Employee Council General Meeting Minutes  
January 16, 2008  
12:00 p.m. – 2:00 p.m.  
Room 201, Nell Hodgson Woodruff School of Nursing

**Member Attendees:**  
Adiri, Yaffa  
Bragg, Colin  
Chebat, Patricia  
Hinson, Katherine  
Long, Nina  
Patton, Cathy  
Wilson, Brenda  
Ali, Yasmin  
Brennan, Kathleen  
Christian, Alex  
Howard, Marsha  
Luehrs, Karen  
Rackstraw, Joanne  
Woods, Tracy  
Asherman, Laurie  
Brownsberger, Shelly  
Derry, Michael  
Kelly, Kenny  
Martin, Missie  
Sheldon, Linda  
Worthy, Robin  
Ashley, Sharon  
Bryant, Cindy  
Duncan, Carol  
Kerry, Sandy  
Morgan, Sian  
Stewart, Glenda  
Blackmon, Melissa  
Cadray, Lynn  
Garrett Bell, Jamila  
King, Linda  
Ndubuizu, Iruka  
Varnado, Margie

**Alternate Attendees:**  
Connelly, Stephanie  
Ingram, Terry  
Pike, Cecelia

**Excused Absences:**  
Bianchi, Felicia  
Engelhardt, Matt  
Goetz, Betty  
Jaleel, Joyce

**Welcome**

President Iruka Ndubuizu welcomed all members to the meeting and introduced today’s speaker-Dr. Marla E. Salmon, Dean, Nell Hodgson Woodruff School of Nursing; and Dr. Rosemary M. Magee, Vice President and Secretary of University.

**Dr. Marla E. Salmon**

Dean Salmon welcomed us to the school of nursing and focused her remarks on the future of the School of Nursing (SON). Her presentation (attached below) addressed the importance of partnerships that the school has worked to establish and maintain partnerships not only for faculty collaboration, but across groups of people on campus as well as in the community. She discussed the schools work in developing programs that not only enhance the service learning aspects of the school, but also enhances the care delivered in the community. Dr. Salmon mentioned the current nursing shortage and the significant impact it will have on the future of healthcare in this country. She discussed how members of our faculty are working to not only to improve care, but to improve the environment in which a nurse works so that a nurses’ time can be used more efficiently to provide the necessary care.

She thanked us for our work on the council and hoped that we visited the school again.
WELCOME

Emory University
Employee Council
January 16, 2008

Our responsibilities;
Our aspirations…

An overview of the future of the Nell Hodgson Woodruff School of Nursing
Overall philosophy

• To do what we can do best that makes a difference to those in greatest need
• To make the best use of our unique opportunities, resources & partnerships

Our responsibilities

• To find solutions for society’s most pressing health problems
• To improve health and health care
• To develop nursing leaders
• To craft the future of nursing
Some of the problems that we address…

- Unsustainable US nursing workforce & depletion of other countries
- National nursing faculty shortage
- Increasing health disparities
- Lack of access to safe, high quality healthcare
- Need for more cost effective models of care

How we aim to get there....

Our school goals & our people
Goal 1: Be among the top three private schools of nursing in educational rankings

- Attracting & supporting the best students
- Attracting & supporting the best faculty
- Advancing our teaching programs
- Leading the country in new models & methods for teaching

Three faculty innovators
Our wonderful students...

In the Thick of Things

I had a feeling my voice was being heard.

—Ani Alfons, MSN, Heart/IM resident

Goal 2: Be among the top three private schools of nursing in NIH funding...

- Attracting, developing & retaining the best faculty
- Building clustered research capacity
- Collaborating with other disciplines to find real answers to care problems
A few examples...

Goal 3: Be the leading private school of nursing in the area of international nursing

- Advance leadership & partnership training for most senior government nurses & others
- Partner with our global health colleagues
- Help build capacity within countries
- Prepare students who are effective in a global society
- Recruit & retain best faculty & students
Goal 4: Provide international and national leadership in faith-based and mission related nursing

- Enhance effectiveness of this area of nursing practice
- Develop educational opportunities for in this area
- Develop care interventions that effectively incorporate faith & spirituality
- Attract & retain best faculty & students to advance this goal
Goal 5: Be national & international model for social responsibility

- Live out the values of Emory & the School of Nursing
- Prepare students committed to use nursing to reach the most vulnerable people
- Integrate service-learning into the curriculum
- Recruit & retain the best faculty & students
Touching lives through service learning...

