

**Minutes of the Emory University Senate
March 27, 2007
Woodruff Jones Room**

In Attendance: Emily Allen, Peter Barnes, Patricia Brennan, Ronald Calabrese, Vincent Carter, Arlene Chapman, Kim Collins, Paul Courtright, Steven Culler, Allison Dykes, Alexander Escobar, Martha Fagan, Tom Frank, Janet Gallo, Lance Henry, Nadine Kaslow, Ed Koffsky, Shauna Leven, Earl Lewis, Rick Luce, Lynn Magee, Eleanor Main, Bill McBride, Richard Mendola, Shehzad Mian, Iruka Ndubuizu, Jane DiFolco Parker, Joyce Piatt, Jonathan Prude, Dierdra Reber, Michael Rogers, Cynthia Shaw, Magda Sossa, Sidney Stein, Ora Strickland, Betsy Tanner, Maria Town, Douglas Unfug, Craig Villari, James Wagner.

Excused: Kent Alexander, Robert Ahdieh, Chris Beck, Leigh Boghossian, Stephen Bowen, Leslie Campis, Jennifer Crabb, Bill Kelly, Linda King, Valerie Mac, Lynn Nester, Carol Newsom, Ron Sauder, Holli Semetko, Linda Sheldon, David Wynes

Absent: Nicole Anderson, Jerry Abraham, Kenneth Benton, Louis Burton, Jason Bradford, Mary Cahill, Susan Carini, Robert Ethridge, Alexandria Felton, John Ford, Zandra Foster, Kovarik Glasco, Jan Gleason, Robert Hascall, Gary Hauk, 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, Andrew Lugerner, Dan Macaluso, Frank Maddox, Rosemary Magee, Bryan Mashioff, Michael Mandl, Linda Matthews, Ken Minneman, Edith Murphree, Martha Myslinski, Santa Ono, Ryan Paddock, Paige Parvin, Wesley Pickard, Jeff Prince, Johnnie Ray, Melody Rhine, Rosalind Staib, Claire Sterk, Emily Takieddine, Kim Urquhart, Vance West, Andy Wilson, Karl Woodworth.

Guests: Susan Ratliff

I. Welcome and call to order

University Senate President Thomas Frank called the meeting to order at 3:20 pm. Welcomed new members Shauna Leven, student of the law school and Maria Town, new SGA Vice President. Emily Allen is the new SGA President and will attend the meeting a little later on, after class.

II. Approval of February 2007 minutes adopted.

Minutes were approved as distributed.

III. Strategic Planning for University Libraries by Rick Luce, Vice Provost and Director of University Libraries and Jonathan Prude, Chair of the Library Policy Committee

Rick Luce, followed by Jonathan Prude, presented the strategic vision for Emory Libraries in what he feels is an increasingly competitive environment. The recruitment of distinguished faculty and the best and brightest students creates higher expectations of greater digital services in cyberspace. The rapidly changing nature of science – e-Science - demands integrated systems to support and accelerate research. And we need to improve access and preservation of rare materials as we enhance special collections, requiring an appropriate home and digital curation. The library of the 21st century can create a sense of community for Emory – the virtual meeting place for students to converse; an intellectual bridge for connecting communities, e.g., science and the humanities, within the University and with the external world. These goals will require a large investment by the University..

Two to 5 year goals would include mass digitization and remote Emory Branch storage expansion; collaborative partnering in the development of digital scholarship and communities with faculty and AAIT; and new Pitts library and Oxford library expansion. Longer term goals (next 5 – 10 years) would be the expansion of MARBL, business library and the goal of the 21st century Science library.

Jonathan Prude expressed the committee's appreciation of Luce's stewardship, and its strong endorsement of his vision for the Emory Libraries. Library administration is wondering what a university library should look like in the future - what it means to be an academic library in the 21st century. The library we need will have multiple identities: a place metaphorically as a point of access for multiple databases, but a place that will also encompass buildings, archival information, collections. The library we envision will be able to create support to its constituencies: faculty, students, researchers, scientists. It will exist as different kinds of places; will succeed as it becomes multi-faceted, but also continues intersections, nurtures intersections. Taken in all its manifestations, the library will serve as a true switching point, a true intellectual ground zero of our community, a proper centerpiece of courageous inquiry and destination - an institution whose expressed purpose is courageous inquiry.

