

Minutes of the Emory University Senate
October 22, 1996
Agnor Room, Gambrell Hall

Members and guests recorded as present:

Steve Batterson, Richard Letz, Larry Beard, Linda Matthews, Donna Brogan, Alice Miller, David Buckholtz, Chris Mixon, Joy Burnette, Bafana Moyo, Bill Buzbee, William Murdy, Terry Clark, Erik Oliver, William Cody, David Pacini, Paul Courtright, Kay Pendleton, Michael Crooms, Sidney Perkowitz, Tommy Cutts, Roderic Pettigrew, Alexa Devetter, Judy Raggi-Moore, Rich D. Freer, Claire Rice (for Carolyn Burge-Wilson), Kevin Gele, Daniel Rosen, Jay Harris, Ann Rouse, Gary Hauk, Michael Skolnick, Linda Huddleston, Kara Stalcup, Michael Johns, Sidney Stein, Luke Johnson, Randall Strahan, Joyce Jones, Martha Talbott, Brian Kahn (for Jeremy Berry), John Thomas, Judith Kapp, Dan Treadaway, Maureen Kelley, Gregory Weisler, Steve Kraftchick, Nanette Wenger, Adrienne Leder, Keith Wilkinson, Robert Lee, Nancy Wilkinson

Excused absences: Elizabeth McBride, Jocelyn Taylor, Susie Buchter, and Ray DuVarney.

Dr. Johnson opened the meeting at 3:15 pm. New members were introduced and welcomed.

The minutes were approved with one correction to the title of the Safety and Security Committee.

Dr. Chace was on the agenda to address the Senate but was unable to do so because of a scheduling conflict.

Two guests, Dr. Michael Johns, Executive Vice President for Health Affairs, and Alice Miller, Associate Vice President of Human Resources, were also on the agenda to make presentations to the Senate.

First, Dr. Johns began by noting that the agenda of the HSC is incredibly complex because what we have now in academic health centers is a core academic mission that has to blend and mix with a core clinical business. Up until now this worked pretty well for academic health centers. What has changed all this to make it even more complex is that health care has become a commodity. Basically, rising health care costs, that have in fact been growing at a rate that's not sustainable by society or employers, has made changes in how our health care delivery operates now and will operate in the future. Part of that change, of course, is moving health care into the marketplace in terms of the financing. Essentially this has worked to drive health care costs downward and that's good. For us now, in addition to managing our core mission of strengthening our scientific agenda, we have to relate to an outside world of the business of medicine which has added more complexity and greater demand on our resources. In order to keep functioning we have to have patients attracted to us. We now have to negotiate for patients through contractual arrangements and compete with other providers - hospitals and physicians. This requires us to set up new systems within the organization in how we contract with managed care contracting teams; we have to worry about marketing, we

have to worry about primary care physicians distributed around the city. These are not options. This being said we have to spend a lot more time now on issues that before we didn't have to be bothered by. This is a general overview of our current situation.

We in the HSC will stay focused as

1. being part of the University and
2. being focused on our core academic mission because if in the end we fail in our mission then we would be like any other health delivery system in this city or in this country and quite frankly we wouldn't be necessary.

So we must stay focused on the mission of education, research and service and that will be our challenge.

Dr. Johns said that his first impressions of Emory are available on the Emory HomePage by clicking on the Woodruff HSC. "If you look at that you will have a better sense of what I've seen and where we need to go. I've only been here a few months so it's not a formula or a blueprint of how we should go, but I am very confident and pleased about Emory as a University. I think that we have a great university and we have a great tradition in our HSC's and our schools will build on that tradition. We hope to make something that is uniquely Emory." (A copy is attached to the minutes for review.)

Dr. Johns answered several questions concerning the direction of health care and the way things have changed. There is clearly more to do but Emory is well positioned. Research space is very limited but we have a remarkable faculty when it comes to receiving sponsored research grants. Nursing school space is inadequate and so is the space for medical students. The question of technology transfers was brought forward. Dr. Johns responded that this is very important for us. "First, we need to take our inventions and make sure they get to the marketplace to help people; and, secondly, because it's good economic sense for the city and actually the nation. Thirdly, because it's good economic sense for us - we can bring dollars back and support the institution." Rick Letz asked what the plans are for the recent Woodruff gift. Dr. Johns said it would be used to fund opportunities. Half of the money by mandate has to support the Winship Cancer Center. That can have some broad connotations - cancer can cover a wide spectrum of disciplines. This year the Woodruff fund has approved a proposal to support new people coming in - some of it will be used for health science planning. We need a planning process to see where health sciences will be and develop a specific plan for our research agenda in health sciences.

Dr. Johnson thanked Dr. Johns for coming.

The next guest was Alice Miller, Associate Vice President of Human Resources, who has been to Senate meetings many times. Luke said that Alice had been asked to come back to share some of the goals and philosophies of the Human Resources Division of Emory.

