

**Minutes of the Emory University Senate
November 22, 2005
Jones Room, Woodruff Library**

In attendance: Robert Ahdieh, Patricia Brennan, Ronald Calabrese, Vincent Carter, Steven Culler, Eugene Emory, Thomas Frank, Ron Gatlin, Jane Howell, Nadine Kaslow, William Kelly, Earl Lewis, Frank Maddox, Lynn Magee, Rosemary Magee, Linda Matthews, Richard Mendola, Richard Metters, Judy Raggi Moore, Michael Owen, Paige Parvin, Joyce Piatt, Michael Rogers, Judith Rohrer, Sidney Stein, Steven Strange, Sharon Strocchia, Betsy Tanner, Jennifer Vazquez, James Wagner, Richard Ward, Donna Wong, Karl Woodworth.

Excused: Feras Akbik, Lawrence Benveniste, Jim Brown, Tim Bryson [sent proxy Charles Forrest], Mary Cahill, Leslie Campis, Kim Collins, Amrit Dhir, Richard Doner, Allison Dykes, John Ford, Maggie Gilead, Brian Houston, Harriet King, Susie Lackey, Gerald Lowrey, Bryan Mashioff, Carol Newsom, Cynthia Shaw, Madga Sossa, Rosalind Staib, Michael Terrazas, Paul Towne.

Absent: Kent Alexander, Jonathan Beam, Brittany Bermudez, Jocelyn Brewer, Jamar Brown, Louis Burton, Curtis Carlson, Andrew Chern, Winifred Cisar, Mahlon DeLong, Robert Ethridge, Zandra Foster, Jan Gleason, Gary Hauk, Kate Heilpern, Michael Johns, Charlotte Johnson, Ronnie Jowers, Kenton Kelly, Lauren Kent-Delaney, Del King, Scott Kitner, Jeffrey Koplan, Jane Lawson, Richard Levinson, Michael Mandl, Theresa Milazzo, James Morey, Edith Murphree, Genevieve Polk, Johnnie Ray, Christine Reeves, David Schechter, Holli Semetko, Jennifer Sorrells, Claire Sterk, Frank Stout, Emily Takieddine, Joseph Tipograph, Andy Wilson.

Guests:

Chanmi Kim [Emory Report stand-in for Mike Terrazas]
Dan Macaluso, DUR
Phil Hills, DUR
Ellsworth Quinton [Emory Internal Audit]

I. Welcome and call to order

University Senate President Michael Rogers called the meeting to order at 3:16 p.m.

II. Approval of October 2005 minutes

The minutes were approved as distributed.

III. Remarks by President Jim Wagner

President Wagner updated members of the Senate on his recent efforts to form partnerships between Emory and other universities on the international level (including the University of Ethiopia). He then gave a brief update on the strategic plan and noted that in some ways, Emory is fortunate simply to *be able to* engage in long-range planning of this breadth and visionary nature. Not all universities have the financial stability to do the same in the current economic climate.

Pres. Wagner stated that the Board of Trustees has adopted and endorsed Emory's strategic plan, master plan, and comprehensive campaign agenda. In some ways, all of these plans – important as they are – still fall short of getting Emory to achieving its full vision for the future. “Our various campus plans are tools for *helping* us become a great university, but in and of themselves they are not sufficient,” he said. “A great university is more than a series of plans. It is also an ethos and an environment.” The university community will need to work together to implement the various university plans while at the same time understanding that true greatness cannot be quantified or plotted out perfectly on the written page.

IV. IT Update – Richard Mendola

Vice President for IT & CIO Richard Mendola updated the Senate on governance and planning issues within IT. He made five observations:

- The new IT Steering Committee begins its work this month.
- The IT Planning Council has met twice. This group includes representatives from all different schools, libraries, and other departments.
- Emory's common online directory is up and running as of November 7. Now Mendola and his staff are working on the creation of a "common network identifier" – possibly a Person I.D., a number currently stored in Emory databases. The common identifier is *not* the same thing as an email alias and should not be confused with the latter. Email aliases will be able to remain flexible for the individual's own preferences.
- IT is currently signing a Microsoft Campus Agreement that will provide licenses for MS Office and other core Microsoft applications, a move that will save money for the university.
- Business continuation: IT is continuing to work on reducing the risk associated with having a single data center. Within 6 to 9 months, Mendola said, he hopes that they will be able to expand data storage to a second location and reduce the time to recover in the event a disaster strikes our primary data center.
- Wireless coverage on campus is proceeding full speed ahead and the student resident hall implementation will be nearly complete by the start of the spring term.

