

**Minutes of the Emory University Senate
January 29, 2008
Woodruff Jones Room**

Attended: Akshat Agrawal, Emily Allen, Peter Barnes, Chris Beck, Sarah Berga, Kathleen Brennan, Colin Bragg, William Buzbee, Ronald Calabrese, Susan Carini, Ken Carter, Steven Culler, Monica Donohue, Matt Engelhardt, Bob Ethridge, Martha Fagan, Robert Hascall, Peter Hoeyng, Carol Hogue, Nadine Kaslow, Lauren Kent-Delaney, Joyce King, Linda King, Earl Lewis, Nina Long, Jessica Lowy, Rick Luce, Rosemary Magee, Zwade Marshall, Bill McBride, Mary Messarra-Redman, Barret Michalec, Iruka Ndubizu, Marilyn Pahr, Jane DiFolco Parker, Joyce Piatt, Virginia Plummer, Susan Ratliff, Dierdra Reber, Ron Sauder, Linda Sheldon, Jacob Shreckengost, Magda Sossa, Ora Strickland, Betsy Tanner, Lisa Tedesco, Douglas Unfug, James Wagner

Excused: Kenneth Brigham, Arlene Chapman, Susan Cruse, Allison Dykes, Elizabeth Farrar, Thomas Frank, Shauna Leven, Eleanor Main, Richard Mendola, Ivan Mihailov, Matthew Poliner, Holli Semetko, Maria Town

Absent: Robert Ahdieh, Kent Alexander, Daniel Berger, Patricia Brennan, Leigh Boghossian, Mary Cahill, Vincent Carter, Jennifer Crabb, John Ford, Jan Gleason, Ozzie Harris, Gary Hauk, Phil Hills, Una Hutton Newman, Roland Ingram, Charlotte Johnson, Ronnie Jowers, Jeffrey Koplan, Ray Kotwicki, Dan Macaluso, Michael Mandl, Meg McDermott, Shehzad Mian, Kenneth Minneman, Edith Murphree, Darryl Neil, Lynn Nester, Carol Newsom, Santa Ono, Kaitlin Porter, Jonathan Prude, Melody Rhine, Salvador Rizzo, Vivek Salgaocar, Fred Sanfillippo, Cynthia Shaw, Judith Shema, Sidney Stein, Robert Stephenson, Claire Sterk, Emily Takieddine, Kim Urquhart, Sharon Weiss, David Wynes, Bridgette Young, Lynn Zimmerman

Guest: Ali Crown, Stephen Deaderick, Elizabeth Elkins, Martha Fineman, Leslie Harris, Jay Jones, Wendy Newby, Jody Usher, Donna Wong, Barry Worley, Gloria Weaver

I. Welcome

University Senate President, Nadine Kaslow, called the meeting to order at 3:20 pm by welcoming the attendees to the University Senate meeting.

II. Approval of the October 2007 Minutes

The minutes were approved as distributed.

III. Announcement

The University Senate, for the first time, will be co-sponsoring the “Classroom on the Quad” event to be held on Wednesday, February 27, 2008, which is also a “Wonderful Wednesday.”

The Senate will be sponsoring the Wonderful Wednesday part of the event. The theme of “Classroom on the Quad” is immigration and Janet Reno is the keynote speaker.

On that same day, the Diversity Leaders Group will be sponsoring a Book Drive (Bring Your Own Book (BYOB)), a volunteer activity, and has partnered with four organizations that serve the immigrant and refugee community: Clarkston Community Center, Family Resource Center, Montclair Elementary School, and Clarkston High School. Each member of the Emory community will be asked to bring one book for the book drive.

Emory's Elaine Walker, the Samuel Candler Dobbs Professor of Psychology and Neuroscience, is scheduled to discuss "Adolescent Brain Development, Risk-taking and Mental Health" next Tuesday at the annual Distinguished Faculty Lecture at 4 p.m., in the Winship Ballroom of Dobbs Center.

“Life of the Mind” an Evening with Emory Authors event, is scheduled today at 5:00 pm, immediately following our Senate meeting in the Jones Room. Joseph Crespino, a distinguished professor, will have a reading, discussion, reception, and book signing.

