Employee Council General Meeting  
October 25, 2012  
12:00 Noon – 2:00 pm  
Goizueta Business School, Room W320

ATTENDANCE

PRESENT:

Allen, Arnetta  
Cherry, LaDonna  
Cook, Susan  
Frazier, Rita  
Haynes, Tanisha  
Jackson, Linda  
Lehner, Rachelle  
MoJonnier, Mary Lou  
Perry-Bates, Laura  
Strozier, Katherine  
Toce, Michael  
Ward, Mary  
Yarbrough, Anita

Bowie, Cheryl  
Cirillo, Matt  
Duprey, Angela  
Granholm, Lisa  
Howard, Marsha  
Jalloh, Matilda  
Mayes, Linda  
Moser, Carol  
Randall, Tawa  
Tarkington, Alice  
Troyer, Kathy  
Williams, David

Byrd, Jerry  
Cody, Tanya  
Forts, Ricardo  
Green, Stacey L.  
Hughes, Countess  
James, Jonetta  
McAdam, Richard  
Perlove, Jessica  
Shaffer, Nelson  
Terry-Carter, Chris  
Varnado, Margie  
Wilson, John

ALTERNATES:

Alford, Koya  
Cody, Tanya  
Jackson, Dell

Batiste, Mikelyn  
Crabb, Donna  
Jarman, Shea

Cleveland, Shauntae  
Henry, Sherice  
Poulson, Marvin

EXCUSED:

Weaver, Gloria  
Reese, Tamicka

ABSENT:

Ashford, Shaneesa  
Fugate, Kim  
Myers, Travis  
Sirotkin, Jennifer

Bowden, Cheva  
Howell-Robinson, Kelli  
Sanders, Rhoda

Castellaw, Adam  
King, Leslie  
Scott, Shawn
Meeting convened at 12:10 pm

- **Kathy Troyer - President**
  - Welcome
  - Agenda Overview: [October 2012 Meeting](http://www.employeecouncil.emory.edu/)

- **Countess Hughes – Hardship Fund Coordinator**
  - Website: [Hardship Fund](http://www.employeecouncil.emory.edu/)
  - Update of Current Contribution Information: [Account Balance Summary](http://www.employeecouncil.emory.edu/)
  - Hardship Fund Committee has two over arching goals:
    1) Thank those who have contributed and 2) spread the word about the Fund
  - Each month Committee will get list of new contributors, whether one time donation or through payroll deduction, and send “thank you” e-mails or post cards
  - Each rep should sign up for month that they and department/constituents can focus on spreading the word about the Hardship Fund
  - Hardship Fund Committee members will work with rep to decide how to get word out.
  - Examples include: “Change for Change” program; Hardship Fund “tree” (which will have info on Fund and how one can donate); invite Committee member to come speak to Department
  - Goal is to raise $500.00/month; adds up to approximately $50.00 raised per rep
  - This should translate into an additional $5000.00 in the Fund by August
  - This will also be an opportunity to get information out to those employees who may not know Hardship Fund is available
  - Response to question from rep regarding eligibility requirements and reasons why applications are rejected: Applicant may not have data to back up issue; have not been employed by Emory for at least one year and some are Emory Healthcare employees, which has its own fund and they are referred there

- **Speaker: James Wagner, PhD - President, Emory University**
  - **State of the University: Five (5) P’s**
    - **Pain:**
      1) Recently came forward with discovery that University had been providing false data to several different data sets including rakings that US News and World Report magazine gives and this had been going on for 12 years. Discovered in May and told US News right away but wouldn’t go public until could answer 3 questions:
        - What do we know about how it happened
        - What were we going to do about it today
        - What we were going to do to keep it from happening in the future
Took until August to come up with answers; coming forward has rebounded to the benefit of our reputation

*Note: Emory’s rankings didn’t change as a result of this finding

2) Acknowledged that in the 1950’s Emory’s Dental School exhibited intentional, deliberate Anti-Semitism. Ended when Jake Ward discovered Dean that was driving force of bigotry modified admissions document and perpetrator resigned. Held film screening event to acknowledge Dental School bias

Emory has tried to treat these admissions with integrity

**Progress:**

1) **Natasha Trethewey** named United States Poet Laureate; Emory Faculty members received American Book Award and inducted into National Academy of Science respectively

2) New buildings going up including Medical Research Building on Haygood Drive

3) Emory Point (though not our building) will come on-line soon

4) Emory-Tibet partnership completed it’s five year run

5) Increased visibility in newspapers and media outlets

6) Emory Campaign met goal of raising $1.6 billion in spite of tough economic times

**Pressures:**

1) Financial pressures – we receive monies from tuition, research income, return on endowment and investments, patient care reimbursement and development/fund-raising. First four will likely not grow, but hope fund-raising grows. Looking to other ways to augment monies.