The more somber message: the dividends are immense and so will be the damage to this university if these ambitions are thwarted. It will be difficult to get it right due to the expense. Also thinking through and implementing will be difficult because a change of attitude will be needed. Instead of taking libraries for granted, we will need to adopt an awareness that the library of the 21st century will be different and must be higher on everyone's collective agenda.

To change the mindset, Symposia 07 08 is planned. First, there will be a symposium, Library and the Production of Knowledge in the Digital Age on April 13, 2007 at 2 pm in the Jones Room, to include topics relating to e-publishing and e-journals. A second symposium is tentatively scheduled for next fall, The Library and Informatics, which will

discuss the role of the 21st century library in anchoring new information systems for the science and humanities; facilitating classroom information systems, and the library as a sponsor of new kinds of spaces for teaching and research.

Third symposium: Texts Rare and Valuable, Past and Present (Spring 2008). Under discussion will be the historical role of collecting primary sources in preserving and studying cultural traditions; the place of printed and manuscript materials in research and teaching; and the potential for technology to amplify the use of such materials. Also under discussion will be the prospective role of MARBL as a centerpiece of Emory's mission. The participation of Salman Rushdie has been confirmed.

Fourth symposium: Collecting for a Library in the Digital Age. Topics will include the nature of collecting in the context of academic requirements, space constraints, the Google project, and the changing future of books.

IV. Remarks by Provost Lewis

Year of the faculty: final report submitted and weigh in on web – looking at document and looking for feedback. Next month Claire Sterk will present an assessment of efforts to date.

This year we looked at faculty demographics and how these affect Emory. As the academic year comes to a close, we need to look at another set of demographics: the # of high school seniors who will go to college peaks in 2010 and then declines. Implications will be far-reaching. The South is considered an area of growth, especially among Latinos and Latinas. Most of these students start their college careers in two year institutions and we will need to consider how these changing demographics will affect us going forward.

V. Benefit & Salary Review by Peter Barnes, Vice President for Human Resources and Sid Stein, Chair of the Fringe Benefits Committee

The University has begun an on-going disease management and wellness promotion program, Step Up Emory. This program is modeled after a successful program at Emory Health Care. HR has engaged consultants to look at our medical claims data and how the claims are being monitored for appropriateness of utilization and payment to providers. A planning team is working on the possibility of a health plan model that would promote wellness, prevention, and greater consumer education and decision-making. Two issues raised by the benefits review committee are being addressed by the work/life initiative: changes to the faculty maternity leave policy and additional paid leave for staff. We are examining current expenditures and feasibility of implementing retirement and tuition benefit recommendations. The HR staff has developed a shared leave policy, process and costs, to be presented to and reviewed by Ways and Means.

Sid Stein discussed the financial challenges that future Emory retirees will likely face. The current combined unfunded liability of Social Security and Medicare is in the tens of trillions of dollars. The Social Security surplus will be gone in about 10 years; the Medicare Hospital Trust Fund will be depleted at about the same time and the Social Security Trust Fund is anticipated to run out of money 20 years later. When a trust fund runs out of money, benefits are generally reduced. It is anticipated that the Social Security system will only be able to pay 70% of current benefits when the Social Security Trust Fund runs out of money; how Medicare reimbursement will diminish when the Hospital Trust Fund is depleted is not yet known. Long before these trust funds run out of money, the federal government will have to raise taxes and/or increase the national debt by borrowing more money simply to satisfy its existing obligations to these trusts before they reach a zero balance. To the extent that taxes are raised, retirees will have to pay their share.

With this background in mind, it is concerning to note how the retirement savings of Emory employees have diminished over the last 20 years. Prior to 1987, the University made a 10% (of salary) retirement contribution to employees who contributed 5% from their salaries; thus, participating employees had 15% of their salaries invested in retirement savings. In 1987, the University began contributing 6% (of salary) to all eligible employees; additionally, employees who contributed 2% of their salaries received an additional 4% from the University. While some employees who had previously contributed 5% of their salaries continued to do so, many reduced their contribution to 2%, and new employees typically only contributed the 2% necessary to get the University's 4% matching contribution; thus, participating employees generally had only 12% of their salaries invested in retirement savings. In 2002, the University trustees, concerned about rising budgets, and decreases in both endowment worth and income, decided to reduce a number of fringe benefits, including the matching retirement contribution of the University. Beginning in 2003, it was reduced from 4% to 3% leaving most participating employees with only 11% of their salaries invested in retirement savings. Over the last two decades, participating employees have typically seen their annual retirement savings reduced from 15% to 12% and most recently to 11% of salary, leaving the average participant with retirement contributions that are only 73% of what they used to be.

