

Minutes of the Emory University Senate
25 March 1997
Rita Crum Rollins Room
School of Public Health

Members and guests recorded as present:

Virgil Brown, Steven Batterson, Larry Beard, Susie Buchter, Joy Burnett, William Buzbee, William Chace, Michael Citrin, William Cody, Paul Courtright, Michael Crooms, Tommy Cutts, Alexa DeVetter, Ray DuVarney, Johnthan Freimann, Jay Harris, Gary Hauk, Luke Johnson, Joyce Jones, Judith Kapp, Steve Draftchick, Adrienne Leder, Robert Lee, Richard Letz, Linda Matthews, Elizabeth McBride, Erik Oliver, David Pacini, Sidney Perkowitz, Roderic Pettigrew, Judy Raggi-Morre, Ann Rouse, Marwan Salem, Michael Skolnick, Liesel Sloan, Kare Stalcup, Sidney Stein, Jocelyn Taylor, John Thomas, Robin Thomas, Dan Treadaway, Gregory Weisler

Excused Absences: Carolyn Burdeg-Wilson, William Murdy, Randall Strahan, Keith Wilkinson, and Nancy Wilkinson

Dr. Johnson opened the meeting at 3:20 p.m.

Dr. Johnson asked for any changes or corrections to the February minutes. The minutes were distributed via email with corrections also made electronically. Jay Harris said that his question about Article IV, Section 1b, in the Bylaws was answered with a question. Dr. Johnson said he felt an answer had been provided but that he would look at the wording of the minutes and try to make it more reflective of his concern. The amended minutes will be distributed again via email. The minutes were then accepted with unanimous approval.

ANNOUNCEMENTS

Dan Treadaway, one of the corresponding members of the Senate, will be leaving Emory to take a position at Georgia Tech. Dan has been covering the Senate for the Emory Report for four years. Dr. Johnson thanked him for doing a remarkable and fair job in reporting to the community on Senate activities.

Dr. Johnson gave a reminder of the Faculty Townhall Meeting on March 31st. He encouraged faculty and colleagues to attend this important meeting with President Chace, Provost Billy Frye, Vice Provost Mel Lockhart and Interim Provost Rebecca Chopp. He also reminded the Senate of the Distinguished Faculty Lecture presented by Dr. James Gustafson on April 7th. This is a Faculty Council sponsored event and is part of the effort to encourage a sense of intellectual life and those on the Emory campus. The time is 4:00 p.m. in the Winship Ballroom in the DUC. All are invited to attend this lecture.

Dr. Johnson reminded those units of the University that have not yet carried out their elections that we are week away from our constitutional deadline for holding elections.

Annual committee reports will be presented at next month's meeting. New members will be present and we will inaugurate the new President who will chair the meeting and the new Secretary will take the minutes. He also reminded the standing committees that now is the time for them to be doing their recruitment and ensuring that each of them has a chair. Steve Batterson will no longer be chair of the Athletic and Recreational Policy Committee and Karen Stolley has agreed to take on that chairmanship.

A proposal from the Fringe Benefits Committee on long-term care will be considered at next month's meeting. The proposal will be sent out via email so please review it and see what questions you might have. If all of this can be accomplished, we will vote on it in April and if not it will have to be postponed until next fall.

Judy Raggi-Moore announced that Jonathan Freimann is the new President of SGA and is replacing Jeremy Berry on the Senate.

Jay Harris reminded everyone of the Memorial Service for Henry Bowden on April 2nd at noon in Cannon Chapel. Gary Hauk said there will be a brief article in the next Emory Report that will talk about Henry Bowden and the importance of his life to Emory as well as the generation of which he is a part. He noted it was "an incredibly productive generation of Emory students that came out of the early 1930's. It included people like Boisfeuillet Jones, Randolph Thrower and John Griffin. Many people now at Emory would not have known Henry Bowden because he retired as Chairman of the Board of Trustees after 22 years in 1979. So, it will be amount next week to pause and reflect about where Emory has been, where we are now and what the burden of the past may mean for the future."

Dr. Johnson noted that Dr. Hauk will also give a report at next month's meeting. Traditionally, the Secretary of the University reports back to the Senate on the Administration's response to the various proposals and resolutions passed during the previous year by the Senate.

