

**Minutes of the Emory University Senate
January 31, 2006
Jones Room, Woodruff Library**

Attendance for University Senate 1-31-2006

In attendance: Jerry Abraham, Patricia Brennan, Jim Brown, Tim Bryson, Louis Burton, Ronald Calabrese, Leslie Campis, Vincent Carter, Kim Collins, Brent Conway, Steven Culler, Amrit Dhir, Allison Dykes, Thomas Frank, Gary Hauk, Jane Howell, Nadine Kaslow, William Kelly, Lauren Kent-Delaney, Susie Lackey, Earl Lewis, Gerald Lowrey, Frank Maddox, Rosemary Magee, Michael Mandl, Linda Matthews, Richard Mendola, Richard Metters, Kenneth Minneman, Judy Raggi Moore, Carol Newsom, Joyce Piatt, Michael Rogers, Cynthia Shaw, Magda Sossa, Rosalind Staib, Sidney Stein, Emily Takieddine, Betsy Tanner, Michael Terrazas, Jennifer Vazquez, James Wagner, Richard Ward, Donna Wong, Karl Woodworth, Vance West.

Excused: Peter Barnes, Lawrence Benveniste, Mary Cahill, Ron Gatlin, Kate Heilpern, Harriet King, Lynn Magee, Judith Rohrer, Holli Semetko, Claire Sterk, Steven Strange, Sharon Strocchia, Paul Towne.

Absent: Robert Ahdieh, Feras Akbik, Kent Alexander, Jonathan Beam, Brittany Bermudez, Jamar Brown, Curtis Carlson, Arlene Chapman, Winifred Cisar, Mahlon DeLong, Eugene Emory, Robert Ethridge, Zandra Foster, John Ford, Maggie Gilead, Jan Gleason, Brian Houston, Michael Johns, Charlotte Johnson, Kenton Kelly, Del King, Scott Kitner, Jeffrey Koplan, Jane Lawson, Richard Levinson, Bryan Mashioff, Theresa Milazzo, James Morey, Edith Murphree, Michael Owen, Paige Parvin, Johnnie Ray, Christine Reeves, David Schechter, Jennifer Sorrells, Frank Stout, Andy Wilson.

I. Welcome and call to order

University Senate President Michael Rogers called the meeting to order at 3:15 p.m.

II. Announcements:

Distinguished Faculty Lecture will be held on Monday, February 6, 2006 at 4:00 p.m. in the Rita Ann Rollins Room on the 8th floor of the Rollins School of Public Health. Dr. Dennis Liotta, Samuel Candler Dobbs Professor of Chemistry, has been selected as our 2006 Distinguished Faculty Lecturer. His presentation is titled, "New Therapies for Treating Viral Infections and Cancers." A reception will follow the lecture.

III. Approval of November 2005 minutes

The minutes were approved as distributed.

IV. Remarks by President Jim Wagner

- We are now in implementation strategic plan, master plan, and comprehensive campaign. All is underway. It is necessary for Emory to get to its vision but it is not sufficient for Emory to get to its vision. We are beginning to talk about quality issues and value issues. Value according to different constituencies. What is the value of an Emory degree to our Alums? For example and what can we do about these values. It varies from discipline to discipline, some more highly valued by society divisions and departments. It also varies geographically. What are we doing about that? Well we are doing some marketing. What is the value of Emory University to its present students? What is in their heads when they go back on Freshmen Thanksgiving Break and meet with all of their high school friends. What about the staff – why is that Emory is a value to staff that you could get the same kind of money doing what you do for Emory but somehow you chose to do at Emory. If not perhaps its just for the paycheck – if so then we need to work on that. How do we change that? Interesting story that Mike Johns went to Johns Hopkins for an event honoring him – he had a discussion with department people there about how much they loved Johns Hopkins and wanted to be there. He also had a discussion with the current chairman about salaries there; they must be impressive to keep the high caliber of faculty. The chair said

that the salaries were actually in the 25th percentile for what peer institutions are paying. While we believe that people should be paid fairly and competitively. It is more valuable for them to be there for some reason than it is to make more money and be somewhere else. Does Emory have that and how do we work towards that. What is the value to patients? Healthcare is a big part of what we do. We should keep this in our minds as we execute our plan. Are we seeking investments to increase our value to these constituencies?