Goal 6: Collaborate with partners in innovations in predictive health

- Advance nursing & interdisciplinary science
- Lead integration of genetics education
- Explore new educational options
- Integrate nursing into predictive health initiatives
- Position nursing to continue as the patient’s partner, advocate & interface with the care experience
Nursing, interdisciplinary science & predictive health...

Goal 7: Be a rewarding and enjoyable work community

- Recruit, develop & retain the best possible faculty, staff & students
- Include our alumni & friends in our work in meaningful ways
- Provide leadership in advancing the workplace of the future
- Live out the values of Emory & the School of Nursing
School-life innovations...

Alignment with University Strategic Plan – AY 2008

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Social Responsibility</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Faith-Based</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Predictive Health</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Work Place Climate</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
As we live out our responsibilities; our aspirations…

We reflect on our values of scholarship, leadership and social responsibilities

Thank you!
Dr. Magee came to discuss the Art of Governance (her presentation is attached below). She has been at Emory since 1987 and she has an academic background, but didn’t have a lot of experience with governance. She explained that she viewed governance as the structure that allows the activities of the institution to take place. She used the construction of the Schwartz center as an example—the actual structure is governance with the performers, events and activities taking place are the everyday activities of the institution. She went on to describe the Board of Trustees which has been a part of the university since 1915. They are responsible for governing but not for management of the institution. There is a charter and by-laws which govern the institution and can be found on the Emory Website.

She did answer some questions from the audience:

Q: Comment on the Diversity of the Board—would you say it was progressive, conservative?
A: She stated that she thought it was in the middle. Currently the Board’s makeup reflects a number of alumni classes of the past and it will be changing to reflect the current as well as future diversity of the University. The university will be undergoing a number of changes in the future and that includes the Board. Dr. Magee’s office will be working with the Strategic planning committee to evaluate and implement future changes to the Board in terms of size and racial/ethnic diversity, but also on diversity of background of the members.

Q: Status on Work Life Taskforce report?
A: The president received the report this past November. The president’s cabinet will review it and report back to the committee. Currently the committee is waiting to hear his comments. Once that is done the report will be made public and the next steps toward implementation will be discussed. An implementation grid will be made public when the response to the report is made. One recommendation of the report is the establishment of a work life resource center. More information on this will be forth coming.
ROLE OF TRUSTEES

The Board of Trustees governs the University by establishing policy and exercising fiduciary responsibility for the long-term well-being of the institution. The Board and its Executive Committee act on recommendations from Board committees, university officers, and the University Senate.

CHARTER & BYLAWS

The Charter and Bylaws explain committee work, the roles of university officers, power and authority of trustees, and general rules and decorum for the Board.

By custom, several board positions are filled by active bishops of the United Methodist Church.
BOARD FRAMEWORK

THE BOARD
• 39 to 45 positions (30 to 34 term trustees; 9 to 11 alumni trustees)

TERM TRUSTEES
• 30 to 34 positions
• Elected to serve an initial six-year term; a four-year renewable term may follow

ALUMNI TRUSTEES
• 9 to 11 positions
• Elected to serve one six-year term
• Recommended by the Emory Alumni Association

TRUSTEES EMERITI
• Trustees serving as much as one full term of six years may be elected by the Board
• Trustees who attain the age of 70 (effective with the end of the Annual Meeting of the Board of Trustees)
• By custom, if a bishop, after serving a full term, is retiring from the episcopacy, he/she is elected to emeritus status by the Board
• May attend board meetings, but do not vote
• May serve as voting committee members until age 75

Emory University Board of Trustees
Existing Board Structure and Committees

Trustee Attributes

- Demonstrated Leadership
- Diversity of Perspective and Backgrounds
- Commitment of Resources
- Engagement and Advocacy

Emory: A destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.
Governance Stakeholders

**University Senate** - The University Bylaws authorized the formation of the University Senate, composed of the Faculty Council, leaders of the Employee Council and the Student Government Association, as well as ex-officio members from University administration. The Senate provides representation, enhances communication, and recommends important change in university policy when needed.