Honorary Degrees Committee Report

The first order of business was a report from Linda Matthews on the Honorary Degrees Committee. At the last meeting a memo was distributed about the individuals the committee is recommending for honorary degrees for 1998. The Senate will be asked to vote on those individuals today. If all are approved by the Senate, it will be taken to the meeting of the Academic Affairs Committee of the Board of Trustees in April. At that point the recommendations will have been approved and then it is in the President's hands to invite the four or not. Dr. Matthews briefly discussed the process by which the commencement speaker is brought before the Honorary Degrees committee. The President has asked the Honorary Degrees Committee to be the vehicle for accepting the suggestions of the Emory community (students, faculty and staff) about commencement speakers. The Committee will pass along a fairly long list of names to the President and the President will select from among those names. This will not preclude someone from being nominated at a later time. To get this process started Gary Hauk will place an ad in the Wheel and also will send a letter to the faculty and place an announcement in the Emory Report this spring asking for suggestions and recommendations for the

commencement speaker for 1998. The process can take a long time. Dr. Johnson noted the importance of a rising graduating class in making nominations for a commencement speaker.

Virgil Brown asked if there was a list of people who have received honorary degrees over the last decade. Dr. Matthews said that eventually the list would be mounted on the WEB, but she could provide copies to anyone that would like one.

There was no further discussion and ballots were distributed. The vote was unanimous and the candidates approved.

Elections

Dr. Johnson said that nominations have remained open from the last meeting until now and there are single nominations for the positions of president-elect and Secretary of the Senate. Virgil Brown is the nominee for president-elect and David Pacini is the nominee for Secretary. Personal statements were sent out via email for everyone to review. Ballots were distributed for a vote. The vote was unanimous and approved.

Presentation on SIS project - Dr. Jody Usher

A presentation on the SIS (Student Information System) project was presented by Jody Usher. She explained that she would give a brief outline of what the SIS project is, why Emory is involved in it, what the project members are currently doing and why we would care about it. SIS project is based on a piece of software from PeopleSoft, Inc., which is a California-based company. PeopleSoft has begun to develop a piece of software that integrates administrative processes that support academic endeavors.

As background information, four years ago the Provost said Emory needed to get a handle on student data, student registration, student record keeping. He formed a committee called ISIS (Integrating Student Information Systems) and they recommended that Emory buy this student information system from PeopleSoft. Dr. Usher said that "we think we bought more than future software, we bought a philosophy." The philosophy that Dr. Usher described involves rethinking the way we do business in an academic institution. This rethinking can involve Emory school as well as central areas of the university.

Emory is one of 11 charter schools that bought the developing software and will be testing it. There are seven other institutions around the country that are called beta institutions and they are helping to develop the software. Emory currently has a beta product that affects four major functional areas: The Registrar's Office, the Admission's Office, Financial Aid and Student Accounts. The core group of this project has 15 members - the leader of this group is Chuck Nicolaysen, the Registrar of the University. The other members are comprised of the aforementioned four functional areas (admissions, financial aid, student accounts, and student records), members of ITD, and Dr. Usher. Eleven other working groups have also been put together to determine what the data needs to look like, if it will be commonly accepted by all nine schools of Emory, and whether it will meet the needs of every entity at the university that uses that data. Dr. Usher said she has set up a variety of ways to communicate with the university

and others about this project. The WEB site address is ww.emory.edu/SIS and will give you all the information available.

Besides the student software from PeopleSoft, Emory also bought the human resources and general ledger software.

In early May 1997 we will get the general release of the product. In all 1997 we will get the release of the product that will go on the market. The product will not be visible to the university until fall 1998 when the SIS project could begin to replace the current system.

Dr. Usher asked if anyone on the Senate represents an area that needs to be given this sort of overview to let her know.

Dr. Johnson thanked Dr. Usher for her presentation.

Presentation by Campus Planners

Campus planners, Adam Gross and Dan Pauline, were next on the agenda. The campus planners originally met with the Senate in January 1997. Mark Gross started the presentation by noting that they have been on campus since early fall trying to develop a sense of Emory. He explained that "the general goal is to develop a plan that is broadly understood by the Emory community - a plan that is both visionary and realistic. Fundamentally, the most important part of the plan is trying to figure out how we make Emory a more beautiful and pleasing place. Also fundamental to this process is that this physical plan is direct representation of the values and ethics in "Choices and Responsibility."

At today's meeting we will be looking at the 3 P's: Place, Programs and Precedent.

Analysis of Place

The process starts with the belief that the plan has to be Emory-based growing out of a series of observations which then leads to principles. Those principles become the foundation for a conceptual plan. The conceptual plan is a broad series of ideas about the physical plan. The ideas are then tested through a series of precinct studies ultimately leading to a comprehensive plan which is the image able document - the picture that anyone can look at that remember the salient features.