- Nadine Kaslow – Would you be willing to comment on the issues with the Office of Sponsored Programs? Can you comment on the studies that are taking place? Where are we with this? President Wagner asked Mike Mandl to respond – “First it is a serious problem that leadership recognizes and is the highest administrative operational priority right now. External study is proceeding and will wrap up in the next few weeks. We are going to have to spend more money. This will require fixing the systemic problems. The study is looking at the time a proposal takes from the faculty member until it leaves the University. Everyone is confused about who has responsibility and either everyone takes ownership or no one takes ownership. We will need involve the OSP staff and make them feel like they have a responsibility and therefore changing the nature of their job. One of our biggest challenges is that we need good people to work in this area and this has been nationally difficult. Salaries will need to be competitive and appropriate for the right people. Right now we are way below the market”.
- Kenneth Minneman – Can you speak to the Technology Transfer issues and the length of time to process? In his case a Material Transfer Agreement (MTA) he requested was declined by the Office of Technology Transfer after a considerable length of time. President Wagner explained that Emory uses standard MTA’s. Our general philosophy is can this be used broadly by society? If this is at the company’s discretion then Emory will more than likely have a conflict. This is part of the concept of being a university. Email President Wagner directly and he will look into the specifics.

V. IT Update – Richard Mendola

Vice President for IT & CIO Richard Mendola updated the Senate on three key objectives out of his office:

- Governance – Set of 8 committees have been formed and will begin meeting over the next 4-6 weeks.
- Wireless – Came very close to meeting our wireless roll out for the Student Residence Halls. We ran into construction issues beyond what we had anticipated. It slowed it down by a week or two and we are wrapping up now. We have also rolled a simpler method for logging onto the wireless network call WPA. What this means is that you log on once, instead of every time, as was the case with the VPN. We are moving onto healthcare. Other areas can continue to request wireless under our standard billing model.
- Network – Good news on the network side.
 - Connections to the Internet have slowed over the past few months.. We have been able to double our internet bandwidth since prices have come down more than 60% We are doing a test right now with no upper limit on bandwidth to see what the demand may be. . From a student standpoint one of the things we have changed is that the student’s network had a different cap and we have removed that. It was a source of dissatisfaction and given the cost it didn’t make sense.
 - Connectivity for off campus locations. Specifically addressing Grady issues – we are rolling out a simpler Virtual Private Network. It launches from a browser and no additional software is needed (emory.vpn.edu). It works on all platforms, Windows, Mac, Linux, and will make a difference for off campus access to critical resources like the libraries.
 - The new network core is rolling out and the academic segment will be turned on during Spring Break in. The speed of the new network will be state of the art, and more importantly, the reliability will be much improved..

There are several items that are in process. Work has begun on the following:

- IT Website redesign underway. All central IT related sites are being brought together into one service oriented-view rather than the existing organizational view.
- High-speed Firewall – Collecting information and should make a final selection soon.
- Vision Document for Research computing. – Creating document that outlines roles and responsibilities and how the various needs in the strategic plan will be met.

- Looking at new software for identity management, generating ids and common directories across applications. Easier maintenance as employees join or leave Emory.
- Financial assessment of service costs – help everyone understand resources and where we have money.

We are proposing a change in the Email system on campus– this is a draft. The EmoryLink Report provided the following insights:

- Learnlink online student experience and email/calendaring are meeting different needs. There is currently not one product that will satisfy both of those needs.
- Strong support of Learnlink and it is cost effective. We will continue to use this for now and continually assess its value.
- Desire for more enterprise quality email and scheduling for the administrative function of the institution and we want to be able to do that in a consistent way.
- From the faculty perspective we want freedom of choice – a wider range of platform options to meet a different set of needs.

