

**Minutes of the Emory University Senate  
25 January 2005  
Jones Room, Woodruff Library**

**In attendance:** Nancy Bayly, Jamar Brown, Tim Bryson, Louis Burton, Leslie Campis, Curt Carlson, Kim Collins, Sylvia Ennis, Tom Frank, Isabel Garcia, Susan Gilbert, Jan Gleason, Jane Howell, William Kelly, Jimin Kim, Scott Kitner, Susie Lackey, Earl Lewis, Gerald Lowrey, Michael Mandl, Peter Mather, Linda Matthews, Mark McLeod, Alice Miller, Judy Raggi Moore, James Morey, Kelly Moynes, Don Newsome, Ruth Pagell, Johnnie Ray, Patrick Reilly, Michael Rogers, Judith Rohrer, David Saliba, Samira Savill, John Snarey, Sidney Stein, Steven Strange, Sharon Strocchia, Mike Terrazas, Paul Towne, James Wagner, Richard Ward, Karl Woodworth.

**Excused:** Jim Brown, Bobbie Epting, Maggie Gilead, Amy Harms, Don Harris, Gary Hauk, David Holtgrave, Vikas Kumar, Marvin Lim, Lynn Magee [stand-in], Robert Paul.

**Absent:** Kent Alexander, Jocelyn Brewer, Vincent Carter, Raymond Dingleline, Richard Doner, Eugene Emory, Robert Ethridge, Jason Fisk, John Ford, Katie Ford, Bill Fox, Richard Freer, Keith Gitlitz, Noman Goheer, Lara Hendy, Caroline Hoit, Ashaki Holmes, Michael Johns, Charlotte Johnson, Youhann Jokhi, Ronnie Jowers, Kenton Kelly, Jeffrey Koplun, Jane Lawson, Richard Levinson, Jackie Marcus, Richard Metters, Coleman Oglesbee, Albert Padwa, Ryan Payne, Thomas Pearson, Holli Semetko, Frank Stout, Pei-Fung Sun, Cathi Wentworth, Jennifer Wick, Sharon Zinns.

1. Call to order and welcome

University Senate President Sharon Strocchia called the meeting to order at 3:20 p.m.

2. Approval of Nov. 2004 minutes

The minutes were approved as distributed.

3. Update on Benefits Review: Sharon Strocchia

After thanking members of the Benefits Review Committee for their ongoing efforts, President Strocchia briefed the Senate about the committee's latest work, most particularly the new Benefits Preferences Survey, distributed to Emory University employees (faculty and staff) last week. The objective of the survey is "to gather information systematically on benefit areas of greatest interest," said President Strocchia. The results of the survey, which will run through February 4, will be passed on to the benefits review committee in late February. The committee, in turn, will issue a summary report.

President Strocchia also outlined the five major areas currently being evaluated by the review committee: 1) Retirement, 2) Health care, 3) Paid time off, 4) Security, and 5) Tuition benefits. The committee's goal is to develop a set of recommendations on these issues for presentation to the Senate by the end of the semester.

4. FLSA Wrap-Up: Alice Miller [Document distributed at the meeting]

Vice President of Human Resources Alice Miller updated the Senate on the university's efforts to achieve compliance with new FLSA regulations while at the same time resolving some staff concerns about uninvited changes to job classifications. "A collaborative process has taken place," she stated, highlighting a series of meetings and events aimed at educating staff members about FLSA changes and their potential impact. In addition, an external consultant was brought on board to help Emory review its job classifications and minimize the number of reclassifications. Of the reviewed positions, 623 will remain non-exempt and be paid biweekly, and 210 will remain monthly employees. Employees being changed over to biweekly status will receive a one-time bonus to help ease the paycheck transition (in March 2005).

Although great strides have been taken to ensure that affected staff members make a constructive transition from monthly to biweekly status, work still remains to be done, said Vice President Miller in closing. "TAS [the automated Time and Attendance System] has been an ongoing irritant," she noted. "We're now looking at ways to 're-engage' the TAS system."