Last month, we had a discussion of Safe Space Training and agreed to support the importance of this initiative at Emory. Two Safe Space training sessions are scheduled today; the first was held at 2:45 pm and had approximately 12 attendees and the next session is immediately following today’s Senate meeting.

Ron Calabrese announced that the report of the recycling work group is posted on Blackboard. Recycle Mania is ongoing! Please review the report and see how you can participate. This topic will be given more attention at the February meeting.

IV. Remarks from the President

President Wagner welcomed everyone to the first Senate meeting of the year. He briefly enumerated the things that are on the President’s Office agenda for Winter/Spring time.

Internal Items:

A set of meetings are being scheduled with faculty and staff units regarding what is meant by “the next level,” after we’ve past the exciting periods of planning, building, updating, and filling in the gaps. Although the staff meetings have not yet be confirmed, everyone is encouraged to participate in one of those meetings.

Follow up with the Provost’s Office on the “Year of the Faculty” – you should expect to hear more about this soon.

External Items:

Alumni events are being held in at least a dozen cities around the country at which the President discusses the Impact of the University - there is lots of focus right now on cost and value to students. Somewhere in those discussions is the question “what is the value of universities to

society and students”? Emory has specific examples of ideas and character that we think make a difference.

The Development Office is testing a case statement upon which we will build when the campaign goes public next fall. The statement is being tested with eight groups in the Atlanta area, and a like number of leadership groups around the country.

Issues:

The Grady situation continues to be an issue to which we have to pay attention. There are still a number of things beyond our control, but it’s moving in the right direction.

Every institution of higher learning is in a period of close congressional scrutiny and economic stress. Energy cost continue to go up and the market continues to go down. These are not good things for institutions that count on endowments instead of on a tax base to fill the gap that is not provided by tuition and research income.

Q&A:

How will faculty and staff get involved? The Deans of each school have been asked to invite the President and Provost to be guests to their regular/special faculty meetings throughout the spring. The two meetings with staff are not yet confirmed.

V. Remarks from the Provost

Provost Lewis informed/updated the Senate on the following:

Year of the Faculty – one way we talk about and recognize our intellectual community, in addition to what we do annually, is to highlight, praise, and celebrate Emory authors; members of our own faculty who produce a book in a given year. The suggestion was made to invite four authors per semester to talk about their books. Tonight is the first of the “wine and cheese” events where we bring one of our own colleagues forward to talk about their book.

We will create a Center for Faculty Development and Excellence, which came out of conversations we had last year. Yesterday’s announcement called for nominations for the first director of this Center.

We were to prepare and submit to Southern Association of Colleges and Schools (SACS), the University’s accreditation body, an interim report in April 2008. As of yesterday, they were not ready to receive our report and asked that we delay it for one year.

The public announcement was made today that Paul Wolpe will be joining us as the Director of Center for Ethics in August 2008. Paul comes to us from the University of Pennsylvania where he is a professor of sociology in Penn's Department of Psychiatry.

VI. Introduction of Ben F. Johnson, III

Rosemary Magee, PhD, Vice President and Secretary of the University, introduced Ben Johnson, Chairman of the Board of Trustees.

Mr. Johnson was elected chair of the Board of Trustees in 2000. He is the managing partner in the Atlanta law firm of Alston & Bird. After graduating from Emory College, Mr. Johnson received his JD at Harvard University. He then returned to Atlanta to practice law before and after his military service.

While at Emory College, Mr. Johnson participated in the Barkley Forum, chaired the College Honor Council, and was elected to the Phi Beta Kappa, Omicron Delta Kappa, and DVS honor societies. He was president of the Interfraternity Council and of his own fraternity, and at graduation he received the Marion Luther Brittain Service Award.

Mr. Johnson chaired The Coca-Cola Challenge and served on the Board of Visitors. He was elected to the Emory Board of Trustees as an alumni trustee in 1995, and was elected a term trustee in 2000.

He has been a dedicated servant and a visionary leader to numerous boards in Atlanta, ranging from Woodward Academy, Chamber of Commerce, Atlanta Symphony Orchestra, and many others. Perhaps more significant than these accomplishments is who Ben is which is most important. He is deeply committed to the idea of the University with all its dimensions, capabilities, complexities, and paradoxes. He is both idealistic and endlessly curious, and possesses a pragmatic sense of purpose. With those words, I introduce to you, Ben Johnson.

