

Arts and Sciences Council  
11 September 2008  
139 Social Sciences  
Chair: Prof. Suzanne Shanahan

Prof. Shanahan convened the Council at 3:35 p.m. and proceeded to open its 2008-09 academic year by welcoming everyone present, then introducing the current members of the Council's Executive Committee (ECASC). Besides herself this included Professors Leslie Digby (Biological Anthropology and Neuroscience), David Malone (Education), Güven Güzeldere (Philosophy), Ruth Day (Psychology and Neuroscience), and Ron Grunwald (Biology), who at the moment was somewhere in South Africa. She also introduced Prof. Emeritus Dale Randall (English and Theater Studies), the Council's Executive Secretary. In addition to what she averred to be this "fun group of people," she also introduced Ms. Katherine Peterson (Administrative Assistant for the Office of the Divisional Deans) as one of the best facilitators at Duke.

Prof. Shanahan then acknowledged the seventeen deans of Trinity College, all of whom in various ways were important co-workers with the Council. Among these she named Associate Deans Norman Keul, Margaret Riley, and Ingeborg Walther, all of whom had agreed to participate with the Council's new Academic Standards Committee, and Ms. Chelsea Goldstein, who had not yet arrived but would be serving as the Duke Student Government's Vice President of Academic Affairs.

She also introduced Ms. Sarah Huff, a Trinity College senior who had recently returned from participating in DukeEngage during an eight-week stay in Ireland. Ms. Huff would be traversing the Council's meeting room with a microphone to make sure that all those who spoke would also divulge their names and departments in order that all those who spoke could be recorded correctly for posterity.

Furthermore, Prof. Shanahan thought it appropriate at this opening meeting to say a few words that might be informative for new members of the Council and a “refresher for returnees.” She both read from and spoke about the description on the Council’s website, noting in particular that the Council served as both a legislative and an advisory body. It had worked extremely well with Dean George McLendon (Dean of Trinity College and Dean of the Arts and Sciences), doubtless in part because he was a “tremendous advocate” for the faculty and, in particular, a “fan of faculty governance.” The Council had now worked closely and effectively with him for a number of years. Prof. Shanahan also pointed out that much of the Council’s work was carried out by its ten standing committees (some of them very hard-working, indeed), and the fruits of that work were generally brought before ECASC, which itself was a hard-working collaborative body that discussed and evaluated the various committees’ findings and made recommendations to the Council as a whole.

Having concluded these orienting remarks, Prof. Shanahan turned to the agenda of the day. First she invited approval of the Council’s minutes of 10 April 2008. There being no audible objection, she declared that the minutes of that meeting would be read into the record.

Next (as Prof. Grunwald had suggested) she welcomed and briefly introduced the Council to some of the deans in Arts and Sciences who were either new or recent: Dean Sandy Connolly (Senior Associate Dean for Finance and Administration), Dean Kevin Moore (Senior Associate Dean for Faculty Affairs), and Dean Penny Sanders (Associate Dean for Communication and Emergency Management). A fourth, Dean Edward (Ed) Gomes (Associate Dean for Information Science and Technology), would be arriving later.

Dean Connolly then suggested very briefly the range of her work, primarily by naming Susan Ryman as her administrative business manager, Lisa Daniels as her financial management analyst, and Susan Davis as her human resource manager.

Dean Moore, who had taken over the position that was previously served

admirably for many years by Charles ("Chuck") Byrd, observed that he was beginning to think of himself as Dean McLendon's "*factotum* in most areas." Being both cautious and new on the job, he thought it prudent to say little more than that he would be working not only with some "known unknowns" but also with some as yet "unknown unknowns." Dean Sanders then explained that her job would enable her to work with all of the various Arts and Sciences departments, as well as with other units operating in the Arts and Sciences, and, in fact, that during the summer she had worked with a number of them on the web-designs that would be most appropriate and effective for them. Moreover, she assured everyone that no issue was too small or too big for her team to handle.

Prof. Day inquired how Dean Sanders' role in media work related to other media services at Duke such as the Duke Medicine Office of News and Communications. Dean Sanders replied that the entire area to be covered was huge, and her goal would be to supplement and support, not replace them.

After welcoming and thanking all three of these deans, Prof. Shanahan turned to the next agenda item: the annual address to the Council by the Dean of Trinity College.

Dean McLendon, coming forward and recalling his boyhood excitement at the beginning of a school year, began by enthusiastically welcoming the Arts and Sciences faculty back to another "new year filled with opportunities to make Duke even better." When he first came to Duke, he said, he had been delighted to find such a Council as the one to which he now spoke. It really was "a kind of senate." Decisions in Trinity College were being made, he discovered, not just by its administrators but by collaboration with seven hundred or so faculty members who were represented by deliberating and voting representatives. The very good news was that working together they all could help to make things better.

It was, however, Duke's values that he wished to address. Speaking of values, he acknowledged that the present date was the eleventh of September. A number of Duke alums had been lost on that memorable date. And speaking of

different kinds of values, he recalled also the later tragedy of Katrina, which brought proudly to mind Duke's response at the time. Duke had brought dozens of students to campus in order that their educations might continue uninterrupted.

Duke University, in fact, was founded on a set of shared values that were articulated by James B. Duke, values that included the wish and the will "to uplift mankind, . . . increase . . . wisdom, and promote human happiness." Dean McLendon then offered a condensed version of Duke's current website statement of the mission of Duke University: "The mission of Duke University is to provide a superior liberal education to undergraduate students, attending not only to their intellectual growth but also to their development as adults committed to high ethical standards and full participation as leaders in their communities." In fact, Duke's mission was "to contribute in diverse ways to the local community, the state, the nation, and the world; and to attain and maintain a place of real leadership in all that we do."