Ms. Miller said that this past week had marked her fifth year at Emory. She noted that she is very proud of how far Emory has come as an employer in the last five years and is looking forward to the five-year cycles to come because Emory is poised on an ever higher perch for greatness. "Human Resources is part of the infrastructure of Emory. Our role is to engage and enhance the role and mission and services that happen all over Emory. We try to add value to everything that goes on and also try to help others add value. There are a lot of misconceptions about what Human Resources is and there's probably some misconceptions about what other departments are and what the University is. So we are constantly trying to do a lot of reality testing to find out what is and then help us figure out what can be."

The Program Goal for Human Resources was distributed. What should the goals of a Human Resource program be? They're not our goals - they're the University's goals. "A lot of time was spent trying to put together words and trying to embrace what we thought the issues and the values should be. We met with the senior management, the Deans, Directors, Department heads, Vice President, President Laney (at that time) and see if this is what they had in mind when they wanted to transform a reactionary, paper intensive, very rigid personnel function into a more fluid, creative, progressive human resource support function for the University. From time to time we go back and look at the Program Goal and we ask for other people's comment about it to see if it's still valid." She asked the Senate to do the same. "It's very difficult to be all things to all people - but we try." Ms. Miller explained that at any given time that Human Resources is serving several different constituencies.

"Communication is the fundamental management challenge - both within Human Resources as well as throughout the University. Internally time has been spent to increase efficiency and enhance operations resulting in a quicker more appropriate response. At the same time we're trying to provide some programmatic leadership to the University and where we should be going with our human resource programs and policies. With that as a context, Human Resources has tried to develop strategic plans which support five very basic goals which are basically listed on the Program Goal. Human Resources goals are to promote Emory as the best place to work - not just in words but in actions, to maintain competitive and internally equitable compensation programs - an ongoing challenge, to create an environment that maximizes an individual's potential consistent with University goals and priorities, and to simplify administrative procedures whenever possible."

Ms. Miller explained that strategic communication networks have been set up. One is a group of 120 human resource representatives who act as liaisons with the Human Resources office. Two years ago a more senior administrative Human Resources Advisory Council was formed. This group does not report to Alice and is chaired by someone outside of Human Resources. They have carte blanche to look at or criticize or make suggestions about anything that is related to human resources. Both these groups have open access and are relied upon for feedback. Another group is the Business Manager's group. A lot of feedback is obtained from these groups. "In addition, an employee suggestion that came out of our own staff development committees for a program that we call the Apple Tree. We invite anyone at any point in time to fill out a questionnaire on the kind of service or information they got from Human Resources. This program has been very successful."

In the last three years, over 40 new training programs have been introduced. The first official management training program is FrontLine Leadership. About 500 people have gone through that program and perhaps another 1000 need to go through it. There are a lot of people in management roles who have never been trained in how to be managers. This year a companion program for staff called Working for Excellence was instituted and about 200 people have gone through that program as well.

Standardized policy manuals for both hospitals and University, which has taken nearly 5 years to put together, have been completed. Through the new compensation programs and the new employment programs, HR has really worked to develop consistency to treat all employees the same. The manuals will be on the Web and will be constantly monitored.

Over 3000 people in the last three years have taken advantage of some of our wellness initiatives. HR has been working with EUSHC to develop products that will be made available to the campus on how to manage stress, weight, nutrition and health. The new 1525 Building will be the hub for wellness for the Emory community. It will bring together all the different types of wellness resources in one building. Part of the School of Public Health, primary care doctors, fitness club, the Health Enhancement Program will be brought together to develop an integrated model of health and wellness starting with the Emory community.

New benefits plan include short-term disability, a new life insurance plan is in the works that is far more generous than the last one, and added flexible spending accounts to the University.

Dr. Johns and President Chace have participated in a new initiative - a breakfast meeting where everyone is invited. Two have been held so far. One was a morning meeting in Cox Hall where about 2500 people were served and met the President. Another one from 11-1:00 am in the hospital for the second and third shifts had almost the same number of people come. Both President Chace and Dr. Johns have agreed to go to Grady and do either a breakfast or reception for the employees there. This is something they have committed to do on a regular basis.

A newsletter which is individually mailed to every staff employee is also being used.

Things are constantly changing but HR is pleased to have the opportunity to talk to people whenever invited and are appreciative of the feedback and the support that the University community gives.

Dr. Johnson noted that the Senate Fringe Benefits Committee is working with Dr. Mabry from the SPH on an independent survey of customer satisfaction or patient satisfaction and that HR is cooperating in that effort.

The first question to Ms. Miller inquired about the recent tax law changes impacting courtesy scholarships. Courtesy scholarships are now taxable income but individuals are having a hard time determining exactly how much tax they will be liable for. If someone is getting a courtesy scholarship this year their out of pocket tax expense could be about \$1700 and next

year it would double. It has been extremely difficult getting accurate information on amounts to be paid to social security. It was suggested that

1. instead of giving courtesy scholarships the University could give courtesy tuition waivers or
2. charge employees the same amount as state schools which is 1/10th the amount and would reduce the tax liability by 90%.

