

**Emory University Senate**  
**November 25, 2003**  
**Jones Room, Woodruff Library**

**In Attendance:**

Kent Alexander, Chris Arries, Tom Arthur, Nancy Bayly, Cheryl Bowie, William Branch, Jim Brown, Curt Carlson, Kevin Center, Raquel Cogell, Eugene Emory, Katie Ford, Carla Freeman, Jan Gleason, Don Harris, Gary Hauk, David Holtgrave, Jane Howell, Jane Lawson, Mike Mandl, Peter Mather, Mark McLeod, Richard Metters, Judy Raggi Moore, James Morey, Don Newsome, Ruth Pagell, Thomas Pearson, Robert Pennington, Michael Rogers, Carson Sieving, Elizabeth Simoneau, John Snarey, Sidney Stein, Jennifer Stocking, Sharon Strocchia, Mike Terrazas, Amy Verner, President Wagner, Richard Ward, James Zaidan

**Excused:**

Euler Bropleh, Shelly Brownsberger, Richard Doner, Thomas Frank, Jackie Garonzik, Maggie Gilead, Jimin Kim, Harriet King, Matthew Krasney, Susie Lackey, Lynn Magee, Linda Matthews, Kelly Schmeelk, Robin Mills Schreiber, Steve Strange, Nathan Tobey, Donna Troka

**Absent:**

Gregory Boyce, Tim Bryson, Curtis Carlson, Charity Crabtree, Raymond Dingledine, David Dreyer, Steve Ellwood, Robert Ethridge, John Ford, William Fox, Greg Galant, Isabel Garcia, Jim Grimsley, Caroline Hoit, Charlotte Johnson, Ronnie Jowers, Jeffrey Koplan, Richard Levinson, Jeff Martin, Michael McCoy, Alice Miller, Charles Nemeroff, Albert Padwa, Anup Patel, Ryan Payne, Bernard Potts, Gabriel Rainisch, Patrick Reilly, Allesandra Ribiero, Holli Semetko, Kim Smith, Frank Stout, Daniel Teodorescu, Nagueyalti Warren, Cathi Wentworth, Mike Woodworth

**I. Welcome**

University Senate President John Snarey called the meeting to order at 3:17 p.m.

**II. Approval of Minutes**

The minutes of October 28, 2003, were approved.

**III. Alumni Association—Robert Pennington**

Vice President for Alumni Affairs Robert Pennington presented Emory's Alumni: Who They Are, What They Think, and Why We Care. The talk introduced the Association of Emory Alumni (AEA), gave a profile of Emory's living alumni (totaling 128,295, 50 percent of whom graduated after 1986), and discussed alumni attitudes toward Emory.

Questions and answers followed.

#### **IV. Announcement regarding ongoing review of fringe benefits—Mike Mandl**

Mike Mandl, executive vice president for finance and administration, spoke about Emory's fringe benefits package. He has conferred with President Wagner and the Senate Executive Committee about how best to assess Emory's benefits package both in isolation and in the context of those packages offered by Emory's peer institutions. Working with the Senate Executive Committee and President Wagner, Mandl will examine the benefits package in the context of strategic planning and in the context of Emory as a destination school. He believes he will be in the best position to help this effort if he examines the benefits package over the span of a complete budget cycle, meaning that changes or recommendations will take place in the fall. In the meantime, he will examine what peer institutions are doing in terms of their benefits packages as preparation. Mandl said that there is one item that does deserve a look in isolation, sooner than the rest of Emory's fringe benefits, and that is the increase in post-retirement medical premium levels for those who retire before age sixty-five and don't have access to Medicare/Medicaid programs. A sub committee will work with him and the administration to examine at this issue now. Mandl expects to report back on this in the next two months.

Comments followed.

#### **V. Reviewing and Strengthening Shared Governance at Emory: A panel discussion about shared governance by past presidents of the University Senate.**

Frank Lechner (1993–1994)

Frank Lechner spoke about specific and general issues that were addressed during his tenure, which had the theme Intellectual Community. Specific issues included the Senate vote to extend University benefits to domestic partners, the installation of Distinguished Faculty Lecture Series, and the invitation by the Board of Trustees to have the leaders of the Senate attend the Academic Affairs Committee meetings. General issues examined by the Senate under Lechner's leadership were based on the theme of Intellectual Community and included the Senate discussion that led to Choices and Responsibility. Lechner said that his tenure was about setting goals and following through, a climate of strategic planning that was missing prior to his tenure. Lechner spoke about governance and how there is a tendency to judge governance by the results it achieves. He believes the underlying problem is that faculty play a weak role in the governance of the institution. Lechner believes we need to reestablish mutual trust between the faculty and the administration.

