

University Senate Meeting February 27, 2007

In Attendance: Chris Beck, Stephen Bowen, Patricia Brennan, Mary Cahill, Ronald Calabrese, Vincent Carter, Kim Collins, Paul Courtright, Steven Culler, Martha Fagan, Tom Frank, Kovarik Glasco, Robert Hascall, Gary Hauk, Lance Henry, Nadine Kaslow, Bill Kelly, Linda King, Ed Koffsky, Earl Lewis, Valerie Mac, Frank Maddox, Rosemary Magee, Michael Mandl, Bill McBride, Richard Mendola, Shehzad Mian, Martha Myslinski, Iruka Ndubizu, Santa Ono, Paige Parvin, Joyce Piatt, Jonathan Prude, Gita Rai, Dierdra Reber, Michael Rogers, Cynthia Shaw, Linda Sheldon, Magda Sossa, Sidney Stein, Claire Sterk, Ora Strickland, Douglas Unfug, James Wagner.

Excused: Janet Gallo, Jan Gleason, Eleanor Main, Lynn Nester, Ron Sauder, Holli Semetko

Absent: Robert Ahdieh, Kent Alexander, Nicole Anderson, Jerry Abraham, Peter Barnes, Kenneth Benton, Louis Burton, Jason Bradford, Leslie Campis, Susan Carini, Arlene Chapman, Jennifer Crabb, Allison Dykes, Alexander Escobar, Robert Ethridge, Alexandria Felton, John Ford, Zandra Foster, Kate Heilpern, Phil Hills, Chase Hyder, Roland Ingram, Michael Johns, Charlotte Johnson, Kembrel Jones, Ronnie Jowers, Kenton Kelly, Lauren Kent-Delaney, Harriet King, Jeffrey Koplan, Gerald Lowrey, Rick Luce, Andrew Lugerner, Dan Macaluso, Lynn Magee, Bryan Mashioff, Linda Matthews, Ken Minneman, Edith Murphree, Carol Newsom, Ryan Paddock, Jane DiFolco Parker, Wesley Pickard, Jeff Prince, Johnnie Ray, Melody Rhine, Rosalind Staib, Emily Takieddine, Betsy Tanner, Kim Urquhart, Craig Villari, Vance West, Andy Wilson, Karl Woodworth.

I. Welcome and Introductions

Tom Frank called the meeting to order at 3:20 P.M. The meeting began with introductions of 3 recent appointees to the Senate: Martha Fagan, representative of the Emory Alumni Association; Rob Stephenson, co-chair elect of the President's Commission on LGBT Concerns; and Ed Koffsky, representative of the Employee Council.

Tom Frank introduced David Payne, Director of Communications in the Campus Planning office and guest of Bob Hascall. The Campus Planning office is responsible for organizing communications concerning ongoing construction projects at Emory.

II. Approval of January 2007 minutes

The minutes were approved as distributed.

III. Call for Nominations

Tom Frank announced a call for nominations for a new Senate President-elect and secretary. In the past the Senate Executive Committee has served as an informal nominating committee. According to the Senate bylaws the President-Elect must be one of the 18 elected faculty members of the Senate. The election for new Senate officers will take place at the March 27, 2007 Senate meeting. Senate members are encouraged to contact executive committee members if they would like to put forward a nomination.

IV. Emory Endowment Report

Tom Frank introduced Mary Cahill, Vice President of Investments and Chief Investment Officer of the University. Cahill present a brief update on the status of Emory's endowment. At the end of the last fiscal year (August 31, 2006), Emory had \$5.3 billion in long term investments. Investors strive to maintain a creative tension between 2 objectives: (1) preserving the endowment for future generations, and (2) providing a predictable, stable earnings stream for the present. Emory uses a combination of external investment managers and internal decision-making about broader investment categories when making

investment decisions and also actively seeks partnerships with firms that are aligned with Emory's interests and ethical principles. Emory possesses a diverse portfolio that includes domestic and foreign equities, real estate, and private market investment. Cahill gave detailed numeric figures about the performance of Emory's investment managers for the last 3 fiscal years (numbers are available in PDF form as a document on blackboard).

Senate members asked Cahill several questions about Emory's endowment:

- One Senate member noted that while many financial managers are investing in foreign markets, others are cautious about this. What kind of guidelines does Emory use with regards to foreign investment? Cahill replied that while Emory is investing mainly in Europe, Japan, and Australia that investors also recognize great growth potential in emerging markets of the world. Over the next few years Emory hopes to be part of this growth.
- Some Senate members queried about the recent C rating that Emory received in a recent report about green investment. Cahill noted that this rating derives largely from the fact that Emory does not publicly disclose its investment holdings, the reason being that with the immense size of the endowment it would be difficult to make this data available to the public in any meaningful way. President Wagner assured Senate members that Emory has been zealous in communicating its ethical commitments to its external investors, for example avoiding investments that might contribute to the regional problems in the Darfur region of Sudan. Cahill added that Emory's rating was comparable to other academic institutions like Harvard, which experience similar difficulties with investment disclosure.
- One Senate member asked for some elaboration about what guidelines Emory uses in determining how it invests. Cahill replied that while Emory has no formally written guidelines that due diligence leads Emory regularly to question external fund managers about how they are investing, how they assess companies, and what expectations they have in choosing how they invest.