Here's what we are recommending:

- Keep Learnlink. Make it more robust than it already is and continue to adopt future vendor releases that solve some processing
- Adopt Microsoft Exchange as a back end email solution. We will be exposing the standard email protocols IMAP and POP in exchange so that no matter what client you have appropriate support for in your unit you will continue with that. For Faculty that are emailing and calendaring we will offer multi platform options: Outlook on Wwindows, Entourage on the Mac and Evolution on Linux. We are broadening our platform support with an explicit acknowledgment that we need to have a robust Linux offering for the scientific community.
- For the administrative staff the options are narrower. For most people that means Outlook on Windows or for areas that run on Macs it will be Entourage
- For the clinic faculty a group that is caught between the university and the healthcare side we are going to offer the exchange option and we are going to certify on the healthcare's virtual desktop which will run anywhere the virtual desktop runs at offsite as well as onsite. So physicians that see patients during the day will be able to get the same email on the healthcare side and in their office.
- For healthcare staff we could not find a business case for converting them over from Groupwise. We are going to link up the calendars and sync across the two areas.

Why Microsoft Exchange?

- Microsoft is criticized but we know factually that there is demand here for the feature rich Exchange software. At most institutions you will see a significant percentage in any organization.
- Exchange is the market leader and it will only continue to grow.
- Third party vendors and the ability to integrate mobile devices, faxes etc.
- From a licensing software point of view, we are covered. We signed a Microsoft Agreement predominantly to cover Microsoft Office, but it also includes Exchange. So we don't need to buy anything to implement this.
- Security is a real issue, but one that we can address with the right architecture and mix of third party products.

We think that with some of the other changes we are making in the organization that we are going to be able to come out of this cost neutral.

- Questions from the floor: The adoption of the Microsoft Calendaring mean that we are taking out Meeting Maker? Yes we will phase out Meeting Maker but it will not happen overnight. We are looking at migration tools that will allow us to move your data from Meeting Maker to Outlook.
 - There is a lot of redundancy between Blackboard and LearnlinkWe continue to look at products that claim to be able to merge this functionally, we we haven't found any silver bullets yet.
 - How many people use Blackboard – widely used don't know with percentage.
 - Browser support issues – trouble with Mac using IT help desk website – will investigate. Our target browsers are: IE, Firefox and Safari – marketing leading products. The Exchange Webmail client will run on Safari and Firefox but the most feature rich solution is still IE. We are opening a dialog with Microsoft about multi platform multi browser support.

- Emory login – same login and password same for financial records one Emory login for everything – every function on the same. Most places get criticized for the opposite – Most customers would not want to have more than one login and password. I appreciate the issue and I think for those systems that have critical data we will move a smart card or a biometric – in the healthcare setting that is becoming common place.
- Biggest issue for Alums is that they loose their learnlink account? Any possibility that alums could keep their account? A multi part answer - 1 DUR and other interested parties – up to those people to tell us. Full feature to etc. Creating an address that will be a lifelong address.
- Visiting Scholars – Takes a long time for HR to get them into the system and for them to get email access, which affects the quality of their experience at Emory. Technology piece ties into the directory provisioning initiative we have underway - we create one account and automatically provision rights in other systems I can't comment on the issues in HR, but I will bring the issue to their attention.

VI. Announcements:

Next Meeting will be having Peter Barnes the VP of HR who will address the HR on goings – Benefits etc.

VII. Sustainability Committee - Peggy Bartlett

Mike Mandl – co-chair sends his regrets. I will do my best to share our report. We are mainly here to receive your suggestions and comments. We were asked as part of the strategic planning process to develop a position for how Emory might move ahead to create a more sustainable university. We are award winning in our recycling program, also our alternative transportation, and we have a green building commitment which puts us probably at the forefront of higher education institutions. We have the Piedmont Project, a faculty development project 5 years old that is one of the most innovative and successful curriculum development programs across the country. And yet in the strategic planning process last year, it became clear that a coherent integrated vision that involves a wide range of the university was lacking and that we did not have a way to move ahead comprehensively and so the committee was charged with developing such a vision for the future. We have had 18 different consultations about our draft plan. I am here to listen to your reactions. We were asked to come up with a plan that is compelling, that stimulates creativity, and we're interested to know – did we do it? Is there something left out? Are there some dimensions that we're not taking into account?