VII. Emory Board of Trustees – Ben F. Johnson, III

Mr. Johnson, Chair of the Board, stated the following, all of which are direct quotes. “To extent that you don’t see governance is when it’s being performed best. Any institution that you see too much of its Board is probably an institution that’s in some sort of trouble.”

What we have at Emory is very much a shared sense of governance. We have the office of the Vice President and Secretary, Rosemary Magee, who has been in that office since 2005. It seems simple but there is a very useful interface that Rosemary plays. She attends every cabinet meeting and my guess is that she and I talk at least once a week or probably see each other a couple times a month.

The President and I spend approximately two hours each month and discuss opportunities there are Emory’s and the challenges we face. My goal is for the President to spend a smaller percentage of his time babysitting the board and higher percentage of his time in getting on with the substantive issues of the University than any other AAU president.

We have a number of committees of which the Board operates. The Board has 39 members at present and we just authorized an increase in the number of trustees to 45. We have a very highly developed committee structure.

Academic Affairs, obviously works with the Provosts, and deals with academic aspects of the University issues, talks about tenure issues, new programs, engages in reviews of various components of the university and looks after academic life of the university.

The Audit Committee reviews and orchestrates the process of both internal and external audits.

Campus Life works very closely with John Ford and all of the people involved with everything from housing to athletics, campus stores and facilities, and all the things that go into campus life.

Development and University Relations has to do with how we present ourselves to the community in a whole host of ways. Ron does a fabulous job of presenting Emory to the rest of the world and tries to highlight the significant achievements and deal with whatever the challenges are. Those skills have never been tested quite the way they have in the last year of so; with the issues at Grady and things like the Jimmy Carter's Palestine book and the reactions to it. Development and University Relations is also concerned with raising the funds to implement the plans and aspirations of the university.

Executive Compensation and Trustees' Conflict of Interest ensures that we compensate the senior people in ways that are appropriate, that we understand what the market is, are careful in the way that we extend our resources, and that we can justify every decision made. They investigate conflicts of interest where trustees are engaged, hypothetically, in real estate development, providing legal, or banking services for the university.

The Finance Committee is a terribly important committee because they deal with decisions about how we steward all the resources we have, make the appropriate decisions about what dollars we going to spend when resources are limited, where we will spend them, and how we balance the cost and benefits of each one.

Investment Committee is charged with trying to maximize the return on endowments that is somewhere in the \$5 to \$6 million dollar range. A very small increase or decrease has tremendous impact on the life of the university. Stewardship of the endowment over a long period of time is what gets us \$35 billion dollars worth of endowment. This committee ensures that we get the growth we need and get those additions into the endowment.

Real Estate, Buildings, and Grounds is an incredibly busy activity of late because of the extent of the construction that goes on. There is no telling how many hours Bob Hascall has spent with the Real Estate, Buildings, and Grounds Committee. They try to ensure that we demonstrate a certain fidelity to the long range master plan, determine how we use our space and where/how we expand. This is a subject of particular interest now as we look at our medical complex, the development of student housing, the livability of the Village, and Clifton Corridor.

The Woodruff Health Sciences Center Board basically deals with over half of the University budget in terms of its clinical and educational activities, the hospitals, and Yerkes. It is a hugely important piece of what is going on.

Each one of those committees is very intensely involved at an appropriate level so that we have continuity and oversight.

The Executive Committee pulls together the leadership of all those committees to meet on a monthly basis and move on the activities of the University.

Governance is not just the administration, it's not just the Board of Trustees, it's the University Senate, Faculty Counselors, Alumni Board, and the Student Government Association.

I would be remiss if I didn't thank the people who act as Faculty Counselors and serve on the major committees: Nadine Kaslow and Steve Culler serve on the Academic Affairs Committee; Harvey Klehr is on the Audit Committee; William McDonald is on Campus Life; Robert Schapiro on the Finance Committee; Dalia Judovitz is Development and University Relations; James Roark is on the Investment Committee; James Hughes on Real Estate, Buildings, and Grounds; and Sandra Dunbar is on the Woodruff Health Sciences Center Board.