V. Transforming Community Project Update

Gary Hauk introduced Jody Usher, Co-Director of the Transforming Community Project. Hauk observed that with Usher's passionate commitment, the Transforming Community Project is moving along well, having recently hired 2 part-time staff persons.

Usher noted that the Project is halfway through the second year of a five year project. 2010 is the final year for the project; what happens at the project's completion remains to be seen. Usher notes that the project, concerned principally with mobilizing the Emory community to creatively engage its own history as it relates to the issue of race, has worked to establish a number of community dialogues that bring fifteen to twenty individuals together in a study group led by two or three trained facilitators. These dialogues utilize a regular curriculum that project leaders have developed. Organizers work diligently to blur the hierarchical lines separating faculty, staff, students and alumni. Students lead some dialogues; faculty lead others. In the Spring of 2007 Emory is hosting 10 dialogues that include between 18 and 20 participants. Smaller groups connected to the project serve to educate members about the variety of tools available for writing and publicizing the history of race relations at Emory.

Usher described a couple of ways that the Senate could become involved in the project. First, the Project will be hosting a faculty pedagogy seminar during the summer. After Spring break project leaders will be sending a call to faculty members inviting them to participate in a two week, half-day seminar that will present the history of race relations at Emory. Also this summer, students will be able to participate in the SIRE program, which offers summer research grants which could be used for students interested in researching Emory's history. Senate members should also keep their eyes open for special events the Project organizes (for example, the Project recently organized a public presentation of a segment of the PBS documentary series, "Eyes on the Prize."). Usher invited Senate members to bring new ideas to her that can spur the project forward.

Senate members asked questions:

- Iruka Ndubuizu noted that the project seems to focus its attention on students and faculty, not on Emory staff. Does the project have any opportunities for Emory employees? Usher replied that staff are encouraged to become part of the community dialogues and the lunch and learn sessions organized by project leaders. Gathering Tools education events are also open to staff members.
- Michael Rogers observed that it can be challenging to bring the pedagogical tools that the Project teaches into some classroom settings (e.g. the math classroom), where issues of culture and race are less immediately at issue. Gary Hauk observed that one of the advantages of the summer pedagogy seminar is that it gives teachers the opportunity to discuss these sorts of issues with teachers from other fields. The seminar is a valuable site for thinking about how to respond creatively when difficult issues of race and ethnicity emerge in the classroom.

Gary Hauk encouraged Senate members to check out the Transforming Community Project website: transform.emory.edu.

VI. Office of University-Community Partnership Strategic Initiative

Tom Frank introduced Frank Alexander and Michael Rich, who presented an overview of the history of and vision engaged scholarship at Emory. For much of last 20 years, higher education institutions have been reexamining their priorities and mission statements and have pursued innovative ways of connecting academic scholarship with concerns relevant to broader communities. The growth of service learning and community outreach—exemplified by the growth of organizations such as *Campus Compact*, an organization that last fall boasted nearly 1000 member institutions—figure as an important trend in American higher education. While Emory has been part of this trend, community engagement at Emory suffered for many years due to a lack of integration among Emory’s various units. The scattered nature of engaged scholarship at Emory led to numerous lost opportunities and a diffusion of impact in the Atlanta community.

The Office of University-Community Partnerships (OUCP) was founded in 2000 via an initiative of the Provost’s office. Three objectives shape the programs of the OUCP: (1) to increase awareness of community service opportunities and foster collaboration among faculty, staff and students; (2) to serve as a responsive point of entry to help Emory constituents find points of contact with the community; and (3) to provide a place for students to integrate service with academic coursework and research. The OUCP strives to foster a vision of education that integrates teaching, research, and service in a problem-driven, problem-solving milieu.

Emory’s OUCP, while generally on par with other leading institutions like Georgetown, Michigan and Tufts, exists with many few staff members, a fact that limits the OUCP’s ability to pursue all of the ambitious plans that OUCP leaders have envisioned. The strategic plan lays out precisely what the OUCP requires to move forward. Michael Rich pointed to several needs that exist. The OUCP has pursued a mini-grant program to help equip faculty with skills necessary to bring the idea of engaged scholarship to bear in their classrooms, but this programs does not have sufficient resources, especially for the University’s professional schools. There is a long term need to create a pool of faculty who can serve as faculty leaders for this kind of teaching and research. The OUCP also would like to develop a community-based research fund for graduate students and would like to expand Emory’s programs that can match faculty, staff, and students with community partners. On a positive note, the Carnegie Foundation for the Advancement of Teaching recently acknowledged Emory’s efforts in the area of community engagement, granting it the foundation’s new “Community Engagement” designation.