- Question about the statement in the opening paragraph – refers to economic diversity. Emory is having an impact on economic diversity in the area? I'm in Oakhurst and I see socio economic change. The area is going to be impacted in some way – good or bad. I am interested to know – will we contribute to the erosion of that diversity? Is there a way to be proactive or at least acknowledge our impact? Response: That's a great point and it highlights how sustainability is not just the environment. It is the intersection of three realms: the economic is an important one and the social is another. This issue is at the intersection of both. It is part of the economic robustness of this institution that people can live near by -- and not just the faculty and well paid people -- but all kinds of employees and students. It would be nice if everyone could be brought in without being displaced. Vice President Mike Mandle is working on the Livable City Initiative for the Emory area, and it will address how we plan development. He is interested in promotion of public/private partnerships that would use that kind of vision. How do we support and foster diverse housing, commercial sectors that we need to serve a wide range of interests? Imagine a future when we are not going to drive everywhere and how do we begin to put in place the housing infrastructure that will support that. We want to work with private and government sectors to help plan development that will affect us with regard to our sustainability goals, such as how to use the property we have on the Briarcliff campus and give a wider range of accessibility to folks that are starting their careers at Emory. If we can offer some housing options there that are below market, it would be one way that we would very directly affect use of transportation and support neighborhood diversity, as well as contributing to a broader city wide sustainability program.
- Comment: This plan seems to have some very large ideas as well as some very specific programmatic ideas some of which are already being addressed in other committees. For other items its not clear how to get from here to there, either the document needs to undergo another

evolutionary step or you need to have some kind of structure set up like a leader or council. Can you speak to what will happen next with this? We are going to take the ideas from these consultations and converse again and add an additional section that talks about what are the structures that are going to be needed to move some of this forward. I think you pointed to the tension between the big items and the more concrete items in the report and that was very intentional. We didn't want to write a report that tells every part of the university what they should be doing. We wanted to write a bigger vision in compelling enough language that anybody at any part of the institution could say, 'Oh I see my part and how I can push that forward in my job or my studies.' And then we wanted to give enough specificity to the kinds of things that could further stimulate creativity. So that individuals can say 'Oh if have that kind of goal for recycling and that kind of goal for energy reduction what's my part of it?' For instance, if infotech is your thing, you have a big role to play, but we didn't specifically set any target for you. That's not because we wanted to exclude infotech but rather we wanted this to be a document that would continue to grow and stimulate ideas. What Mike's sense of this process will be is that it goes from our finished report back to the President's Cabinet for their final assessment, and we hope adoption. At that point, then, individual administrators who control different sectors responsible for these parts of the vision will turn to their people and say, 'How are we going to do this -- in library, in infotech, in the dormitories...' And obviously their needs to be some sort of catalytic, synthetic center that will support it. We are certainly open to your suggestions.

- I've had the good fortune over the last six months to visit quite a few institutions around the country and talk with people who are doing this kind of thing look at the programs that have been much longer standing than ours to see what kinds of structures work there and I think we can learn both things that have worked and haven't worked to learn how we might do it here. An then I think there is another step of some specifics about the food service that are in several different places in the document. That starts to spark creativity and just today I got an email from Food Services that they have located a place where we might be able to compost our food waste. Up to now we have not had an option for that. That kind of creativity is already going on and possibly five years from now, we will look back at this document and say, "Wow, there are so many more things that have come on to our plate that we couldn't have imagined in 2005."
- President Wagner commented that sustainability is one of the named initiatives within one of our themes of the Strategic Plan: Creating Community, Engaging Society. There are recommendations that need to be picked up by that group and others, and there are resources as part of our strategic plan. Barlett: I don't believe this is a report that will sit on a shelf somewhere.
- Question: Transportation is mentioned in the report but how does this relate to the Transportation Master Plan? Given the massive efforts that were put into developing the Transportation Master Plan those details are not duplicated in this report. There are a lot of great initiatives put forward by that plan that are moving forward already. Everyone is aware that transportation is critical if we are going to reduce our environmental impact. There are health benefits as well. The medical school members have brought forward their hopes for a healthy Emory as part of this plan -- healthier individuals and community, not just a healthier planet. Transportation is one of those. Question: Could it specifically be written in the plan to support the recommendations of the Transportation Master Plan? There are two items that are being discussed in regards to mass transportation the shuttle service to the Marta Decatur Station as well as the potential CSX project. The CSX project would potentially restore passenger service run the gamut from downtown to Athens. There has not been any further discussion to extend Marta given the Druid Hills community opposition. What about discussions with the County to resolve the issues with the sidewalks and accessibility? Plans are underway to implement those changes. We want to think broadly about defining our neighborhood too – to think about joining with GaTech, GaState, Agnes Scott, and linkage to Athens and Columbus. Where are the opportunities for Emory to partner and with whom?
- An advisory committee should be continued and there are some big ways that we can make an impact. Some of you are aware of the work of Middlebury College which has been doing this for 20 years. They were one of the first to think about building sustainably. One of the components of their green building program was sustainably harvested local wood. Conventional construction brought in lumber from long distances, and it was not harvested sustainably. They worked within