This is something that was implemented many years ago and spearheaded by the leadership of the University Senate. It was felt that the Board would not only benefit from the wisdom of these Faculty Counselors who would serve on each of the committees, but hopefully they would also serve as ambassadors back to the University, the Senate and their faculty that the University governance should be taken seriously and the work of these committees was indeed serious business.

The six big agenda items of which the Board concerns itself:

- 1) Building, nurturing, and supporting the leadership team. Looking at current cabinet of the University you'll see that Kent Alexander came 2000, John Ford in 2001, Mike Mandl in 2003, Jim Wagner in 2003, Earl Lewis in 2004, Rosemary Magee became Secretary in 2005, Susan Cruse and Fred Sanfillipo joined us in 2007. What it suggests is that we've had almost a complete re-building of the leadership team at the cabinet level over the last eight years. I believe it has been done with as much seamlessness and sense of momentum as you can find.

You will see that we have added five new Deans over the last five years: Larry Benveniste came in 2004, Steve Bowen went to Oxford in 2005, David Parlett and Lisa Tedesco in 2006, Jan Love in 2007, and obviously Marla Salmon has announced her departure and so that will be another position available. That's a remarkable amount of change in a short period of time. It takes a lot to support order in the midst of change and change in the midst of order. I'm convinced that there is not a university that has a stronger, younger, more vigorous, and aspiration driven leadership team in the country.

- 2) Advancing the strategic plan. Obviously the strategic plan is ongoing, it is a work in process, and pieces of it are being worked on by various people every single day. It is something that has gotten a lot of attention.

- 3) Advancing the campus master plan. I talked about Real Estate, Buildings, and Grounds, but not only are we involved in complete change in our leadership team, but we are talking about a campus plan that looks out 30-40 years.
- 4) Building the resource base to move unfunded aspirations to reality. Its better to have unfunded aspirations than no aspirations at all. Lots of time you find that maybe there are ways to achieve those aspirations and it is clearly a big charge of the board.
- 5) Acting as advocates and evangelist for what we are experiencing here At Emory. There is more excitement on this campus right now than I've seen in a long time. The Board of Trustees is a good group of people that move round this country in important ways and having effective advocates is an important part of what we are trying to do here.
- 6) Rebuilding the Board. When I came on the Board in 1995, I was one of the youngest people on the Board. Believe it or not, time catches up with us all. If you look at the ages of the people on our Board, there is a scary number of people in their 60s and only one person less than 50, Theresa Rivero. We have to make sure that Jim and Earl have a Board to support them into their dotage.

A great university needs leadership to understand the unruliness of the paradox, it needs leadership to celebrate the unruliness of the paradox, and leadership committed to protecting the paradox when it's most unruly.

Senate President Kaslow thanked Mr. Johnson for coming and reaching out to the Senate to have faculty counselors on the Board and for the strong relationship between the board and the university community. She expressed appreciation for the Board's commitment to the university and its members.

VIII. Diversity Dialogue Break Out Groups

A myriad of the diversity groups on Campus have been invited to discuss ways the Senate can partner to advance the agendas and initiatives. The representatives from those groups were invited to introduce themselves.

The attendees were then asked to break into groups for a discussion on how the Senate can help advance the diversity agenda. In addition, each group turned in minutes of their key discussion points, which will be posted on the website.

IX. Report from Diversity Dialogue Break-Out Groups

Question 1: What are Emory's strengths in terms of diversity and how can the Senate partner with relevant groups to bolster these strengths?

Strengths

- Strengths at Emory? Trust and safety levels are high at EU
- Emory now diverse with regard to student body. Not enough on diversity heard from faculty.
- 3 commissions on diversity and several offices; Ozzie Harris' position; HR has EOP Affirm. Action Plan; Race and Difference in the Strategic Plan; Transforming Community Project; Emory in a diverse city where recruitment is possible for staff, students and faculty; Fact: Atlanta has largest Hindu temple outside of India; Atlanta has other institutions of higher education with which to partner; departments representing diverse viewpoints such as Women's Studies, African American Studies, Graduate division of Religion and Department of Religion.