**Faculty Counselors of the Board** - The board chair appoints faculty counselors to serve on each of the major board committees, in accordance with the Bylaws of the University. The terms for Faculty Counselors, other than the president and president-elect of the Senate (who serve ex-officio), will be three years.

**Emory Alumni Board** - consisting of alumni representing Emory's diverse alumni population. Responsible for promulgating policy and supervising the activities of the Emory Alumni Association to meet the mission of the EAA. The mission of the Emory Alumni Association is to:

- Strengthen relationships among alumni worldwide.
- Provide lifelong learning and leadership opportunities.
- Develop alumni support for Emory's annual fundraising efforts.
- Facilitate alumni participation in the university and its mission

**Student Government Association** - Founded to serve as a vehicle through which students can have their concerns addressed by elected student representatives. The organization has offered a legitimate voice to the University administration, championing students' interests and funding various speaking events and campus structures.

- A great university is a thing of unruly paradox.
- It is a place of tranquil reflection and a testing place and indeed a battleground of outrageous ideas.
- It requires stability, yet is a catalyst for change.
- It teaches respect for boundaries, yet encourages pushing those boundaries.
- It is a place of self-conscious egalitarianism, yet a place of studied rank.
- It trains for the sacred as well as the secular.
- It gleans from the past to prepare for the future.
- Its mission is abstract and altruistic, yet it depends upon the continuing philanthropy of the marketplace.
- It is all these things and aspires to be all these things.
- The great university needs leadership that understands the unruliness of the paradox. It needs leadership that celebrates the unruliness of the paradox – and is committed to protecting the paradox even when it is most unruly.

*From Ben F. Johnson III on the occasion of former Emory Board of Trustees Chair Brad Currey's stepping down from his chairship.*
“The secret of progress is to preserve order in the midst of change and change in the midst of order.”

Alfred North Whitehead

Where Courageous Inquiry Leads

The Art of Governance
Emily Allen-SGA President

She came to speak about Classroom on the Quad which will take place February 27th from 10am to 2pm on the Quad. Former U.S. Attorney General Janet Reno will be this year’s key note speaker and the topic will be immigration. The keynote address to begin at 2pm. She wanted to let us know that all staff are invited and hopes that we will participate. More information will be forthcoming.

Old Business

Minutes from the 12/12/07 Meeting were approved as written with adjustments to be made to attendance portion.

Kathleen Brennan, Treasurer, reported that as of today’s lunch the council had $6,383.65.

New Business

Betty Goetz, Historian, was absent, no report.

Group Discussion: 2008 Town Hall-we split up into caucuses to discuss this.

This will take place in March at the Law School and we are soliciting for questions for managing growth as well as ideas on how to spend our money—i.e. a scholarship for an employee or a feasibility study, etc.

Robin Worthy, working with the Red Cross has scheduled the first blood drive for February 29th in the Rita Ann Rollins Room-RSPH 8th Floor. This blood drive will be jointly sponsored with the School of Public Health and posters will be in a few days. Please respond to e-mail Robin will be sending out as to how many you will need and she will get them to you.

Caucuses-

Membership (Chair Laurie Asherman): Make sure people are signing in and that if you are going to be absent that you e-mail Laurie and not Iruka. Introduced new members and alternates. Discussed new member orientation process that would take place 30 minutes prior to the first meeting. Notebooks were also mentioned. Elections will be in April and if you are interested please contact Laurie. Also if you need a ride to the next meeting at Oxford please e-mail Laurie before the end of January.

Communications (Chair Katherine Hinson): Website is in progress. Questions for town hall were discussed.

Special Interest (Chair Matt Engelhardt): Benefits: Career Advancement: Continuing to look into career ladders and evaluations. Resume assistance, exit interviews, professional development plan-Catherine Hinson mentioned that a lot of this information is out there on the HR website. Create a document of where all this information is located not so much about if it is being done.

Suggestion box group: T-shirts for free for staff fest, better prizes, 2 food lines, Emory ID mandatory, or take all the money and divide it up among all employees.

Next meeting: February 20, 2008 at Oxford College in Seney Hall