To this end, Dean McLendon continued, we had acquired many resources, and there was no more important resource than those present here in this room today: our faculty. Furthermore, during the recent summer, subsequent to Dean Robert Thompson's retirement as Dean of Trinity College, Duke had reaffirmed the special relationship between its faculty and administrators by reuniting (in line with prior practice) the positions of Dean of the Faculty and Dean of Trinity College. Together they symbolized the foundational unity of the faculty's dual teaching and research mission to further the undergraduate educational mission of Trinity College. Thus he was delighted when a search committee led by Dean Al Crumbliss recommended the appointment of Prof. Lee Baker to become Dean of Academic Affairs for the college. Lee, he continued, was well known as an award-winning teacher, a productive scholar, and a tireless leader who had helped transform the Arts and Sciences Council.

Dean McLendon wished also to highlight some of the current projects

demonstrating Duke's commitment to offering the best in educational opportunities.

Under the leadership of the elusive Dean Gomes, "The Link," "a keystone space for the design and implementation of new learning technologies," had been established in Perkins Library. Arts and Sciences was also launching the comprehensive web design project that Dean Sanders had mentioned earlier this afternoon. Nor should one forget that last summer saw the formal launching of DukeEngage, a program designed to encourage students to use their talents in helping others "across the globe."

Also, and despite the fact that Duke was not immune from nationwide economic constraints, a tangible expression of Duke's faculty support was to be expressed in a new and more generous leave policy, which would be implemented first for tenured faculty and subsequently expanded appropriately for Professors of the Practice. Our graduate programs would be not only protected but also strengthened, and our undergraduate programs would continue to embody the highest standards of individual engagement via small classes and individual mentoring.

Finally, he wished to take note of the recent assessment and reaccreditation process required by the Southern Association of Colleges and Schools. Although many at Duke had contributed to its success, the extraordinary leadership of Vice Provost Judith Ruderman was truly outstanding. (This observation occasioned much applause.) And another especially notable one of the "unsung heroines" of the whole process was the one who was in the process of taking massive amounts of information and weaving it all into prose—*viz.*, Dean for Academic Planning Lee Willard (further applause).

Dean McLendon then closed by observing that striving as Duke did to be the best in everything, he hoped he could venture to join others in thinking also that we might even be able to bask in football success. "To quote a popular American sentiment: 'Yes we can!'"

After thanking Dean McLendon, Prof. Shanahan introduced next the new

Dean of Academic Affairs. Not the least of the varied accomplishments of Dean Lee Baker, she remarked, was his admirable chairmanship of the Arts and Sciences Council in 2005-07.

Coming forward and handing out a pack of technicolored tree-charts, Dean Baker thanked Dean McLendon for his kind words, then proceeded to explain that he hoped to clarify the current deployment of the numerous administrative positions and their incumbents who were now at work in Trinity College. The chart he passed around was indeed complex, he said, but not really hierarchical (a number of names appeared in more than one box). It was offered as an attempt to clarify the current network of “organizational relationships,” and to give others a sense of whom to turn to in various times of need.

As a new dean who might be expected to have some sort of vision, his own “in a nutshell,” like Dean McLendon’s, was pretty much summed up and articulated in Duke University’s currently stated goals. Conceivably they might be revised over the years, but Duke’s trustees had not revised the document and he, for one, was “sticking to it.” Duke’s “number one priority” was and should remain undergraduate education “within a liberal arts tradition.” His goal was “to enable our undergraduate students to be incorporated into the University’s overall scholarly mission.” That is, he wanted to be sure that undergraduate learning at Duke would be “tethered” to advanced scholarship. Moreover, he fully supported Duke’s current striving to make interdisciplinary learning work for our undergraduate students.

Finally, and a little more particularly, he wanted to thank the Arts and Sciences Council, the full importance of which he himself had not understood, frankly, until he became its Chair. It was working with the Council, however, and with its various committees and deans, that he realized what could be achieved in this “wonderful teaching college nestled in a major research university.”

In response to Dean Baker’s remarks, Prof. David Malone (Education) observed that one of the opportunities and challenges still faced by Trinity College

concerned the ongoing student fixation on “credentialing.” He believed that sometimes a focus on grades was pursued at the expense of authentic intellectual engagement. Dean Baker acknowledged that such a focus was a perennial problem, but Duke’s evolving curriculum was moving toward the enabling of broader learning. Furthermore, some serious discussion regarding the pass/fail situation at Duke was currently underway among the students. All in all, he was pleased to think that some of our students already were here for the love of learning.

Prof. Shanahan then thanked Dean Baker and introduced Dean Gomes, who had by this time arrived. As had been indicated earlier in the meeting, he was a dean concerned with working to help all of the disciplines under Duke’s Arts and Sciences umbrella insofar as they were concerned with information science and technology. A great deal had been going on lately, and he urged faculty members to go see some ocular proof by paying a visit to the previously noted up-to-the-minute realm in the basement of Perkins Library. In all of the departments and other units involved, a variety of improved on-site services and support, including class-room support, would be available. Among other things, he was in contact with the directors of both the OIT (Office of Information Technology) and the IT (Information Technology Security Office), and was able and eager to serve Arts and Sciences personnel, in fact to be an advocate for them. In brief, “We want to see to your needs in the best and most efficient manner.”

The final item on the agenda having been reached at this point, and no New Business being forthcoming, Prof. Shanahan reminded everyone that a reception welcoming the Council and its friends had been prepared for them in the Faculty Commons. Amid a good deal of bustle, then, she declared the meeting adjourned at 4:40 p.m.

Respectfully submitted,  
Dale B. J. Randall  
Executive Secretary