The early principles shown at their first meeting have been restructured. There are now seven principles which are:

Intellectual community

Walking campus

Centers and Edges

Emory-based language

Sacred spaces

Enlightened frugality

Sustained implementation

These principles were developed through observations structured around three things:

Observation of the place itself - both natural and manmade aspects

Analysis of the programs - capacity of the buildings and land for new buildings

Analysis of precedents - other campuses

Mr. Gross gave a brief history of Candler's Vision in 1915 when he brought in Henry Hornbostel to begin planning the campus. The most extraordinary thing about Hornbostel's vision was the relationship with the buildings and the open space and how the ridge lines were kept as sacred and the ravines and gorges were seen as natural amenities not to be filled in with buildings but rather bridged. Those values remarkably carried forward until the mid 60's. Between 1970 and the present there has been, in effect, an abandonment of these founding principles.

Up until recently three ravines along the ridge lines were left open - the recent library addition is an intrusion into a ravine. Generally, the ravines are seen as part of the sacred quality of the place and the ridges the area where building should go.

A lot of time has been spent looking through the Murdy-Carter Report. The vegetation issue here is that what is here needs to be maintained and viewed as sacred and reforestation needs to occur as well. It's clear that the continuing destruction of the mature woodlands is something that needs to stop and part of an overall goal of the plan is to develop an ethic and plan that allows for future building to occur without taking down existing mature stands of trees.

At Emory water acts as part of the boundary system which bounds the campus from the north and to the southeast along Clifton Road. We think water should be introduced a lot more within the campus and viewed as an amenity for the campus in places other than just Lull water. Problematic boundaries that need to be dealt with are the train tracks and Clifton but also key areas like North Decatur and entrances to the campus which can be reinforced to create a sense of arrival and a sense of place.

Problems to be addressed are:

1. The landform is truncated
2. The forest is in retreat

3. The water system is muddied and not seen as the amenity it could be
4. The boundaries are somewhat unclear and in need of better definition
5. the open space fragmented and circulation somewhat discontinuous

We looked at the building themselves in two different ways: (1) observations about types of defined spaces, and (2) building use. The more simple building forms are the best ones at defining an intellectual community.

During this observation phase, the architects have also been looking at parking, utilities, and storm water management. The huge demand for parking is one of the greatest challenges the campus faces. A lot of the surface parking will have to be eliminated particularly throughout the core area of campus. The growth of CDC in the next couple of years will also be a challenge.

Analysis of Programs

The presentation was then turned over to Mr. Pauline for the analysis of programs of campus. This includes space needs, utilization of space (especially classrooms) plus looking at each of the school's on campus.

Classroom space on campus was more than what was expected for a school of Emory's size and mix. Teaching lab open lab space was quite low compared to normative information. research space seems a little low at current activity level. The major research users on campus are talking about doubling or more the research efforts during the next decade or two so space would be dramatically low if that goal is achieved. Academic office space seemed low, however, it wasn't clear that all of the office space has been inventoried.

Last fall, classroom space was looked at on a course by course basis. Classrooms were used 25 hours per week. Thirty hours per week is the most widely used norm. Use patterns indicated that Theology doesn't teach on Monday, Business doesn't teach on Friday, Nursing doesn't teach on Friday, Theology doesn't teach between 11:00 and 1:00 on any of the days, Public Health is a heavy afternoon and early evening user.

Business and Arts and Sciences were around 30 hours per week. Theology, Law and Public Health were 18-20 hours per week, Nursing was about nine hours per week. The smaller room were used the fewest - mostly in Law and Nursing - and some of the others. Emory may want to separate them out as seminar rooms. The biggest rooms were used the most heavily.

The Arts and Sciences have made progress in getting many of the buildings upgraded over the last decade or so. Candler Library was identified as one that clearly needs renovation. There is a space need for the Arts and Sciences disciplines. Business has a building under construction which would significantly increase its space. Business is also looking at approximately 30% enrollment growth. Most of the units are not looking at growth.

The new Law School Library is looking at consolidating functions from the two modular buildings and as they drop enrollment to 600 from around 750, they may be able to do that.

Medicine was limited to the academic and research units. They expect to double their research level and that would suggest substantially more space for research. Office space seemed low.

Nursing on-campus office space was very low for the size of the school. They expect to substantially increase the research program, however, they are not that heavily laboratory oriented.

School of Health has a strong use in the afternoons and evenings. They have a strong research program, primarily non-laboratory, and that is expected to double.

Theology - Bishop's Hall where the offices are located, is one of the few unrenovated building in the main campus area. The Pitts Library is very crowded and short of space. The office space in theology seems low.

The last category is student union space. Considering that there is academic theatre and some non-auxillary type offices in the student union, this seems to be short of space.