2) Society thinks that what we need to be producing is only job ready students and while agree students need to come out and be employable, also need “life ready” students; students who are citizens - young people who are people not just trainees

3) Global pressures/International pressures – flood of international student applicants, more than Universities can handle. Have to be careful; want to welcome international students and want to play in international arena, but don’t want to lose distinctive American University experience

**Point of View:**

1) Many people say “Higher Education” needs to do many things; institutions like Emory which are comprehensive, research intensive and incorporate health sciences education make up only 1.3% of all Universities. So Emory can’t do everything. We will be engaged in on-line learning for instance, but Emory believes that “forever” there will be room for a very top-flight residential campus where students learn by living with each other in community and understanding what community is as opposed to just getting all their information through the internet. University will do hybrid
sort of thing and use technology of course; but believes research and residential University done right/done well is here to stay and we’re investing in this belief. This is the reason why all the dorms going up; want to house 80% of under-grads by 2015.

2) Need to take risks, means we will make mistakes but confident we will achieve good things

- **Priorities**
  1) Enhance the impact of our education by strengthening Emory College of Arts and Science with program Dean has rolled out – controversial but President applauds the fact that Dean realizes the most financial abundance we have at Emory is already here. Good stewardship dictates monies must be used for its highest and best purposes, and then necessarily we have to recover some from purposes that were luxuries in the past
    *Note: those that are displaced by lost of program Emory will treat with accommodation and compassion
  2) Enhance the student experience
  3) Tell the world what’s special about Emory; research and health sciences but also literary assets like Salman Rushdie; the US Poet Laureate and book collections in MARBL. Last year US News and World Report said the best place to study creative writing in the country was Emory University
  4) Respond to changes in world by coming up with ways to fuel what we do in the form of shoring up “best business” practice initiatives, not about “corporatizing” the University but building a business platform that is “rigid and unyielding so that professors and students can get up on that platform and dance” with as few rules as possible. Includes initiatives like partnerships with Georgia Tech and looking at global strategies to help develop markets
  5) Engage community better to move forward, and work so that staff and faculty have more say about direction University goes and what we offer students. Working on areas like engaging faculty in promotion and tenure and Emory Engagement Project with Employee Council.

- **President’s responses to Questions:**
  - **New Provost Update:** Two stage process - 1) Search Advisory Committee to sweep in lots of applicants do interviewing and forward 3 or 4 names to President which leads to stage 2) on campus conversations.
  - President has been told Committee is down to 7 finalists. Target is by early December to give President smaller group of 3 or 4. Then selection matters based on whether in-house candidate who can start immediately or off-campus where may need interim/acting Provost.
Class and Labor Update: Working on final set of recommendations and should become public before Holidays. Also Committee on Community and Dissent has reported and University Senate is forming committee to move into policy phase.

Business Practices (BPI) Update: Focused on two areas: 1) Travel Arrangement/Reimbursement and 2) Research Administration.

Want to make structural changes and take measures to ensure new models succeed and then will move to other business practices.

Chick-fil-A Update: President Dan Cathy made statements completely inconsistent with Emory in regard to LGBT people and lifestyle. On-going conversation is being led by Dr. Ajay Nair, Senior VP and Dean, Campus Life.

Question is - to what degree do we stand for “people being able to say and believe what they say and believe and when does that cross over the line into hate”. Universities are welcoming but what do we exclude? Everyone agrees hate doesn’t belong especially to the extent to which a company becomes a symbol for or actually a mechanism for hate or intolerance. But need to be careful not to set pattern of excluding people ideas or entities or vendors that do things that offend. Offense is not necessary hate. Have to develop principals that can be applied to every case, because there will be another one.

Also discussed money University gives to Chick-fil-A that is turned around and used to promote intolerance. President Wagner remarked we give them a space not money and counter argued that if no one bought food from Chick-fil-A they would lose space on campus because not profitable.

Conversation on Healthy Living and Sustainability Initiative promoted by Emory. President reminded Council policy on healthy food is to educate and provide options but not enforce.

