Member Attendance

Please see attendance sheet, prepared by Membership Chair, Sharon Ashley.

Welcome

President Matt Engelhardt welcomed all members to the meeting, and introduced today’s speakers: Mike Mandl, Executive VP, Finance and Administration; Lisa Underwood, Associate VP, Parking and Transportation; Bridgette Young, Associate Dean, Chapel & Religious Life; Del King, Associate Vice President, Human Resources; and Vicki Flier Hudson, Emory Corporate Learning.

Mike Mandl, Executive VP, Finance and Administration

Mike Mandl came to speak to the Council about Emory’s current financial situation. Emory is deeply affected by financial meltdowns because of its dependence on its investment portfolio. From August 31st to the present, these investments have decreased 20%. This is good relatively, but still a huge decrease.

Mandl announced that each of the schools and divisions already know their budget decreases for the current and coming year, and are planning to function with these lower budgets. There will undoubtedly be budget cuts, but hopefully this will be accomplished through attrition.

Question: Yale and Harvard have committed to continuing their financial aid. Will Emory do the same?
Answer: This will be the last place Emory cuts funds, and Mandl personally felt that this is the worst time to reduce this support.

Question: Has the economic downturn affected the campaign?
Answer: The campaign hasn’t really been affected yet, but it’s too soon to tell. Matt Engelhardt added that nearly 2/3 of the total goal has already been raised, and no one who has previously pledged has yet started reneging or asking for an extension.

Question: What do we do for our own employees with financial issues?
Answer: There are a couple of things that Emory is doing:
1. A list of internal and external resources was listed in the Dec. 15th version of the Emory Report, e.g. the $750 emergency loans available with the Credit Union.
2. A team is working on frequently asked questions related to the economic slowdown will come out soon.

**Lisa Underwood, Associate VP, Parking and Transportation**

Lisa Underwood provided a few updates from Parking and Transportation:
1. A revised website is underway and will go live in January. It will include a link to the vanpools already available, the number of seats on each, etc.
2. 14.5% of Emory employees and students are engaged in some sort of alternate transportation. Most are using public transportation, with carpools as the #2 option.
3. There will soon be enhanced controls (equipment) in the parking decks – there will be communications on in the coming months.

Question: Is the economic situation having an affect on MARTA benefits and costs?
Answer: This is a difficult question to answer, as it is dependent on MARTA – if they increase costs, then Parking Services will have to decide what their response will be.

**Bridgette Young, Associate Dean, Chapel & Religious Life**

The Office of the Chapel & Religious Life works with students and employees; does one-on-one counseling, memorial services, grief counseling; organizes gatherings such as the chapel teas (where they discuss scholarly and cultural work); and teaches respect for all religions.

Dean Young spoke briefly about the religious groups on campus: there are 6 religions recognized as having groups on campus, 25-30% of the population is Jewish, and the Catholics are the largest Christian group.

The office holds two masses per week, and organizes “Journeys of Reconciliation”. These journeys are available to everyone on campus, and they involve two weeks of immersion to learn about different cultures. This year the trip is to Cuba.

**Del King, Associate Vice President, Human Resources**

Del King introduced the Organizational Development and Employee Relations staff, and then talked about the two areas' responsibilities.

Employee Relations is responsible for:
1. unemployment claims
2. terminations
3. performance management
4. supervisory training
5. exit interviews
6. leaves of absence
Organizational Development is responsible for:
1. improving group dynamics
2. organizational behavior
3. strategic planning
4. business process redesign
5. change management

For more information on the roles of Organizational Development and Employee Relations, see the PDF document of Del King’s PowerPoint presentation.

Question: What is the process for all employees to follow before contacting Employee Relations?
Answer: I recommend following the chain of command, i.e. within the department, first, and then Employee Relations can act as a mediator, if necessary.

Question: What is the difference between Employee Relations and the Faculty Staff Assistance Program (FSAP)?
Answer: Employee Relations handles all manager-subordinate issues. Some conflicts may include FSAP too.

Question: Do you feel that your organization serves as an ombudsman?
Answer: Yes, even though we look at things differently. I’m not sure where President Wagner stands, but this topic has come up several times.

Vicki Flier Hudson, Emory Corporate Learning

Vicki Flier Hudson’s topic for the Communications portion of the meeting was cross-cultural communication. The number one issue in cross-cultural communication is the gap between implicit and explicit communicators.

For more information on cross-cultural communication and the course taught at the Center for Lifelong Learning, see the PDF document of Vicki Flier Hudson’s PowerPoint presentation.

Old Business

Approval of November’s meeting minutes: the minutes were not posted to the website and distributed by email to the Council until today, so Matt Engelhardt could not ask the Council to approve the minutes.

Treasurer’s Report: Margaret Murray – to date the Council has spent $1557 on food and office supplies; there were no extraordinary expenses in the past month.
New Business

**Historian’s Report:** Betty Goetz (see notes at end of report).

**Committee Reports:**
- Colin Bragg, Benefits Committee: Bragg asked that all questions about the AFLAC presentation be emailed to him or posed to him in January.
- Website update: Alex Christian is in training for the new website.

**Miscellaneous:**

Matt Engelhardt asked the Council to keep their ears open regarding constituents having financial issues.

Question from a Council Member: Are we able to get copies of the PowerPoint presentations from the speakers?
Answer from Matt: Yes, we will get them and post them on the website with the minutes.

---

**Historian’s Report from Betty Goetz: Emory’s “Calico” Buildings**

When I first began spending a considerable amount of time on Campus I remember commenting to a classmate that you could pick up an Emory building, place it anywhere in the country, and it would still be identifiable as an Emory building. All of the original buildings had two things in common: red tile roofs and exterior walls faced with multi-colored marble. I knew that there had to be a story behind the design, but I did not discover it until this year in an article by Scott Carlson on the Facilities Management web site, and then backtracking to the original article published in the October 6, 1920 issue of The American Architect. In the article the author highlights the ingenuity of the architect, Henry Hornbostel.

Warren Candler, the chancellor of the University and member of the building committee did not believe in spending more than the bare minimum on buildings, so Mr. Hornbostel had limited means at his disposal. Mr. Hornbostel made a study of local materials that were available. At the Tate marble quarry he noted all of the slab remnants. He purchased the remnants at a greatly reduced price and had them cut into square or rectangular pieces of whatever size could be salvaged. The face was polished and the corners were made square. “The colors embraced almost every shade of gray, pink and brown confined to one piece—or several colors common to one piece. The majority of the pieces, however, have a dominant color. The pieces were placed in the wall in random range without reference to size or color with exceptions as later explained.” Large pieces were used to give the buildings a finished look along the corners, window and doorjambs, and borders.
“The roofs are covered with red burned-clay shingle tile not selected for shade. They are very effective in combination with the marble walls and the surrounding forest.”

“Great credit is due to that master mind and skilled hand which has found a use for a waste product—a use that has resulted in buildings of incomparable beauty. It requires a certain measure of bravery on the part of the architect to make such a radical departure from the traditional methods and designs applied to such an important project. Happily, success attended the effort and there stands a group of buildings well worthy of the attention of all students of American architecture.”

Jen Fabrick, Emory University architect, refers to the marble facing as being in a calico pattern. The pink marble is called Etowah and the gray marble is called Cherokee White or Cherokee Gray depending on the shade. Presently the pink quarry is not operating. It is located between railroad tracks and a river, and is now flooded. For more recent buildings it has been necessary to go as far away as Portugal to obtain marble that is similar.