

**DRAFT: Minutes of the Emory Faculty Council
15 November 2005
400 Administration Building**

In attendance: Allison Adams, Robert Ahdieh, Patricia Brennan, Steven Culler, Thomas Frank, Maggie Gilead, Frank Gordon, Kate Heilpern, Carol Hogue, James Hughes, Nadine Kaslow, Bill Kelly, Connie Kertz, Harriet King, Earl Lewis, Frank Maddox, Richard Metters, Judy Raggi Moore, Carol Newsom, Ruth Parker, Rick Rambuss, Michael Rogers, Claire Sterk, Sharon Strocchia, Michael Terrazas, Steve Walton, Richard Ward.

Excused: Richard Doner, Jan Gleason, David Pacini, Jim Wagner, Nanette Wenger.

Absent: William Buzbee, Ronald Calabrese, David Carr, Mahlon DeLong, Arri Eisen, Judith Rohrer, Daniel Teodorescu.

Guests: Michael Mandl, Allison Dykes, Gerald Lowrey, Dan Macaluso, Phil Hills, Barbara Reed, William Branch.

I. Welcome and call to order

Faculty Council Chair Michael Rogers called the meeting to order at 3:16 p.m. He welcomed Claire Sterk, Vice Provost for Faculty Development and Academic Planning, as well as invited guests.

II. Approval of October 2005 minutes

The minutes were approved as distributed.

III. Comprehensive Cost Forecast of the Strategic Plan – Mike Mandl

Executive Vice President Mike Mandl updated the Faculty Council on financial issues regarding the implementation of the strategic plan. He oriented his remarks around two questions.

- How much will the strategic plan cost?
- How will Emory pay for it?

Addressing the first question – how much will the strategic plan cost to implement? – Mr. Mandl stated that the incremental operating expenses will amount to approximately \$200 million. Capital investment costs (excluding Emory Healthcare) will total approximately \$730 million, including \$500 million for facilities (new construction), \$120 million for facilities (renovation), and \$110 million for equipment and technology. “This plan actually involves a significant amount of demolition [of older buildings on campus,” he said. “This will help us make better use of the space we already have.... Our hope is to create a whole new footprint for the university with the help of the Campus Master Plan.”

Addressing the second question – how will Emory pay for these expenses? – Mr. Mandl stated that the University currently has five ways to cover the approximately \$80 million shortfall projected (the difference between the \$200 million needed and the \$120 million already identified in the school-based planning: strategic investment funds, the comprehensive campaign, program development (new programs stimulate new revenue sources), innovative financial management, and a willingness to adjust the timeline for the strategic plan initiatives.

After updating Faculty Council members on next steps, Mr. Mandl paused for questions and discussion. Faculty members expressed concern about a perceived rate hike in student tuition. Mr. Mandl explained the chart and its numbers to eliminate misunderstanding. Discussion followed.

Mr. Mandl concluded by noting that decisions about how to allocate resources will entail four factors:

- Does the program/initiative/request make a visible difference in advancing university strategy?
- Does it initiate activities that become self-sustaining?
- Does it create clear, traceable returns on investments? (not necessarily financial)
- Does it encourage leveraging and drawing on additional resources?

IV. Remarks by Provost Lewis

Provost Earl Lewis updated Council members on his office's involvement with the strategic plan. He organized his remarks around three requirements or challenges facing the University as the plan moves forward:

- **Good communication requires patience.** As implementation of the plan continues, those spearheading Emory's strategic plan must find effective avenues for communicating developments to the faculty. The Faculty Council can and should participate in this process: members should think about how they might facilitate communication (perhaps planning town halls for different divisions/units) and identify places on campus where such conversations can take place.
- **The comprehensive campaign requires faculty participation.** As fundraisers and development officers do their work, faculty cannot afford to sit on the sidelines. An effective campaign will need sustained faculty involvement on a number of levels.
- **Measuring the success of the strategic plan requires self-evaluation.** A school or university can become more selective in its admissions or more financially prosperous with an influx of new grants but still fail to become a "better" institution in the broadest sense. How will Emory measure the success of its own strategic initiatives? The university is striving for a new standard of excellence at the same time that other schools and colleges are doing the same. If Emory's only standard of measurement for success is the static criterion of 'how things used to be,' this standard may not provide a helpful or comprehensive perspective on the university's status. Assessing the success of the strategic plan means acknowledging that what counts as success will continue to evolve and change right along with the university itself. Emory needs to develop a practice of ongoing self-evaluation that keeps our eyes wide open to such changes.