Ozzie Harris, JD – Sr. Vice Provost for Community/Diversity

- Advisory Council on Community and Diversity Presentation
- Advisory Council process
- Asked the Question: What are our values on campus that help to support the community and diversity and what do we do whenever those values are violated or irritated? What’s an adequate response?
- Idea: Constructing infrastructure through work rather than expecting people to do work through their own personal sacrifice.
- 2nd Question: How do we construct infrastructure so we know we will get things done weekly, monthly, annually? Some projects require ongoing activity and interest can not always be driven by personalities, as energized and enthusiastic as they may be
- Some of Ozzie’s responsibility (it is a shared responsibility) is constructing Community and Diversity on campus
University had three Commissions that focused on 1) Race and Ethnicity 2) Sexuality and Gender Identity and 3) Woman and Gender, but nothing on religion; disability; class; international background, etc. nor time to construct, so how do we construct something to deal with the many facets of diversity that are important in our community

Ozzie talked to Commissions about creating infrastructure to address needs of institution and what would it look like

Driving infrastructure, not just having conversations but could the conversations reach back to the Units; back to the President; up to the Trustees down to any office so that everybody knows a little more about what’s going on and what is expected

Emory has lots of people individually committed, but no accountability for successes or failures or things we don’t make enough progress in.

Wanted to develop infrastructure that would allow us to begin to ask tougher questions and structure questions in the institution so that various Schools; Units and Leaders would be held might more accountable for producing the kind of working environment; learning environment; kind of environment we conduct research in that we claim we want

Instead of holding individuals responsible for doing this; units have responsibility

So disbanded Commissions and begin to implement three elements broadly defined as 1) Executive Committee (principally made up of President but includes other Senior Leaders like Provost; Executive Vice President for Administration and Finance and Executive Vice President for Health Science Affairs including heads of Human Resources both on the University and Healthcare, etc.); 2) Steering Committee of about 40 people and 3) Vision Committee on Community and Diversity with 28 large units

Began meeting with Steering Committee (have met about ten times) talking about organizing; who should be involved and template(s) to guide process

Vision Committee will develop plan and progress and accountability template. Committee will have Liaisons focused on faculty or staff or students; local/global programs of excellence, facilities and data.

Committees through Dean or Vice Presidents will describe who’s responsible for information (who’s compiling it); provide organizational chart (who’s accountable/responsible) and then number of searches by grade (who do you hire) promotions by grade; describe promotions so units can assess themselves.

Are Units doing things President has expressed are important or things they claim they do - is anyone looking to see if it’s actually being done

Institutional Research; Human Resources and the Registrar will provide reports back to 28 major units and see how reports configured versus actual experiences - make sure data accurate and what the data is actually describing

Committee will sort through information and over next couple of years develop baseline - are we doing what we say we are doing; who are the people
responsible for paying attention to this information and are we making the progress we claim we’re making

- See lots of positive information
- For instance: There is opportunity but what groups are most successful in opportunities and are there groups that are less successful; are there positions/grades where it’s more possible for you to be promoted and position or grades where it’s less possible
- Information from the Commissions was being filtered through President or Ozzie’s office which was neither effective nor efficient. These are local questions where Deans and VPs have to be accountable for progress or lack of progress or stability that they create.
- Also questions hopefully will become more complex as move forward
- Will ask for reports from units early next August and the first Annual review will happen early next October
- Over next year or two will have more information on how units assess themselves and then have more opportunity to look at best practices
- Will look at both University and Hospital side; will look at tensions and develop more coherent plans and have complex organization better described
- Flush out ambiguity put questions on table to better describe what we are; who’s here and are there opportunities
- Want EC’s help on 1) what do we mean when we talk about community and 2) what is diversity (not just sex or race or age but religion, Veteran status or disability or medical condition)
- Also what is Diversity’s impact on the campus community?
- Question for Council: Would Employee Council support Town Hall process to allow President and others to talk about what we found out in advisory process: a so called “State of Community and Diversity at Emory” and can also address questions staff may have including larger institutional questions at that time
- Ozzie ultimately made choice (and not a popular one) to move toward process that was more open, structured and allowed for more information flow back and forth
- Also want EC to have larger more effective voice on campus, i.e. have you met officially with Dean or VP to talk about issues of the Council for your unit
- Goal is to take complex organization called Emory; make sure people understand it and then understand choices and how to prioritize them.