It is clear to the members of the Fringe Benefits Committee that future retirees will have to pay substantially more out-of-pocket for their health care and have less retirement savings and possibly Social Security income available to meet their obligations. In the view of the Fringe Benefits Committee, retirees will need to increase their overall retirement savings to compensate for the anticipated reduction in federal benefits. The Committee believes that the solution to the savings shortfall will require an increase in retirement contributions by both employees and the University, with employees having the primary responsibility for closing the gap.

Now that the University's endowment has recovered from the stock market slump that occurred earlier this decade, the Committee believes that the University is in a position to restore the retirement benefit to a level that approximates what it was in at the beginning

of 2002. This could be done in several ways including, restoring the University's matching contribution to 4%, adopting the plan of the Benefits Review Committee to offer a University match that increases with age (estimated to have an initial annual cost of \$5,000,000 and not yet tested for discrimination), adopting a similar plan that has the University match increase with years of service, or devising a plan that takes advantage of the Pension Protection Act Of 2006.

The Committee believes that the most realistic approach to increasing employee contributions to retirement savings is to initiate an "autoenrollment plan" for eligible employees beginning September 1, 2007 or as soon thereafter as practical. Autoenrollment would work as follows: Employees not currently participating in the match would have 1% of their salary placed in the retirement plan beginning in September for two consecutive years. Their salary would be reduced at the time they receive a pay increase, and that fact, when combined with the reduced income taxes they would owe, along with the possibility of receiving a tax credit for participating, should mitigate the loss of take-home pay. While an autoenrollment plan gives employees the opportunity to "opt out" of the program should they desire to do so, studies have shown that only a minority of employees choose to withdraw from the program. Finally, the Committee was also willing to discuss how the structure of the matching program might be changed to encourage more employee retirement contributions.

Just prior to its March meeting, the Fringe Benefits Committee learned that the Council of Deans viewed restoration to 2002 levels of the University's contribution to the retirement program as less of a priority than restoration of the program of courtesy scholarships for dependents. Apparently, the Council of Deans viewed the courtesy scholarship program as a more effective recruiting tool for faculty than the enhanced retirement benefit. The Committee felt strongly about the matter and unanimously voted that the retirement benefit needed to be improved before any additional resources were devoted to the program of courtesy scholarships for dependents. The Committee felt that the retirement program benefited a wide spectrum of Emory employees, while the courtesy scholarship program provided a substantial benefit to the few faculty and staff whose children were accepted to Emory or Oxford.

Peter Barnes, in response to a request by Senate member Jonathan Prude at a previous meeting, gave a detailed summary of how Emory's faculty and staff out of pocket medical expenses compare to top 19 private universities whose medical plans match what Emory offers. Emory's monthly out of pocket rates for PPO's were lowest of all in the comparison data. Comparison with the POS plan was also significantly lower in almost every category, with the exception of slightly higher than average costs for employee plus spouse/SSDP and family. These differences were marginal and not disadvantageous for Emory faculty and staff. Factors that affect how much employees pay for premiums include the number of participants in plans, prior utilization of medical services, demographics of participants (age, where they live), pharmacy benefits, and plan design features that encourage certain behaviors, to name but a few.

Overview of staff compensation (non faculty) revealed generally Emory's aggregate salaries area competitive with market data, and, as would be hoped and expected, there is a reasonable distribution within the salary range quartiles: newer employees with lower pay would be below midpoint (majority in 1st quartile); while those with more years of service would be receiving higher pay and would be typically in the third or fourth quartile of a salary range. In fiscal year 2008 we are targeting a merit pool of 3.75% in order to be competitive and reward performance. Minimum wage raised to \$10 an hour in January 2007.

VII. Remarks by President Wagner

President Wagner began by stating he has visited 11 cities this past year, discussing Emory and inviting investment in Emory's future and its vision. During these visits he is often asked by alumni what worries him about Emory. He stressed that the following two concerns should be considered in light of his overwhelmingly positive feelings about Emory's successes as a internationally recognized , inquiry-driven community. He looks for the Senate's help with these two concerns: communication and community.