the state of Vermont to create a certification system for sustainable wood; that system had not previously existed in Vermont. There are many similar opportunities for Emory as we begin to green the supply chain of what we buy, whether it is computers, office furniture, etc. GaTech has begun to do this by only buying certain kinds of office furniture so that they can make sure that production systems are consistent with their sustainability goals. Now there are ways that we may be able to partner with them in those kinds of decisions.

VIII. President's Commission on the Status of Women – Allison Dykes

- The committee's work this year has been about furthering collaboration between students, staff and faculty around the theme of work life integration. Major recommendations that went forward in a report to the President's Cabinet were approved and a task force has been formed. A main goal has been to establish PCSW as a resource for the entire community and we are looking at a number of initiatives to help us reach that goal. There are four committees within PCSW: Women in Leadership, one for Students, one for Staff, and one for Faculty. The Women in Leadership committee has been working on updating the benchmark data looking at Deans and President's cabinet. We are also taking a look at Search Firms to gather data about best practices and the placement of women. The staff committee has been very involved in the work life initiative assisting in the benchmarking and looking at ElderCare and ChildCare issues. They are also meeting with Mike Mandl in March to review the campus Master Plan. They were also able to work with Mike Mandl and secure \$30,000 to help retrofit locations on campus for lactation rooms. If anyone has additional space in their building that could be donated for this purpose, please contact the committee.
- Nadine Kaslow reported on the faculty committee's work on benchmarking our peers in regards to what they have done on the work life integration theme. In general Emory is behind most of our peer institutions. The President's cabinet decision to get behind this initiative is very timely and will be beneficial to the Emory community. We are planning to put on a Symposium in the next year related to this theme. Prior to this symposium there will be a smaller event for just the Emory community. The work life issues include stop the clock policies, eldercare time off, gender salary equity committee, maternity leave. The main goal is to have a centralized resource for all of these issues.
- The undergraduate students have continued their work on the sexual assault issues in higher education. They have developed a survey for the students on their experiences. Waiting on IRB approval and then the survey will go out. They are taking a very proactive approach to this. Looking to raise awareness for the issues and determining appropriate action strategies.
- The graduate students have focused their work on collecting data for the work life integration initiative.
- We are developing a Women's History Project proposal. The concept is to preserve the influential roles that women have played in Emory's history.

IX. Strategic Plan Update – Provost Earl Lewis

A number of things have happened in the past few weeks

- Ongoing Transforming Community Project working to look at Emory's history and the developing an understanding of change of an institution but also diversity. We just recently received a grant from the Ford Foundation to sustain this project which is encouraging that other units recognize what we are trying to be about. Reinforces our commitment to using the University as though it were a laboratory. The degrees in which we all can fully study other communities and the understanding of community. Faculty, staff and students who have been coming together for the last year and half to study our own community from the inside out both the past, present and future as a way to develop a new kind of pedagogy for social change in American Higher Education.
- President Wagner reference the Faculty Committee that was studying the Briarcliff Community Project. They were developing a basic set of principles on how we should use the properties at Briarcliff. The committee was chaired by Dr. Lewis and Mike Mandl. There is a document that has the core ideas? The idea that the space will have 4 or 5 different uses. Perhaps they could be academic