Luther Smith (1994–1995)

Luther Smith spoke about specific and general issues that were addressed during his tenure, which had the theme Emory: A Community and Mission. The Senate focused on Emory's mission, recommending benefits for domestic partners, procedures for hepatitis B vaccinations at Emory, a statement on principle regarding water usage at Emory, a recommendation resolving library access concerns, a list of honorary degree nominees, and parking fee issues. Smith noted that Senate standing committees are crucial to the business of the committee and the governance of the University. Special committees

formed in this year include committees to examine the development of Emory Village and discriminatory harassment policy. In this year several internal policies were passed that strengthened the the work of the Senate. An attendance policy was passed, a statement of procedures for all standing committees was established, by-laws were revised, a discussion led to an increase in staff representation on the Senate, and President William Chace approved the request for funding that gave the Senate and Faculty Council a part-time secretary and funds for publications and committee work. Smith said the Senate was a place of rigorous debate on issues where diverse opinions were expressed and members respected each other even in the midst of heated deliberations. This spirit of passion for issues and respect for others made the Senate stimulating and an honorable place of discernment where members took their mission seriously. He believed the administration valued this governance body.

William Cody (1997–1998)

William Cody spoke less about the specific events that occurred during the year he was president of the Senate and more about the theme of shared governance. He said that he was very fortunate that he came to the Senate in 1995 because there was a recently established strong cooperative effort between faculty, administration, and staff to see increased representation in the Senate. There was a spirit of cooperation, an idea that collaborative governance was important. It was an example of governance at Emory that hasn't happened in some time. The president of the Senate met on a regular basis with the provost. When Cody was president he met with the acting provost to see what the administration wanted the Senate to address and, if needed, to have the Senate give the administration guidance or advice. This governance model worked well for a couple of years. Not long after President William Chace arrived, there was a move away from the established shared governance, which Cody believes was led by Chace. Cody believes that for shared governance to work there needs to be mutual respect and trust between the administration, faculty, staff, and students, and there needs to be an appreciation by the administration of the history of collaborative governance in American universities. Cody believes we need genuine shared discussions to govern Emory.

Frank Vandall (2001–2002)

Frank Vandall spoke about specific and general issues that were addressed during his tenure, which had the theme Accepting the Challenge of Increasing Faculty Governance. During his tenure, the Senate passed a proposal that smoking is banned from all but one exit of each building on campus. Vandall proposed two committees to help implement his thoughts for the year: the Ten-Year Policy Committee, which confirmed the importance of tenure at Emory, and the Budget Advisory Committee, which examined the University endowment and spending. Vandall reported there were three critical challenges facing his administration. 1) Finding someone to chair the Safety and Security Committee, which eventually he remedied. 2) Changes in the administration of the college and the graduate school turned the University upside down. It took a year for the provost to settle the problems made by that decision. 3) The health benefits cuts created a furor. The issue of benefit cuts was brought before the Senate and led to long discussion. The Senate opposed the administration's stance on this issue and sent complaint to the Board of Trustees. Vandall's thoughts for the new administration include the importance of fund-

raising to the future of the University. He expressed how important it is that the Emory table be very large, and that all divisions are given an equal chair at the table.

Questions and answers followed.

#### **VI. Remarks from President James Wagner**

Emory University President James Wagner gave a review of the current issues and opportunities on which he and his administration are working. The opportunities include the search for the new provost, which is going well. The search advisory committee plans to begin interviewing candidates in December. A search for a new senior vice president for institutional advancement will also begin. The draft of the University Vision Statement is complete. The draft will ultimately result in a strategic plan for Emory, and it will contribute to the planning of a financial campaign. Wagner discussed the issues facing Emory including the recently revised drug-testing policy; employee benefits, which are under examination; the diminished income from the endowment; and the recent incidents of racial and religious insensitivity in the community. Wagner says it has been a pretty busy twelve weeks, and he feels confident about it.

#### **VII. Announcement about nominations for President Elect and Secretary— Sharon Strocchia**

University President Elect Sharon Strocchia will be directing an Emory study abroad program in Rome during the spring 2004 semester. For this reason, the elections for president elect and secretary will be held at the January 27 meeting rather than at the March meeting. Strocchia invited nominations for president elect and secretary of the Senate.

#### **VIII. New Business**

None.

#### **IX. Adjourn**

Hearing no other business, University Senate President Snarey adjourned the meeting at 5:03 p.m.

Respectfully submitted,  
Jane Howell  
Secretary of the University Senate