#### 5. The Emory Promise: Johnnie Ray, Senior VP, Development and University Relations

Senior Vice President Johnnie Ray invited Senate members to think "in big picture terms" about the upcoming comprehensive campaign. Stating his confidence that Emory currently stands in "a great place to take a leap forward," Vice President Ray said that the qualities that drew him to Emory in the first place also make Emory a great place to conduct a constructive capital campaign. These qualities include:

- 1) New leadership / quality of existing leadership
- 2) Current rankings: Emory already "plays in the big leagues," said VP Ray; "and it can move higher as well."
- 3) Emory is a private university with a clear orientation to public service.
- 4) Emory is an "indispensable" university: if Emory disappeared, the quality of life in this region – even nationally – would deteriorate.
- 5) Emory has a pent-up energy for positive change.
- 6) Emory's "intellectual horsepower" is in sync with the pressing issues society faces.

After briefly reviewing the history of universities and colleges in relation to social and civic surroundings, Vice President Ray asked, "What would the next great social contract between university and society look like?" The answer(s), he said, will help Emory determine its objectives in upcoming fund raising efforts:

1. Emory needs to deepen others' recognition of what we do.
2. Emory needs friends in the larger society.
3. Emory needs to think about how to create a "more nimble university." "We have a lot to offer the world and we need to get people to want to invest in it, too," said Vice President Ray.

He then explained three professional goals for his own work at Emory. 1) Be intentional about bringing the public perception of Emory in line with reality; 2) Develop the next generation of volunteer leaders; and 3) conduct a large comprehensive campaign.

Discussing this campaign in more detail, Vice President Ray stated that the key to a successful campaign is the larger objective toward which fundraising is oriented. "It's possible to raise a lot of money but not feel the impact," he said. "It's the 'money for *what*?' question that is key, and the way a campaign will help us clarify and commit to our own identity." The comprehensive campaign is scheduled to last for 7 years, beginning in September 2005. There will not be a traditional "silent phase."

"We need to create an appetite for philanthropy at Emory," concluded Vice President Ray. "How do we position ourselves in an atmosphere where philanthropy is likely to occur?"

Questions and discussion followed.

#### 6. Information on Mental Health Resources: Mark McLeod, Campus Life Committee

Campus Life Committee Chair Mark McLeod stated that in the last Senate meeting, someone had suggested creating a business card (for the Student Counseling Center) as an inexpensive way of advertising. He thanked this person for their suggestion and distributed the end result – a business card with key contact information for student mental health on one side and faculty mental health on the other.

7. Sexual Assault Prevention Office: Dr. Leslie Campis [document distributed at the meeting]

President Strocchia introduced Dr. Campis as the new chair of the Senate standing committee on Safety and Security. Dr. Campis, who heads up Emory's Sexual Assault Prevention Office, will bring together her work on the Senate committee with her leadership in the SAP Office to "educate members across our community" about safety and security concerns, said President Strocchia.

Dr. Campis briefly introduced herself and her committee's work for the coming year. She noted that the primary threats to safety and security on campus are those that students "pose to themselves." The most common threats are acquaintance-based rapes, with alcohol usually involved. But women on campus are starting to come forward and speak up, Dr. Campis said, adding that eight women had come to her office in recent months to report a sexual assault.

8. Remarks by President Wagner

President Wagner updated Senate members on work his office is undertaking. Projects include naming a new CIO officer, an Oxford dean, hiring a communication/marketing position, and filling two new vice-provost positions. But the primary work of the president's office this year is strategic planning.

President Wagner said that the strategic plan must proceed in a "transparent and engaging" manner. While last year the primary question was, "Where could Emory go?" this year the driving question will be "How can we get there?" This second question marks the beginning of the implementation process. As different teams develop unit-level strategic plans, the president's office will be supporting the work of crafting a university-wide vision that can encompass and strengthen these individual units.

"I'm committed to having a *real* and *functioning* strategic plan," President Wagner said. "So I'm going around and talking to folks across the university." These conversations, which are being held on multiple occasions in different units/areas, are oriented around two main points: 1) the value of the strategic plan (i.e., it's worth getting involved!); and 2) encouragements to be involved in a positive rather than purely negative ways. "This is my message as I go around speaking: be engaged!" said the President. "I know a lot of universities that raise a lot of money but don't go anywhere distinctive. I don't want Emory to be like that."

Questions and discussion followed. In response to a student question about level of student participation in strategic planning, President-Elect Michael Rogers suggested that students be placed on individual strategic planning committees in various units/departments. "This would give them an excellent education and give us a chance to really hear what they have to say," he said.

9. New business

There was no new business.

10. Adjourn

The meeting was adjourned at 4:57 p.m.

Respectfully submitted,

Stacia M. Brown  
Assistant, University Senate