Questions and discussion followed. Nadine Kaslow raised a concern about connectivity issues for Emory faculty working at Grady. Mendola replied that he would look into the problem, but that to a certain extent he is limited to those areas that are controlled by Emory. He will be meeting with the CIO at Grady to explore options for improving service to Emory staff working in Grady-owned locations.

V. Strategic Plan Update – Provost Earl Lewis

Provost Lewis presented an abbreviated review of the University-Wide Themes and Initiatives as well as the University Strategic Goals. Now that the Strategic Plan has moved into the implementation phase, Emory needs to develop accountability indicators. Provost Lewis presented several examples of potential indicators for each of the goals. An example for obtaining world-class, diverse faculty was to increase the number of faculty elected to National Academy Membership. Currently Emory has 17 elected faculty and an increase to 50 elected faculty would move Emory's ranking from 56th to 21st. Currently, the Strategic Planning groups are continuing discussions on how to implement each theme and initiative. In light of these discussions an implementation framework has been drafted and each level has been given specific responsibilities. At each level it is essential that communication, feedback and coordination occur. At this point, the Board of Trustees has approved the Strategic Plan, the Master Plan and the Comprehensive Campaign. The goal is to present the final action plans to the Board in June. Provost Lewis also reviewed the financing plans for the Strategic Plan. The schools and units have completed a financing template and the information has been compiled and presented to the Board of Trustees. Investments will be made at the school/unit level as well as in the theme areas. Any Investments in the theme areas will need to make a visible difference in advancing the strategic plan and should strive to be self sustaining. Given that Emory's goals far exceed our resources, we will need prioritize, leverage our resources, and take advantage of our capital campaign. Finally, Provost Lewis has been involved in discussions about connecting the strategic plan outline with the intellectual community. There are plans already under way to host seminars and conversations to address the universities future as well as individual aspects of the plan.

Provost Lewis was asked by Senate Past-President Sharon Strocchia for an update on any of the Dean vacancies. He informed the Senate that he has been talking with the final candidate for the Graduate School and hopes to make an announcement in the next few weeks.

VI. Comprehensive Campaign Update – Dan Macaluso and Phil Hills

The comprehensive campaign includes all philanthropic gifts made to the university. Our campaign will be successful if we present a strong and compelling identity and vision that makes donors want to give to Emory. We also need to continue to build our donor base by identifying all alumni, patients, parents, community members, businesses. It will be essential to have active support and involvement from the faculty and staff. The campaign officially began what is called the prelude or silent phase on September 1, 2005 and a typical campaign runs about 7 years. On September 1, 2007 we will officially launch our campaign and begin what is called the public phase. At that point we will need to set an official goal and present a case statement.

A comprehensive campaign is a big undertaking and the Development Office under the direction of Johnnie Ray has worked to ensure that the Development and University Relations Office is prepared to handle the increased workload. One of the most important changes includes the introduction of a prospect management system and the creation of policies and procedures. One of the most important additions to the university has been the hiring of the new VP for Marketing, Ellen Dracos. Also DUR has been hiring Development Officers as well as back office staff in order to handle the anticipated volume.

The Development office plans to focus on meeting potential donors and building relationships. In order to be effective, the DUR representatives have to be clear about the Emory vision and be able to articulate Emory's compelling vision for the future. This will be possible if we work together as a team. Everyone in the Emory community needs to be aware of our goals and be encouraged to self identify donors. DUR will be able to build more relationships with the support of all faculty and staff.

VII. Emory Trust Line – Ellsworth Quinton

The Emory Trust Line was established as a result of Emory voluntarily subscribing to the Sarbanes-Oxley Act. The Trust Line is a hotline, 800 telephone number, for well meaning Emory employees to report anonymous concerns to the Emory Auditors. A flyer and a website have been established to educate the community on the types of issues that can be reported through the Trust Line. The website also has a powerpoint presentation available for download. A mass mailing will go out to all employees in the next few weeks. There was a detailed article in the Emory Report on October 17th.

VIII. University Senate President Michael Rogers adjourned the meeting at 4:41pm.

Respectfully submitted,
Jennifer Vazquez
Secretary of the University Senate