

**Minutes of the Emory University Senate  
April 25, 2006  
Jones Room, Woodruff Library**

**I. Welcome and call to order**

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

**II. Approval of March 2006 minutes**

The minutes were approved as distributed.

**III. Library Policy Committee Update – Steven Strange**

The committee has submitted a final report for this year to the Senate. This committee has been particularly interested in issues with IT. As electronic materials increase it is important to note that this has not led to a decrease in the need for shelving space. Compact shelving on the 5<sup>th</sup> level is expected to begin in May and should be finished by next Spring. The library has had an increase in funding but it is still not enough to be a truly great library. There have been some concerns about student printing issues and the SGA is moving a proposal through AAIT. A survey on moving to e subscriptions has been circulated to the community. The committee is examining the open access issues and will look at bringing forward a resolution in the fall. In August the overdue book policy will change and fines for overdue books will increase. The Graduate School has moved to electronic submission of theses and dissertations. There have been some complaints about the new e-reserves as it has eliminated faculty profit on coursepaks. There has been a lawsuit filed at Cornell in regards to this issue and the Provost Office has a committee looking into this. With the retirement of Lynda Matthews the search is underway for a new Head.

Michael Rogers acknowledged that this was Steve's last year as Chair of this committee and thanked him for his efforts on this committee.

**IV. Clifton Corridor Redevelopment & Campus Master Plan - Michael J. Mandl, Vice President for Finance and Administration**

Presented a high level view of the major components of the Master Plan and how it relates to the Strategic Plan. The Master Plan stems from the Strategic Plan. It is fairly ambitious in terms of the cost, level of magnitude, timeframe and logistics. The financing of the Master Plan is evolving. This should not be a cause for concern. Raising the money is an issue of the way we raise capital funds. Its about the timing of gift receipts and so the order may change as far as accelerating in some cases and delays in others. In 1998, when a survey of buildable space was conducted, there was about 3.4 million gross square feet available. By 2003 when this administration took over there was only 1.2 million left. This did not seem like a sufficient number for the future of Emory. We looked extensively at Emory's options including acquiring land, moving healthcare or moving another component. In the end we decided that we needed integration: physical, programmatic and intellectual. We needed to start thinking boldly about taking buildings down and identifying buildings that were in "worse" quality. In some cases the cost to refurbish a building was equal to the cost of tearing down and rebuilding. In the end we decided that rebuilding would be better financially as well as allow us to create more footprint space. In 2005 we now have 4.7m buildable gross square feet capacity. We also implemented a land use classification system that will preserve our environment and our history. At least 50% of campus land will never be developed including Lullwater.

The four biggest ideas to come out of this were:

1. Freshmen Year Facilities – In 7 to 8 years all our Freshmen will live at the heart of our campus. In varying phases we will add 8 new buildings plus an addition on the DUC for freshmen dining.
2. Academic/Research –
  - a. The School of Medicine building is underway.

- b. There will be a two building Theology complex built by the soccer fields on Dickey
  - c. Pitts Library will be update and will eventually house College departments and programs.
  - d. There will be a new Psychology building where Gilbert Dorm is
  - e. A Chemistry Addition will be built
  - f. School of Public Health – Global Health Building
3. Clifton Redevelopment – all of the hospital and clinic operation will move across the street. The hospital and clinic parking will be built underground. The rehab medicine building will be torn down and Haygood corner will be widened.
  4. Clifton Community Partnership – There were three major changes needed to make the campus more inviting: change the number of people in cars, improve the sidewalks and streetscapes, build activity centers like restaurants and retail businesses.

There was a question from Gerald Lowrey, Alumni, about the plans for the Oxford Campus. This will be reported to the Senate at a future meeting.

#### **V. Strategic Plan update – Earl Lewis**

An update on the Strategic Plan:

- Community Conversations/Seminars hosted by the President and Provost are now complete. The intent was to get back to the ideas that were driving the Strategic Plan. There were readings that summarized these ideas and then open discussions about the readings. People were assigned as core participants who were involved in the topic and then there were randomly assigned people who were there to crystallize topic.
- Implementation phase has begun. The top priorities for the next fiscal year as well as the next five years have been identified. Initiative and theme leaders identified the topics worked together to set realistic goals. There is a built in expectation to this whole process that at the end of the five years the projects need to be self sustaining. One positive item to note is that \$35 million has been identified for the faculty distinction fund.
- We are now identifying the support structure that we need to help the Implementation phase. This includes support people, finance and resources and communications. We are also working to identify Leadership for each theme to make sure that one person is accountable. New people are being added to the themes as projects and activities are beginning. The leaders and the investments in the themes will be announced in the near future.
- There is also an advisory committee that President Wagner is organizing. This committee will work through any issues that arise.