- Laura Perry-Bates – Manager, Board Administration
  - Canned Food Drive for Atlanta Community Food Bank Update:
    - Food Drive Flyer
    - Date extended so barrels will be available until November 30th.
    - Were able to distribute barrels without help but may need help picking barrels up, so those who volunteered to help with food drive may still be contacted.
    - If need additional barrels e-mail Laura @ lbates2@emory.edu
  - Honorary Degree Committee Update:
Call for Nominations
- Deadline for Call for Nominations is November 5th for 2014
- Submit by searching Honorary Degrees or go to the Office of the Secretary website
- Honorary Degrees website
- Nominations go before Honorary Degrees Committee
- Committee vets nominations and those chosen go forward in review process to University Senate and Board of Trustees
- Names then submitted to President and he makes final decision on who selected to receive Honorary Degree
- The Commencement speaker is chosen through a different process, but the Honorary Degrees Committee decides whether Commencement speaker receives an Honorary Degree
- Nominations are kept active (i.e., considered each year) for a period of five years.

Kathy Troyer – President, Employee Council
- Veterans Day
  - Veterans’ Day Flyer
  - Events on November 8 & 12, 2012
  - Address by Dr. Wilson Felder and reception following at Goizueta Business School Auditorium (Room 130) @ 4:30 pm on November 8, 2012
  - Veterans’ Day Flag Raising, November 12, 2012 @ 7:45 am on the Quad
- No Treasurer’s Report
- Special Election for Treasurer
  - Opened floor for nominations for Treasurer
  - Anita Yarbrough nominated
  - Council voted to accept Anita as Treasurer
- Budget report for today’s lunch: $362.00
- List-serv Update: In the process of updating list-serv, so if having trouble getting e-mails will do another update based on current roster
- Be aware you may get e-mail saying you have been taken off list-serv and another saying you have been put back on, so bear with us
- Holiday Party Update:
  - Scheduled for December 12, 2012 at The Carter Center
  - Mary Lou MoJonnier (EC Secretary-Elect) will send out invites and provide sign up sheet and times for shuttle in next few weeks.
  - Have to sign up for departure time on shuttle do to limited seating on van
  - Shuttle service departures from Emory will run from 9:30 am – 11:30 am
  - Working on Tour of Carter Center and Learning Services is planning fun games for Council
  - Catering by Proof of the Pudding
- **Make sure to go on Employee Council website for news and updates:** [Employee Council website](http://www.employeecouncil.emory.edu/)

- **Jessica Perlove – Past-President, Employee Council**
  - [Emory University Senate Meeting Minutes October 2012](#)
  - Senate Report
    - The University Administration is bringing two speakers to talk about research funding in higher education.
    - The university is forming a policy committee to review our policies in general and make sure we have specific expectations for different kinds of events.

- **Subcommittee Updates:**
  - Parking & Transportation: had their first meeting to discuss changes made over the summer. Rates are going up, the gates are being left open, and the construction at Woodruff Circle were all discussed.
  - Honorary Degree Committee: They have a good slate of candidates that they’re working on.
  - Campus Development: They meet monthly, review renovations, capital development.
  - Campus Life: Healthy campus coalition.
  - Diversity: Working with the new Diversity group, communicating Title 9 issues and accessibility issues.
  - Environment: Working with Campus Services on development issues, sewer lines running close to Peachtree Creek have been an issues, Hospital expansion-replacing trees, developing a blue house with Campus Services to recycle water.
Fringe Benefits: Discussing plans to eliminate the health care plan for retirees and choose another plan with a cash supplement. Right now, many retirees don’t use what’s offered because it’s much more expensive than other plans.

Library Policy: Meet monthly, discussing journals, books digital issues

Safety: Discussing alcohol and drug related injuries

Employee Council: Discussed our theme and Town Hall changes

SGA: Discussing funds for organizations, new chartering process, student activity fees, financial aid, grant system for areas to fund programs together

Business Process Improvement: Discussing shared service issues, training. Checking compliance. They’ve been visiting different areas to evaluate work processes. They’re going to work with HR/EC about job descriptions and business practices.

Task Force on Dissent: They have formed an official task force and Dr. Nair is going to be in charge of it. They are developing better policies for different groups to hold gatherings.

- Provost search sessions went well. They’re still interviewing people.

- University Cabinet is working on some projects: faculty/staff opportunities, strengthening the Arts & Sciences, Financial Aid challenges, Humanities & Electronics Committee

- Lisa Granholm – Historian, Employee Council
  - Historian Report: History of Dooley video

Meeting adjourned at 1:55 pm.

Respectfully submitted by Marsha Howard
Secretary, Employee Council 2012-2013