How to Bolster These Strengths

- Charge the Board of Trustees to address diversity at the board level on each standing committee of the Board.
- Create Annual Senate Report on Diversity summarizing work of the previous year.
- Charge each Senate Committee to include addressing diversity in their responsibilities.
- Senate can get involved with the PCore Fusion event.
- Senate can sponsor a diversity activity each year such as the upcoming classroom on the quad.
- Senate can partner or host brown bag events.
- Senate can get involved with International Day.
- Develop a vision statement for diversity that comes from the Senate to Ozzie Harris for 10 years from now.
- Develop a formal mentoring arrangement sponsored by the Senate, matching people across disciplines, schools, etc., and combining all members of the constituency (Students, Faculty and Staff).
- Senate sponsorship/partnership to provide faculty education on Universal Design.
- Improving diversity in the Honorary Degree program (as committee is currently doing) is a good thing.
- Numbers/metrics: show what the targets are and tracking of the numbers to show results; partner with EOP to communicate the Affirmative Action Plan (which is published each year).
- Discover why people (students) leave? Are they dissatisfied based on diversity matters? Same for staff. Are exit interviews used effectively? One at this table said that Central HR does not use exit interviews unless there are extraordinary numbers of people leaving in a department due to similar reasons. Is this true? Do more to retain students (minority) and understand why they leave?
- Gather data on race and gender issues tracked as national trends. What should Emory be on the look out for?
- A culture of trust is the matter at hand (it was suggested) that would allow people to reveal issues or to give comfort to express concerns regarding problems they see
- Emory is NOT diverse in regards to *learning differences issues* for students, staff, or faculty.

- Is there a plus to identifying people with learning issues/differences? If there is no advantage to someone, then they probably won't reveal.
- Faculty to get on board w/ programs (of diversity) or otherwise there is no advancement of diversity.
- This is a climate issue—if people disclose their difference, then we must accommodate, as in providing oral testing or provide tutoring for someone with learning disability.
- If someone is singled out it's negative so that may cause some to allow difference to be known
- Look at benchmark institutions and push forward to move up in rankings with regard diversity.
- Diversity varies by school units.
- Increase awards for service provided by volunteers on the campus---Acknowledge volunteerism formally.
- Provide course-off supplement to faculty to tackle diversity issues.
- Expand the career ladder for staff—expand the Excellence Thru Leadership programs to provide tracks for manager development among minorities.

Question 2: How can we improve in terms of diversity and how can the Senate partner in this process?

- Multi-language documents
- Having groups being accountable for diversity goals - There is an Annual Report on Diversity but we need to hold each other accountable.
- Measure diversity goals - a Satisfaction Index - be sure to survey alumni to compare their experience here at Emory with the "real world."
- At every Senate meeting have a brief report given by a member of one of the Diversity Initiatives - besides giving more info to members, it's an opportunity to recruit volunteers.
- Recommend a diverse slate of faculty to Board of Trustees.
- Encourage making invited guest speakers an "every person issue" so that the community becomes engaged and not focus on their particular issue.
- Develop one University-wide events calendar.

Question 3: What are obstacles to the success of diversity initiatives at the university and how can the Senate help in addressing these challenges?

- Resources
- Preaching to the Choir
- Financial
- Lack of staff
- Reporting bodies
- Lack of statistics
- Lack of space (to hold events)

- Bring in well-known speakers in an effort to create well attended events
- Lack of updated books – update library
- Obtaining co-sponsorships (very time consuming, make it easier)
- Make partnering with other groups easier
- Reach people who don't know about the groups/offices
 - Academic departments (HR Orientation and Diversity)
 - HR/Newsletter highlighting a particular group
- Method for measuring progress murky
- Need for University calendar
- Need for comparative analyses process

How Can We Help

- Better marketing
- Provide clearer steps for implementation -- once planning is done; moving from planning and measuring progress to implementation of initiatives.
- Help with funding
- Help with staffing
- Ensure that each group gets adequate piece of pie to ensure successful outcomes.
- Help to balance time and effort so that it helps to strengthen the infrastructure and not overwork/under resource any one or any group.
- Review budgets annually; maybe even semi-annually (i.e., LGBT has received 1 budget increase in 10 years).
- Partnering with groups that reach out to the Community will help save time and create an effective use of resources.
- Not force groups to become a “victim of our own success”; once you do a lot with a little, it becomes the “measuring stick”.
- Help to recognize growth patterns and be ready to offer alternatives (i.e., in a trailer for 12 years, was suppose to be there 3).
- LGBT is part of Campus Life, and also represents staff and faculty concerns. Is this the ideal association or does it give the impression that this organization perceived as a student only focus group?
- Obstacles are communication – which is the very thing that makes us feel we belong to a community. This is a serious problem that has been discussed at length and needs the Senate's influence to move forward. The Senate should pass a resolution supporting a central communications department with published standards and procedures. This would include a central booking group for all meetings/conferences/events open to the Emory community.
- Resources to retain diverse students once they have been recruited: ESL, financial, equipment, mentoring, etc.
- Senate should have an operational link with Alums – they are the past, the future and the link to the greater community.

