be involved in some way with the program, those are exactly the kinds of issues that we had to consider and had to develop criteria for as we moved forward. Basically, there has to be evidence that a governance structure is in place that will be able to carry out a viable quality academic program; that the faculty that are necessary to carry it out are committed and on board and that it won't impact other units in any serious way in terms of competition for students or the general competition for all of our time and resources. Those are exactly the kinds of issues that we tried to vet and get answers to before we them it up to Academic Council.

Lange: I just would add: everyone in the institutes has a standing faculty committee for governance, which advises the director, which is also the same body which oversees the regular-rank non-tenure-track appointment process which some of the institutes have, and they also

oversee the degree programs, so it's not an ad-hoc committee, it's a standing committee of the interdisciplinary faculty who are most centrally involved in the activities of the institute.

Unidentified questioner: I had a question about this addendum, about the post-doc policy?

Lovin: This was actually a relatively small slice of a much bigger issue, and this is sort of the trailing slice, I guess you would say. Last year, we spent quite a bit of time developing an internally consistent and administratively responsible set of policies having to do with post-docs, which previously had been a rather ill-defined, or undefined, position within the university structure. A lot of administrators spent a lot of time working with HR people, lawyers and everybody else to work out a set of policies for the different flavors of post-docs. This was basically a very small addendum to the general policy that was discussed last year that dealt with a relatively small number of post-docs who come to Duke with their own funding from outside, so they actually receive no funding from either grants or central funds, operating fund here at Duke. Those post-docs have a different funding source, and therefore have a different position within the university structure. There were some special problems that were associated with them and this relatively small addendum was dealing with that. If I recall correctly, I think even though they were funding themselves, this policy says that they have to be called post-docs they have to get up to the minimum salary that we set for the post-doc position at Duke, otherwise they have to be called something else. That is they have to meet certain requirements to call their position a post-doc.

There's also the issue that it turns out that a person cannot receive certain benefits from Duke without being a Duke employee for at least a month, so these people are not eligible for a range of benefits unless they are paid through some other funds for a month, and that pay has to come from either someone's grant or some other kinds of operating funds. It can't come from their host country or the country that's supporting them.

Unidentified questioner: So, the addendum resolved this issue?

Lovin: Yes, we feel that it did. I think everybody expects that given that this was a very large and complex process, that there might well be things that will come up that need to be tweaked later, but the feedback we got was that all of the major changes that we made last year and put in place, seem to be operating pretty well and so far so good.

Warren Grill (BME/Chair, UPC): I'm wondering in your course of discussion of the accelerated sabbatical policy in Arts & Sciences whether you considered expansion of that policy in other schools in the university?

Lovin: A proposal for that has not come before us. If I recall correctly, we dealt with the accelerated sabbatical policy last year, and it was passed through Arts & Sciences Council, went through quite a bit of discussion at layers below us, and then came to us, and we had extensive discussions of it. It went up to the Board of Trustees, and it came here, and I believe there had to be

separate changes to the bylaws and to the faculty handbook which were made, and so all of those same procedures to my understanding, would have to be carried out by another school to adopt the same policy. Basically that's something that would come to us from the school and then we would deal with it and send it on to you (Academic Council). If it comes to us, we'll deal with it.

Jennifer Brody (A&AAS): I had a question about the trend towards interdisciplinary institutes hiring faculty and then overseeing degree programs. There seems to be a certain kind of difference between some of the programs, for example, School of the Environment, even Public Policy have particular research agendas, as opposed to something like the John Hope Franklin Institute for the Humanities. Those things aren't exactly on par, and I just want to know if there's going to be further discussion about also faculty perhaps operating entirely under the rubric of an institute as opposed to a department or what the future is for those institutes overseeing interdisciplinary work?

Lovin: Again, I believe that's an issue that we only touched on...[recording ends].

### *Duke's Draft Climate Action Plan*

McClain: We'll now move to our next item which is a presentation from Tallman Trask and Bill Chameides



on Duke's draft climate action plan. [No transcript of this part of the meeting is available. The Climate Action Plan exhibit is appended.]

McClain: I would like now to call the Academic Council into Executive Session for our last item for today's meeting which is for the purpose of considering Honorary Degrees. All those who are not faculty members should leave the room. Members of the faculty who are not members of the Council are invited to remain.

### **Executive Session: Honorary Degree**

Respectfully submitted,

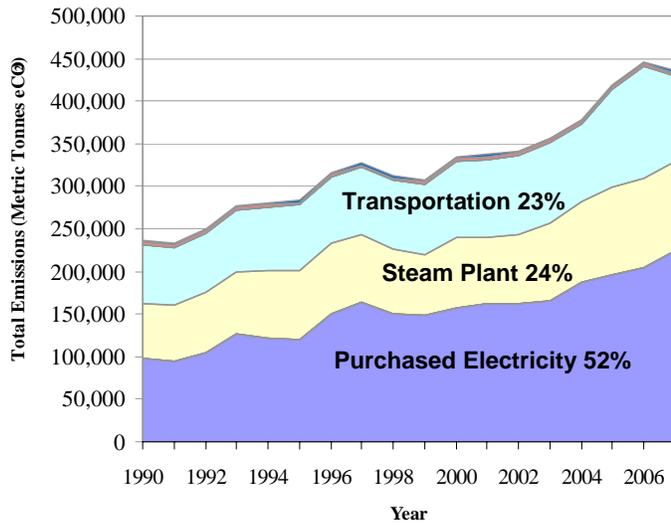
John Staddon  
Faculty Secretary, April 30, 2009

#### 4.16.09 -- Climate Action Plan overview for Academic Council

- I. Sustainable Duke Program
  - a. Sustainability –
    - i. *“meeting the needs of the present, without compromising the ability of future generations to meet their needs”*
    - ii. Triple-bottom line – economy, society and environment
  - b. Duke’s sustainability ethic –
    - i. Master Plan - Campus in the Forest, Citizen of Durham and the Region
    - ii. Strategic Plan – Knowledge in Service to Society, Collaboration and Connection
- II. President’s Climate Commitment –
  - a. Signed in 2007 – formed Campus Sustainability Committee to develop Climate Action Plan
  - b. Updated GHG inventory 2008 – 434 metric tons eCO<sub>2</sub>, 23% transportation, 24% steam plant, 52% electricity
  - c. Developing draft Climate Action Plan with target date for neutrality and interim milestones – due Sept. 2009
- III. Energy Analysis – wedges
  - a. Steam plant fuel mix
  - b. Electricity – Duke Power
  - c. Energy Conservation
  - d. Green Building +
  - e. On-site renewables
- IV. Transportation - wedges
  - a. Commuters – transportation demand management
  - b. Campus fleet
  - c. Air travel
  - d. External factors – fuel efficiency standards, better air traffic management
- V. Offsets
  - a. Reduce, renew, then offset
  - b. Desire for local, tangible offsets
    - i. Realized that we need to be catalyst to create these credible, local offsets
    - ii. Exploring a Duke “offsets corporation”
- VI. Education and Communication
  - a. Ensure all students graduate with a knowledge of sustainability and climate change
  - b. Engage the campus community in this effort – make it personal
- VII. Next steps
  - a. Feedback from campus stakeholders
  - b. Exploring separating out the university from health system because of different growth patterns
  - c. Finalize financial analysis and determine target date – present final draft to May BOT meeting



## Duke's Greenhouse Gas Emissions



**434  
Metric  
Tons**

Other 1% (Fertilizer,  
Solid Waste and  
Refrigerants)



## Offsets: The Plan

Percent Reduction Below 2007 Baseline (offsets needed to be neutral)