Questions from Senate members:

- One senate member inquired about whether the Engaged scholarship advisory board roster is available. Frank Alexander agreed to send the membership roster to the Senate secretary, who will make it available via the Senate Blackboard site.
- Another senate member asked whether or not the OUCP is getting the extra staff that they need to fulfill their strategic plan. Rich answered that while OUCP leaders asked for more than they received that just about everything that they hope to accomplish is achievable with the \$2 million

in gap funding they received, though it will take them more time to accomplish their goals. The support that the university has given the OUCP thus far will provide leverage for the OUCP as it pursues external funding.

VII. Campus Construction Initiatives in Communication

Mike Mandl returned to the Senate for a follow up to the Campus Construction Communication ideas submitted by Senate members at the November 2006 meeting. The Communications plan that Mr. Mandl's office crafted was designed in response to the Senate's input. Mr. Mandl impressed upon Senate members the vital role that they will play in communicating this plan to their constituencies. During the summer Emory will be rolling out a new webpage that will provide immediate disruption notices as well as an ongoing list of projects and traffic and parking alternatives.

Mr. Mandl fielded questions from Senate members:

- A senate member queried about the status of the traffic circle planned at Emory's main entrance. Mr. Mandl replied that the County is currently trying to get right-of-way to begin construction with the goal of an August construction start.
- Another member asked what individuals can begin doing in the present to prepare for the disruptions that construction will bring. Mr. Mandl impressed the importance of communicating with relevant constituencies at Emory so that everyone is aware of construction plans. Robert Hascall agreed to send the Construction website address to be posted on the Senate blackboard site.
- A Senate member suggested that Emory consider using its emergency number (the phone number used to announce school closures due to inclement weather) to communicate construction updates.
- One member asked about what recommendations Emory leaders should make for guests they are inviting for Emory events. Mr. Mandl noted that in the long-term Emory will be building a 400 space parking deck behind the B. Jones building. In the interim, Emory will be reallocating many undergraduate parking spaces to the Clairmont deck, opening up the Fishburne and Peavine Decks for visitor use. Mr. Mandl also stressed the importance of communicating with alumni and hospital patients about construction plans.

Mr. Mandl concluded his presentation by noting that Emory is currently reviewing its contracting policies. Are there ways that Emory can contract with more minority-owned construction companies? Emory has found it challenging to find qualified minority-owned contracting firms capable of completing the sizable projects that Emory has planned. Mr. Mandl noted that Emory might be able to pursue its commitment to supporting minority businesses by encouraging the general contractors it hires to subcontract with minority businesses. It is incumbent for Emory to make a more formal effort to encourage minority business participation in future construction plans. Mr. Mandl indicated that the Senate may be able to assist his office in thinking through ways to accomplish this goal. In the Fall Mr. Mandl will be bringing a package of ideas to the Senate for discussion.

VIII. Remarks by Provost Lewis

Provost Lewis was not able to be present for this meeting.

IX. Honorary Degrees (2nd Reading)

The Senate read the biographies of the prospective honorary degree recipients for 2007 and unanimously approved that they be forwarded to the President's office.

X. Remarks by President Wagner

President Wagner began his remarks by lamenting the President's/Provost Office football defeat at the hands of the Student Government Association. Forwarding apologies from Provost Lewis, who was unable to attend the Senate meeting, President Wagner offered a series of comments about university matters:

- The strategic plan is moving forward. The Provost's website will be posting in the next week a distillation of observations and plans emerging from the Year of the Faculty conversations it has organized over the last several months.
- President Wagner highlighted that by the end of this year applications at Emory College and Oxford College have increased by 8% and 20% respectively over last year's figures.
- Emory currently has two searches underway for senior leadership positions. Next week one of the search advisory committees will be putting forward a recommendation for the Senior Vice President of Development and Alumni Relations. The search advisory committee for the Executive Vice President of Health Affairs has engaged an outside search consultant.
- President Wagner recognized Emory's recent town hall meeting in which President Carter responded to recent criticisms about his new book. The university effectively modeled the practice of engaging controversial ideas in nonviolent ways. The University is taking steps to invite opposing voices on campus as well. The university may be organizing a future panel discussion on the Arab-Israeli conflict with President Carter involved as a panel member.

Senate members asked questions to President Wagner:

- One member asked about the status of the "Use Your Gift" campaign and the Emory marketing plan. President Wagner replied that with Ellen Dracos Lemming's departure, the university is moving forward and will be revisiting its branding strategy. "Use Your Gift" may be one element in the larger marketing plan.
- Another member asked about whether or not the university plans to expand university shuttle services. President Wagner replied that the university is regularly evaluating and adjusting the shuttle schedule to adapt to changing ridership. While there are no plans to open routes other than those currently in service (i.e. the North Dekalb Mall, South Dekalb Mall, and Northlake Mall), feedback should be sent to Laura Ray.

XI. New Business

There was no new business.

XII. Adjournment

The meeting adjourned at 5:10 P.M.