- Organizations that duplicate efforts across silos.

Question 4: How are various groups related to diversity initiatives already working together and how would you like to see collaborations in the future?

- Need to include the less identified groups, such as International Students, non-traditional students, the Advantage Program participants, and determine whether we are meeting their needs as a community.
- We'd like to have an annual report from the Office of Diversity...(Ozzie Harris) that enumerates activities, programs, collaborations, etc., with a plan for the following year.
- Should we have a triage unit that refers a person in need to the right department, organization, etc.? Who identifies these needs?
- Have everyone at the table. Not a crisis driven discussion, but everyone engaged in the topic.
- Freer communication: bottom up, side to side, and top down.
- Transparency around issues and policies for populations with diverse needs.

Question 5: What is your vision of Emory as a diverse community 10 years from now?

The Emory College student body to a large extent reflects the regional, cultural, gender, racial, economic, and spiritual diversity that can support a rich intellectual life and support for this diverse student body must be sustained. Recognizing the strength of this existing diversity, we emphasize that sharing and celebrating diversity is still in its beginnings at Emory and must be fostered further to build the diverse **community** that we desire at Emory. We also need to develop academic and mentoring programs that will ensure greater retention of underrepresented minority students.

- A future goal for diversity at Emory must be for the faculty, administration, and board of trustees to reflect the same level of diversity as the undergraduate student body.
- To help recruit, develop, and retain a diverse faculty all academic department chairs should be encouraged or required to receive leadership training in which the rewards of diversity and methods for attaining Emory's diversity goals are emphasized.
- In developing a diverse faculty, a sustained effort, and departmental and school accountability are necessary.
- In 10 years we would like there to be so much openness, safety, collaboration and compassion that we no longer need diversity groups.
- Observation that when one goes on a public school campus (GSU specifically) one sees every type of person – all races, genders, sexual orientations, ethnic, international groups – Emory's diversity is less visible.
- In 10 years the Board of Trustees, all leadership posts, all faculty, all students, all staff should be visibly diverse across the board.
- Commitment to Human Rights is an essential piece of the vision for diversity. We need to appreciate and learn from the diverse cultural groups both at Emory and globally.

The following are the key recommendations offered by each of the groups in the final report out.

- Form a standing Senate Committee to discuss diversity
- Have an annual report to the Senate on diversity
- Have each Senate committee consider diversity in its mission
- Publish critical documents multilingually
- Encourage campus groups to hold self accountability for diversity goals
- Measure diversity – students, staff, faculty, alumni
- Invite a speaker to each Senate meeting to inform the Senate about what the group/organization that are involved in does on campus related to diversity and strive to increase partnerships
- Increase diversity of the faculty counselors
- Ensure that the university creates a single events calendar that denotes events related to diversity
- Encourage each commission to make issues related to every person/all diversities
- Engage with the diversity we already have on campus
- Increase partnering between groups and make this easier
- Do a better job of reaching people who do not know about various diversity related offices
- Help create steps to facilitate implementation of diversity agenda on campus
- Sponsor faculty education in universal design
- Ensure that visions statement highlights us as a single, collaborative community
- Develop a formal arrangement that provides formal meetings between silos
- Increase retention of underrepresented minorities
- Work to ensure that faculty and Board of Trustees reflect the same diversity as the student body
- Build a greater sense of community on campus
- Underscore the importance of leadership academies for chairs focus on diversity
- Assign people to be accountable for moving the diversity agenda forward
- Be sure that everyone is at the table and that there is freer communication in all directions
- Have more transparency about commitments and policies
- Ensure a meaningful commitment to human rights

XIII. The Senate meeting adjourned at 5:02 P.M.

Respectfully submitted,

Susan T. Ratliff
Secretary, University Senate