Not sure whether either of these is feasible but that the University should take some time and energy looking into this because people would probably not come here to work without the courtesy scholarship benefit. Ms. Miller responded that HR is in the process of getting a chart developed to help people with this problem. This problem was identified about six weeks ago and since then they have been working with the Payroll Office on a tax back sheet that will be out on campus. Additionally she noted that she didn't think either of the options suggested were legal. All of higher education is having to deal with the same issue and there hasn't been a lot of time to react to it. Educational benefits have been ambiguous for years and is an area that HR has no control over. HR can offer some ideas and creativity and can communicate what we do know better and are working on it.

Linda Huddleston asked whether there was going to be any change in the number of credit hours allowed per semester on courtesy scholarships. Ms. Miller said that some change had been made (additional credit or something) but that it could be looked at and see what the problem is.

Joy Burnett inquired if there was anything in the works concerning on-line courses. Ms. Miller responded that yes that will be happening and the other thing that HR is trying to do is develop a video library where people can come and work at their pace. Clearly that kind of learning is going to be much more pervasive as we move forward.

Dr. Wenger noted that when the reclassification system went into effect that a lot of people literally fell between the classifications and now as they move on to jobs some of them are essentially being demoted because the intermediate class of job doesn't exist any longer. Is there an organized format where this can be addressed? Ms. Miller said she needed specifics. She noted that we went to a standardized classification system but that HR didn't stop creating classifications. If there's a specific issue related to an employee or an incumbent HR would need to look at it but that are not limited by the classification system and that it's an ongoing process.

Dr. Johnson thanked Alice for coming and noted that her email address is available for those with further questions.

The Emory Village proposal was next on the agenda. The report had been given by Judy Raggi-Moore for John Bugge last spring when it was tabled. At the September meeting John Bugge presented the report in detail. The time has now come to debate the report and to vote on its resolutions.

Luke began the discussion by referring to an article in the *Atlanta Business Chronicle* that suggested Emory was going to "engulf and devour" the Emory Village. He said a reporter with the AJC was also interested in meeting with him following this meeting.

A vote was taken to accept the Emory Village Report from the Committee. The vote was unanimous to accept the report.

There are three recommendations on the Emory Village Report that require discussion. They are:

1. That an Emory Village Committee of the Board of Trustees be formed, composed of several members of the Board of Trustees along with the Secretary of the University, Vice-President for Business, the Vice-President and Dean for Campus Life, a member of the Campus Development Committee, and the President's Special Assistant for Public Affairs (together with any other persons this committee might find it useful to add); and that the charge of this committee be to carry out the following recommendations.
2. That the University put in place a standing policy of land-purchase in Emory Village whenever and wherever possible, in the interest of acquiring, over the long term, sufficient leverage to influence or control redevelopment, and to allow (if deemed necessary and desirable) for the physical expansion of the campus through placement of University-related facilities in the Village;
3. That the University begin immediately to negotiate cooperative agreements with present owners and lessees in Emory Village, and with appropriate agencies of DeKalb County, to accomplish wherever possible certain salient objectives connected with the ongoing redevelopment of Emory Village, specifically --
 - Visual enhancement
 - Vehicular traffic control
 - Ease and safety of pedestrian access
 - Addition of "green space"
 - Shared parking
 - Enrichment of the mix of businesses available

The floor was opened for discussion.

The amount of traffic and congestion in the Village is a contributing factor of why more people don't go to the Village. There's a parking problem as well. For the students there's no real "sense of place". Most other major universities have a place where everyone can go and it's missing on the Emory campus. The five-way intersection is considered dangerous and difficult to cross.

Judy Raggi-Moore noted that the Oxford Bookstore chose not to invest in the Village because it was felt that it was not conducive to vehicular traffic. Dr. Buzbee said that the Emory Village is less than optimal but that he would prefer to have a narrower version of its use

regarding community related activities and not see it turned into programmatic needs for Emory.

Gary Hauk reminded everyone that the Emory Village Report will be a part of the campus master plan effort. Emory already owns property along Oxford Road (Music Department) for academic use. A commercial enterprise is complicated and is why Emory divested property 20 years ago. The language of the report might need to be toned down.

It was agreed to modify the language of the report. Dr. Cody suggested that after we have reviewed the report to pass it forward to the Board of Trustees for consideration without recommendations on the actual report. Dr. Johnson said that we could vote the report forward but not the recommendations.

Perhaps a statement could be crafted stating that Emory Village should retain its own characteristics and not become office space for Emory.

Dr. Johnson asked for a vote on this revised version of #3: The University Senate recommends to the Board of Trustees that the University begin immediately to undertake cooperative efforts or agreements with present owners and lessees in Emory Village, and with appropriate agencies of É.

A vote was then taken to adopt the new wording of recommendation #3, to delete recommendations #1 and #2, and to send the report forward to the Board of Trustees for review.

The vote was unanimous and the meeting adjourned at 5:00 pm.

The next Senate meeting will be held Tuesday, November 26, 1996 at 3:15 pm in the Rita Rollins Room, 8th floor, School of Public Health.