



EMORY
COLLEGE
OF ARTS AND
S C I E N C E S

Faculty of Arts and Sciences
Department of Biology

Gray F. Crouse
Professor of Biology

December 11, 2012

Jennifer J. Nichols, Ph.D.
Associate Secretary
Department of Academic Freedom, Tenure, and Governance
American Association of University Professors
1133 19th Street, NW, Suite 200
Washington, DC 20036

Dear Dr. Nichols,

The letter from you to President Wagner was circulated among faculty by local AAUP members. We are dismayed that you would send a letter to the President of Emory University with concerns about upholding faculty governance in the College of Arts and Sciences without the courtesy of communicating with those involved in faculty governance in the College. The Governance Committee of Emory College of Arts and Sciences is the duly elected body which represents faculty. According to our College Bylaws, the Governance Committee “represents the Emory College Faculty” and the chair of the Governance Committee serves as Vice-Chair of the faculty, with the Dean of the College as Chair. The signers of this letter are the active faculty members who have served as Chairs of the Governance Committee since 2008 and we reject the notion that faculty governance was done improperly in the College.

There are a number of misrepresentations in your letter, and on that basis you state that you are “concerned that adequate standards of academic governance have not been met.” We will elucidate here only some of those misrepresentations. At the height of the financial crisis in 2008-2009, the Dean of the College appointed a faculty advisory committee. In February 2009, that committee was disbanded and replaced by a faculty committee appointed by the Governance Committee, the College Financial Advisory Committee (CFAC). Attached are the minutes from the faculty meeting of February 11, 2009, in which the faculty were informed of this committee and its mandate. By reading the minutes, you can understand that CFAC was established in a climate in which there was very properly a great concern about the College budget and the need for budgetary adjustments. When originally established, CFAC had 7 members, with one of those members being the Chair of the Governance Committee, and in the 2011-2012 year, the Governance Committee expanded CFAC to include 8 members, with two members of the

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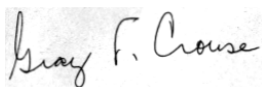
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Governance Committee, one of them to be the Chair of the Governance Committee. Your letter implied that CFAC was too small, but that is a subjective decision that you surely don't have the standing to make.

From the start, the CFAC was supplied with essentially all budgetary information of the College, with the exception of faculty salaries, in addition to annual reports, self-studies, and external reviews of departments and programs. The College for the past few years had been running a structural deficit that could not be sustained and all members of CFAC in looking at the supplied materials and also observing administrative and other cuts being made, acknowledged the necessity of making cuts to some programs and departments within the College. Their recommendations were then made based on their judgment of the best path forward for the College, drawn from all of the information they had received. It is surprising that you would identify those decisions as curricular rather than financial, because they were clearly made out of financial necessity. Are you suggesting in your letter that these decisions should have been subject to a faculty vote? That is a standard that would almost guarantee that difficult decisions would never be made. We would hope that the position of the national AAUP would not be that once a department or program is established, it should never be closed, which would seem to be the outcome of your suggestions.

The Governance Committee has held faculty meetings in response to the College restructuring, has met with faculty representatives of the affected departments, and has decided that the procedures followed were in fact appropriate. There is ongoing examination of whether new or altered structures should be instituted in the future, but that is a different conversation. In closing your letter, you write of upholding faculty governance, and yet you ignore the existing, elected, faculty governance in favor of a small group of faculty who have no standing within elected faculty governance. Your stance instead seems designed to undermine faculty governance and your criticisms of actions taken, without any attempt to consult with the local faculty governance, will surely make it more difficult to find faculty who will give up valuable time in service to the College.

Sincerely,



Gray F. Crouse
Chair, 2011-2012



Eric Weeks
Chair, 2008-2009, 2010-2011



Stefan Lutz
Chair, 2012-2013