Communication: We need to do a better job explaining to all members of Emory where we are heading: our goals, tools to reach these goals, opportunities. As he and Mike Mandl have spoken to different groups around campus about ethical stewardship, many people have never heard of the trust line, for example. How good are we at communicating back to our representative bodies about what we learn at these discussions, and serving as their representatives by bringing back their feedback to these meetings? How responsible do we feel about our role as communicators? What are the best ways to communicate and how can they be improved? For example, the Emory Report headlines could be more informative so readers can see at a glance what is happening without reading the entire article. We need to look for ways to improve communication to all members of the Emory Community.

Community: Once again this concern must be looked at in the context of good things happening. There is increased pride in our community as we strengthen faculty distinction with the addition to Salman Rushdie, and look forward to the upcoming visit of the Dalai Lama. There are increased opportunities with the ongoing work of the Clifton Road Project, Transforming Community Project and difficult dialogues on race and religion. President Wagner conjectured that maybe he is being impatient, but he still thinks enormous progress can be made to make us less of a diverse *collection* of people and more a diverse *community*. We need to cross barriers through more engagement to make that diverse community happen.

President Wagner is also asked what he spends his time doing. He feels his role basically comes down to three things:

Contributing to the direction of Emory and expressing Emory's principles. When he is asked to interject his opinion, he stresses the importance of Emory's strategic plan

implementation and the thinking behind the decisions that are made: for example, why we choose to engage President Carter, Ken Stein, why we choose to spend discretionary funds as we do, why it is necessary and correct to raise parking fees, etc. Secondly: tending to leadership with a powerfully enabled cabinet. Good progress is being made in the search for VP for Development and Alumni to replace Johnny Ray, and Michael Johns' replacement as VP of Health Affairs.

Lastly: Enabling Emory to reach our goals, e.g, fund raising. Is occurring at a gratifying pace and this time next year we will enter the public phase of the campaign.

VIII. Election of Officers

Tom Frank announced that Steven Culler, Associate Professor, Health Policy and Management from the School of Public Health was unanimously elected as president-elect. Susan Ratliff, Program Coordinator at the Center for Health in Aging, Division of Geriatric Medicine and Gerontology was unanimously elected as Secretary. Both will assume their new roles at the conclusion of the last University Senate meeting on April 24th. Tom Frank, on behalf of the entire Senate, thanks them for their offer to serve.

Special welcome to Emily Allen, and congratulations as new SGA president and member to the University Senate.

Nadine Kaslow will assume her role as the next University Senate president at the conclusion of the next meeting, but she will be unable to attend that meeting. Thus, Tom Frank said we look forward to her leadership next year.

IX. Resolution on PCSW 30th Anniversary, Symposium October 4-5, 2007

Tom Frank and others had asked how the University Senate could honor the convergence of three important anniversaries: the 30th anniversary of the President's Commission on the Status of Women (PCSW); the 15th anniversary of the Center for Women at Emory, and the 20th anniversary of the Department of Women's Studies. The senate proposed adoption of the Senate Resolution: President's Commission on the Status of Women, in support of the symposium to be titled, "Women at Emory: Past, Present, and Future," to be held at Emory on October 4 and 5, 2007. The Senate commends the PCSW's consistently outstanding mission to bringing important issues of women forward. Resolution was affirmed by acclamation. Nadine Kaslow abstained from the vote due to her role as PCSW chair.

Because Nadine Kaslow could not attend the Senate's next meeting, she said a few words to set the stage for next fall in her role as University Senate's president. She emphasized the need for the Senate to assume more responsibility in a *proactive*, rather than a *reactive* way. Proposed a fall retreat for a few hours next fall to brainstorm what aspect of the strategic plan the Senate can work on in an active way – an agenda item that is focused and manageable, and will address the concerns President Wagner expressed about communication and community.

Nadine also thanked Tom Frank for his selfless service as President of the University Senate this year – for his thoughtful style, open engagement and responsiveness to all facets of the Emory community. Small token of appreciation was presented to him, with thanks for all the Senate has learned from his leadership.

X. New Business

Nadine Kaslow proposed the possibility of a fall retreat for the Senate. No opposition and time and place to be addressed at future meeting.

XI. Tom Frank adjourned the meeting at 5:05 pm.