

**Minutes of the Emory Faculty Council [not yet approved]
18 April 2006
400 Administration Building**

In attendance: Patricia Brennan, William Buzbee, Ronald Calabrese, Arlene Chapman, Steven Culler, Thomas Frank, Maggie Gilead, Frank Gordon, Kate Heilpern, Carol Hogue, James Hughes, Nadine Kaslow, Bill Kelly, Harriet King, Earl Lewis, Frank Maddox, Rosemary Magee, Mike Mandl, Richard Metters, Kenneth Minneman, Judy Raggi Moore, Carol Newsom, Richard Rambuss, Michael Rogers, Claire Sterk, James Wagner, Steve Walton, Richard Ward, Nanette Wenger.

Excused: Allison Adams, David Carr, Richard Doner, Jan Gleason, David Pacini, Ruth Parker, Judith Rohrer, Sharon Strocchia, Michael Terrazas.

Absent: Robert Ahdieh, Mahlon DeLong, Arri Eisen, Connie Kertz, Daniel Teodorescu.

Guests:

David Hanson (Ofc of Exec VP for Finance and Administration)

Theresa Milazzo (Human Resources)

Charlotte Johnson (Sr Vice Provost, Finance and Administration)

I. Welcome and call to order

Faculty Council Chair Michael Rogers called the meeting to order at 3:17 p.m.

II. Approval of March 2006 minutes

The minutes were approved as distributed.

III. Clifton Corridor Redevelopment & Campus Master Plan – Mike Mandl

Michael Mandl, Executive Vice President for Finance and Administration, discussed highlights from the Campus Master Plan, especially as they relate to the Clifton Community Initiative. He began by going over the “key messages” of the Master Plan and then moved to specifics. The new Campus Master Plan reorganizes Emory’s existing space in order to triple the university’s capacity for usage; at the same time, the plan ensures that 50% of the university’s land (this includes Lullwater Park) will *never* be developed: this restraint is good for the larger sustainability (and green space) of the community.

The following are major highlights from Mr. Mandl’s Power Point presentation:

- The plan for a “Freshman Village,” a new living space for freshman on campus;
- The plan for a new “Theology/Ethics” complex, in which Pitts Library will eventually be turned over to the College for housing other religion entities (Dept of Religion; Graduate Division of Religion, etc.);
- Plans for a mixed-use coffee shop / bookstore / gathering place in what is now Druid Hills Bookstore;
- Plans (in early stages) to use Emory land to offer denser and affordable housing options to faculty and staff;
- The Clifton Corridor Redevelopment Project: here Mr. Mandl summarized plans to move the healthcare complex entirely to the east side of Clifton Road, so that the front side of the current university hospital can be rededicated as the Administration Building for both the university and for Emory Healthcare. He also discussed redevelopment plans and partnerships with local businesses and residents – these will aim to encourage a neighborhood / pedestrian environment all along Clifton Corridor.

IV. Budget and the Strategic Plan Start-up Fund – Charlotte Johnson

[documents distributed at the meeting]

Provost Earl Lewis and Senior Vice Provost Charlotte Johnson reviewed items of interest from the FY 2006-2007 Budget Presentation. They noted that the university's operating expenses have gone up because of (1) utility rate increases and (2) the implementation of mandatory student health insurance.

The 06-07 budget also reflects the university's commitment to what Provost Lewis called "infrastructure capacity for research" – making sure that Emory has the equipment, support, and structures in place to make its research possible and feasible over the long haul.

The total expenses for FY 06-07 (including both Academics and Emory Healthcare) are \$2.6 billion; of that amount, \$1.2 billion is in the Academic arena. The university's total Unrestricted Operating Budget comes to approximately ½ (or \$617 million) of that \$1.2 billion.

Vice Provost Johnson stated that as her office works with the strategic plan fund, one basic "philosophy" will take precedence: "We cannot induce structural budget deficits." When strategic plan funds are meted out to a given department or program, there needs to be a viable plan in place for those new programs to become self-supporting. "We need to be careful with how we invest," said Provost Lewis.

Specific updates regarding the Strategic Plan Fund included the following:

- The Provost said that he is looking to create a \$35 million "Faculty Distinction Fund" to aid in retention, in retirement/hiring negotiations, in spousal hires, and in recruitment (plus a \$10 million fund for support).
- Each of the cross-cutting initiatives of the Strategic Plan will receive funds, either now or over the next several years
- The Comprehensive Campaign will step in to continue the work of the plan in coming years; at the outset, however, Emory is leveraging close to 1/2 billion of its own resources to get the plan off the ground.

One faculty member asked if grant money from the University Teaching Fund (UTF) would be available next year. Provost Lewis stated that he is waiting for a report from the University Advisory Council on Teaching (due June 1) on the prospects for creating a new Center for Teaching and Learning, and that he will be able to say more about the status of UTF grants after he reads that report.

V. Faculty Counselors

Speaking on behalf of Sharon Strocchia, chair of this year's Ad Hoc Nominating Committee for Faculty Counselors, Michael Rogers put forward the following motion:

"That Faculty Council endorse the nominees listed below as prospective Faculty Counselors to Trustee committees, in accord with the process approved by both the Faculty Council and Board of Trustees in Fall 2005."

After discussion of the committee's attempt to make the pool of nominees as diverse as possible (one Faculty Council member noted a lack of racial diversity and observed that not all schools were represented), the motion was approved unanimously. The list now goes to the Governance Committee of the Board of Trustees and then to the full board over the summer.

VI. Healthcare Management Service Organization [handout distributed at meeting]

Provost Lewis and Senior Director of Human Resources Theresa Milazzo spoke about Emory's new plan to analyze health care costs and "cost drivers" through the establishment of a Management Service Organization, or MSO. This type of analysis is currently performed by Emory's health care consultants; using an MSO will be less expensive and more time-efficient. "This will give us insight

into where our costs are going and how we compare to others in those costs,” said Ms. Milazzo. “It will allow us to see the kind of care that our staff and employees are getting.”

VII. Committee Reports

This year all standing committees of the Faculty Council turned in their reports in e-format; no oral presentations were given.

VIII. New Business

There was no new business.

IX. Adjournment

The meeting was adjourned at 5:03 p.m.

Respectfully submitted,

Stacia Brown
Assistant to the Faculty Council