and research? But also balancing immediate needs with future needs. Land is a hard thing to come by and space is critical at universities and we want to use the space wisely. It also means that changing the center of campus, people think walking to Briarcliff is much further than walking to Clairmont but if you start at the Athletics building, Briarcliff is much closer. So psychologically how do we change that? We have to begin to think about that and make use of the space in a certain way. How do we think about the continuing campuses and the way that we use the space. I had a student in my office referring to the Carter Center Campus in her mind the Carter Center was an extension of the University. She turns to me and says do you realize there is no shuttle from central campus to the Carter Center. She's an intern and so I asked how do you get there? I ride on the back of a mail truck or I take a cab. In that she has raised a question for us if we are going to extend the campus we need to make sure that we have a transportation link that makes it possible for students who want to drop into these places. It requires us to think about how we utilize the space across Emory and Atlanta.

- We have just completed a review of Institutional Research on the themes that we know are going forward. We will require more and more research capacity given the crucial research to make sure that we evaluate the strategic plan in a way that's systematic and orderly. We need to make sure that we all understand where we stood relative to our peers and what sort of enhancements we made need to be able to realize our overall objectives. That was just completed a week ago. There are institutional research operations in each of the schools and colleges as well as in the Provost Office and so we are looking at ways that we can leverage our Human Resources across the campus.

- There is ongoing progress on the strategic plan. We hope at next month's meeting to discuss this in detail. By then we will have from each of the cross cutting themes their first set of priorities and we can talk about this in more detail.

- An email announcing the University Seminar given by President Wagner and Provost Lewis in which six initiatives relating to the last two themes of the Strategic Plan. The first one is next Tuesday. Each seminar has invited discussants and the expectation is that they will have read the assigned readings as well as be prepared to talk about the general topic of conversation for that week. The first one is Predictive Health. For the first 90 minutes or so much of the conversation will occur at the table and the last 30 minutes or so will be open to the room. Everyone is invited to these seminars and invited to participate. We will break after the first 60 minutes we will break and turn to those who aren't designated participants and ask what topics come to their mind. We hope that this format does two things if not three. It will connect us all to the intellectual pull of these initiatives that we have defined for ourselves in the community. So much of the last year has been about first identifying and then implementation forgetting that people thought that these were interesting ideas and problems to work on. Why is this exciting to talk about both for the people close to the topics but also to give people a chance to learn about the topic. We will have a summary meeting on April 3rd where will try and look at what we have learned over the course of this semester. We imagine this that will not be the only time that we use this vehicle to talk about important ideas and concepts for the university. You can go onto e-reserves and identify the selected readings listed under University seminars.

- Thank you to those of you who have participated in the searches this year. We are looking at candidates for Theology and the Law School. Searched underway for Library, for the Vice Provost for Diversity, for the Vice Provost for Student Services. All searches will remain open until we find the right person

X. New Business

Jud Raggi Moore raised a question:

- Has there been any discussion to developing housing for visiting foreign scholars in the Briarcliff campus planning? Also can you provide an update on the University's management of the FLSA implementation? There has been considerable staff controversy with FLSA in the College. Someone in IT recently left to go to Georgia State because they were so profoundly insulted by the clocking issue. President Wagner responded that yes the concept of foreign visitor housing is being looked at there are potentially three buildings that we could use for this. President Wagner expressed that Emory did poorly when the new FLSA procedures were rolled out but that is history. We don't know any Higher Education Institution who is challenging the federal act. Please don't misinterpret that Emory's compliance with Federal Law implies that we think it's the

best way to treat our employees. We don't. If someone else has a better system for tracking regular hours as well as overtime then we will look into it.

XI. University Senate President Michael Rogers adjourned the meeting at 4:56pm.

Respectfully submitted,
Jennifer Vazquez
Secretary of the University Senate