Provost Lewis concluded by noting that his office will host a weekly seminar series [*starting WHEN?*], tentatively titled "A University Seminar on the Future," the goal of which will be to bring members of the Emory community together around themes and issues pertinent to the strategic plan. Twenty-five to thirty people [*all faculty? Or a mix?*] will form the 'core' of the seminar and will complete weekly readings, but the general community also will be invited to participate throughout the process.

V. Faculty Involvement in DUR – Dan Macaluso and Phil Hills

Vice President for Development Dan Macaluso (University Programs) and Vice President for Development Phil Hills (Health Sciences) updated Faculty Council members on the Comprehensive Campaign and invited them to become involved in the process.

Mr. Macaluso noted that while individuals comprise the largest percentage of charitable givers nationwide (as compared to foundations and corporations), at Emory donations by individuals come in at a lower percentage. One of the goals of the comprehensive campaign is to improve this percentage by cultivating relationships with new individual donors. Doing so will require the participation not just of development officers, but also of faculty, staff, and administrators: everyone must play a role.

Mr. Hills explained that during the current 'quiet phase' of the campaign (which lasts until September 2007), the DUR office hopes to raise 40% of its total funding goal. The office is also formulating what Mr. Hills called 'Campaign Case Statements,' strategies for persuading potential donors that they will

be best served by investing in Emory as opposed to other institutions or organizations. This kind of ‘case’ creation requires working closely with the strategic plan. “People give when they see a compelling vision and decide they want to help,” Mr. Hills said. “Without a vision, they won’t stretch themselves [to give more].” And without the faculty, such a vision will not get off the ground in the first place. Faculty involvement in the campaign remains important, Mr. Hills said, because in the long run it is the faculty – not the development officers – who embody and enliven that vision. DUR might translate this vision to potential investors, but the faculty articulates it first.

“We need you to identify places in your programs that might intrigue potential donors,” Mr. Hills and Mr. Macaluso concluded. “Where is the ‘wow!’ that donors might be able to observe and get excited about? What aspects of your programs will really make someone want to invest and participate?”

VI. Faculty Involvement in Association of Emory Alumni: Gerald Lowrey and Allison Dykes [handout distributed in advance]

Association of Emory Alumni representatives Gerald Lowrey and Allison Dykes updated the Faculty Council on a related topic: faculty involvement in alumni programming.

Ms. Dykes first announced that a new Faculty Advisory Council has been appointed to work with the Office of Development and University Relations and the AEA (Association of Emory Alumni). The purpose of the Advisory Council is to provide a forum for discussing pertinent questions and issues related to the Comprehensive Campaign and alumni relations. Ms. Dykes said she expects the Advisory Council will help AEA improve its strategies for faculty involvement in alumni activities.

Mr. Lowrey spoke at greater length about these strategies and encouraged Faculty Council members to propose new avenues for faculty involvement. Faculty currently participate in an International Travel Program with alumni; they also participate in the Distinguished Faculty Lecture Series in cities where alumni concentrations are high. The University Affairs Committee of the Board of Governors has joined with the AEA to seek additional ways to facilitate alumni/faculty interaction. Mr. Lowrey concluded by putting out a call for suggestions and proposals and requested that Council members email him with their ideas: gerald.lowrey@emory.edu.

VII. New Business: Emory Trust Line [handout distributed at the meeting]

Ellsworth Quinton, Director of Emory University Internal Audit, introduced Faculty Council members to the new Emory Trust Line, a toll-free number for reporting questionable financial practices at Emory “in a confidential manner, without fear of reprisal.” As the handout indicates, faculty and staff can call the Trust Line to report questionable accounting matters, internal accounting controls, or auditing matters that result in any of the following issues:

- conflict of interest
- fraud
- embezzlement
- research policies and/or HIPAA non-compliance
- financial or policy violations
- billing or research misconduct
- theft

Discussion of the ethics of the Trust Line followed. One Faculty Council member expressed concern that an anonymous phone line could lead to unwarranted attacks on unsuspecting staff or faculty. Mr. Quinton responded by noting that the Trust Line has been established as a way of voluntarily complying with Sarbanes-Oxley, and that it has not been created as a response to any suspicions or already-existing problems. In well-managed organizations, these issues are generally handled internally. “We hope we don’t get too many calls!” he said.

VIII. Adjournment

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

Respectfully submitted,

Stacia M. Brown
Assistant, Faculty Council