#### **VI. Health Care Management Service Organization – Comments by Provost Earl Lewis**

Emory has hired a third party vendor to analyze all of its healthcare claims data. The data is gathered by all of our vendors at Aetna, Blue Cross Blue Shield and United Healthcare. The third party vendor cleans the claims data of all employee identifiers to protect individual privacy. The concept is to use this data to improve our healthcare plans both in design and potentially in services.

##### **Demonstration of the Third Party Database by Theresa Milazzo and Patrick Hammond**

The strength of this tool is that it can help us to predict where the costs are going and to what type of service. The tool also helps us to compare expenses from year to year. We can use this tool to improve our patterns of care, implement new wellness tools, and to help structure our benefits packages. Questions from the Senate floor included: Can the data be used for research projects? Theresa indicated that they did not know but would be willing to find out and report back. Can we use this tool to identify physician issues or non ideal practice issues? We need to be sensitive to the fact that any issues raised are about our own employees and practice decisions. In the future this tool could potentially enhance or decrease our services but at this point it is still new.

#### **VII. SGA Report – Ryan Paddock**

- There will be an increase in the student activity fee for 2007/2008. The rate will go from \$71 to \$86 and in part is to cover inflation in costs. The fee had not been raised in the past 9 years.
- Some of the service contributions made by the students this years include: the Chain of Relief effort raised \$24,800, 2000 lbs of clothing was donated, many students participated in alternative spring break programs.
- Two new positions have been added to the student executive board for graduate and alumni relations.
- The SGA website project was begun and is ongoing.
- The Department of War has changed its name to the Department. The goal was develop campus spirit and specifically targeted Wash U to be the rival. The Department is now fully self sufficient.
- The SGA's final report for this academic year is 120 pages.
- Some of the projects in the works for SGA include free laundry services, proposal for student printing allotment, SGA on the move events, SGA on the Quad for the Fall semester, In conjunction with the InterFrat/Sorority Week creation of a Safe Sex Week.
- The SGA is also working to build better relations with alumni by hosting on campus social events. The next event will be in conjunction with the Senior Luau on May 11 at the Clairmont field and is intended to promote the intermingling of faculty, staff, alumni and students. There will be free BBQ and Jazz Music.

### **VIII. IT Update – Francene Mangham**

In the handouts was AAIT's draft on the Cost of IT Services. She indicated that they are very close to budget transparency and determining all IT costs. In the packet you can see that out of the 15 most expensive services, Peoplesoft is the most costly to maintain. Rich Mendola will be back in the fall to present the status of AAIT projects and finances.

### **IX. Athletics and Recreation Policy Comm. Amendment –**

The committee has brought forth several actions to be voted on. The actions were presented in a handout.

Proposed Name Change: The committee proposes to change the name from Athletic Policy Committee to Athletics and Recreation Committee.

Proposed Change to Membership Guidelines: The committee proposed to change the membership guidelines to be more in compliance with NCAA guidelines.

Proposed Change to the Mission Statement: The committee proposed to change the mission statement to be more succinct.

All three actions were approved unanimously.

### **X. Committee Reports**

The Committee on the Environment – Tim Bryson

The Committee has seen significant progress over the past few years and here are just a few:

1. Major Breakthroughs - including an Environmental Policy Officer, Land Use Plan, Sustainability plan, Green Buildings on Campus
2. Increased Commitment to the values
3. Emory now has a national reputation for being a green campus and now a sustainability reputation.
4. There is still more to do – forest, storm, energy, community partnerships
5. This committee has been well served. Most of the members have been on the committee since 1990. They are committed and passionate members.

### **XI. Announcements:**

Update on the search for a Vice President of Diversity and Community – Rosemary Magee, Secretary for the University and Peter Barnes, Vice President for Human Resources. They are looking to address the university's ideas, recommendations, anxieties about this position. Emails can be sent to [diversitycomvpsearch@learnlink.emory.edu](mailto:diversitycomvpsearch@learnlink.emory.edu). A search firm is currently prospecting for candidates and they will report back with names in the fall.

Donna Wong announced that the President's Commissions along with Employee Council will be hosting on Thursday, April 28, 2006, a Brown Bag addressing in response to the Campus Climate Survey and the 5 W's of EOP/Employee Relations.

**XII. Introduction of Senate Officers for next Academic Year**

Thomas Frank, Professor in the Candler School of Theology, will serve as the incoming President of the Senate. Nadine Kaslow, Professor in the School of Medicine, will serve as the President Elect. Janet Gallo, in the President's Office, will serve as the Secretary.

The Senate gave a special thank you to Michael Rogers for all of his hard work during this Senate year.

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

Respectfully submitted,  
Jennifer Vazquez  
Secretary of the University Senate