

A Public Forum addressing the report of the Task Force on Security and Responsibility will be held Monday, April 30, at 4 p.m. in the WHSCAB Auditorium.

Campus Report

Emory University

April 27, 1990

Report of the Task Force on Security and Responsibility

To the Emory community:

Late in February, in response to concerns raised by two reported rapes and the consequent investigation and reporting of them, President Laney appointed the Task Force on Security and Responsibility, comprising faculty, students, staff members, alumni, and a trustee. The President charged the Task Force “to think through the full implications of the kind of community we have been trying to build”; to “take a hard look at our problems, as well as our successes”; and to make “whatever recommendations” the task force felt were important.

This is our report.

Our discussions and investigations throughout the university have confirmed that patterns of racism and sexism at Emory threaten the fabric of our common life. The public nature of the Task Force’s work has mandated that we focus on these complex issues as concretely and specifically as possible. Taking into consideration that the McClain Group, consultants to the Special Task Force on Racial Concerns at Emory, soon would be releasing its own recommendations, we shaped our work in a way that might augment but not duplicate that report. Yet, realizing the broad-range impact of harassment, discrimination, and violence, we determined that we would leave no area of our life unexamined. Classroom teaching, employee morale, faculty research loads, student needs, orientation programs, facilities, conduct policies and procedures—all elements of our common life we have reconsidered in the light of our charge.

Recognizing the gifts and potentials of the diverse constituencies at Emory, we have spent a great deal of time and energy in two short months listening to their needs, suggestions and hopes. This report is thus shaped by the emerging sense of positive possibilities for meaningful reconfigurations of our life together. Implementing the recommendations of the Task Force will be an important first step in making better use of our existing tools for growth, as well as in joining together to accomplish new goals. Working cooperatively, we can make our common life more cohesive, while bringing greater awareness and understanding to our commitment to create an environment of security, responsibility and dignity for all.

There already exist some excellent university positions, policies and enforcement procedures, about which the university should seek to educate persons more continuously and more widely. Nevertheless, it also has become apparent to our task force that certain models for the creation of mutuality and respect are now inadequate. The realities of pluralism and concomitant expressions of diversity among women, ethnic minorities, and others in the academic setting require new models. These realities are demanding and complicated. They require committed and long-term work in order to address our angers and well as our hopes and potentials. Moreover, the crucial need for specific additional staff members to establish and maintain attention on these issues will necessitate reconsiderations of the budget.

Through our work, we have discovered the concrete benefits of full participation in the process of working in concert toward a new vision of community. The long-term development of new models is exciting and encouraging for a future in which all of us sharing in Emory's common life can prosper. We believe that our recommendations are an important step in our journey, and we look forward to the possibilities.

A word about our work together might be in order. Meeting for the first time on March 5, the Task Force examined in some detail the eight principal issues the President had charged us to address. Those issues are identified in the body of our report. We determined quickly that, for the sake of efficiency, and because we had been asked to report back in less than two months, we could best carry out our task in smaller working groups. This report is organized according to the points of focus for those groups.

While the working groups held more than a score of meetings with other students, faculty members, and employees, as well as with various outside resource persons, the Task Force as a whole reconvened regularly to hear preliminary reports and to prepare this final report. We would like to thank all of those people who took the time to meet with the working groups or otherwise to relate their concerns to us. Without their help this report would have far less substance and would be far less specific in its recommendations.

We might add that in the course of our deliberations we have gathered a great many documents—job descriptions, grant proposals, sample policies, resource center descriptions, and so forth—which, if we had room, we would publish as appendices to our report. This very valuable material will remain on file in the Office of the Associate Chaplain, and we hope that those groups and individuals responsible for bringing about change will make use of it.

Finally, a word about the life of the task force is necessary. Our first recommendation to the President is that some form of the Task Force continue in existence through the 1990-91 academic year and bring a follow-up report to the community in April 1991. We believe this continuation will assure an important degree of oversight for implementation of various recommendations. At the same time, we recommend that a standing committee on security and responsibility be appointed to continue to monitor after next year the issues raised in President Laney's charge to our task force.

We have named those offices or units that we feel would best implement particular recommendations. Our hope, however, is that all constituencies of the university will wholeheartedly join this process.

Members of the Task Force on Security and Responsibility

Rev. Barbara A. B. Patterson, Associate University Chaplain, Chair

Students

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Leslie Haynes (Emory College)

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Faculty

Jack Delaney (Music; Chair, Senate Committee on Campus Life)
Wendy Farley (Religion)
James Fowler (Theology School; President, University Senate)
Carole Hahn (Educational Studies)
Janet Lutz (Nursing School)
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Staff

Rev. Sammy Clark (Chaplain, Oxford College)
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Bertha Hunt (Emory College; President, Employee Council)
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Vera Rorie (Assistant Dean for Campus Life, Minority Student Programs)
Betsy Vonk (Counseling Center; Co-Chair, Campus Life Task Force on Sexual Assault)

Alumni

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Ex Officio

Robert Ethridge (Assistant Vice President and Director, Equal Opportunity Programs)

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Gary Hauk (Assistant University Secretary)

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Jodi Usher (Assistant Dean, Emory College)

I. Group I addressed the following issues in the President's charge:

- Residential and social patterns on campus—how to ensure that they promote human dignity and respect for diversity, and do not perpetuate sexism and racism.
- How to encourage curricular reform promoting greater sensitivity to gender and ethnic diversity.

The recommendations of Group I most directly address the majority of the concerns raised at the Open Forum on February 21, 1990. In one sense these issues are so far-reaching that each of the groups had to address them in some way. It was the specific function of Group I, however, to bring recommendations that would most explicitly seek to transform social life and curriculum.

A. Women's Resource Center

1. We strongly recommend the creation of a Women's Resource Center, an alternative space that would serve students, faculty, and staff, by addressing women's concerns through social, educational, and support programs for both women and men. The center should be in operation by September 1991.

We promise two possible models. The first would be an office within the Division of Campus Life and would be run by a director (appointed after a national search), a secretary, and an advisory committee. The second model would stand autonomously and would be overseen by a nonhierarchical decision-making body, with possibly one or two paid staff members or a

paid coordinator and a corps of volunteers. Final accountability for budgetary purposes for the latter model would have to be determined.

2. We wholeheartedly recommend that President Laney appoint, by May 15, 1990, an advisory committee comprising 10 people: two faculty members, two staff members, two undergraduates, two graduate students, one campus life administrator, and one women's studies representative.

This committee should identify, by July 1, 1990, a space for the Women's Resource Center. We recommend that the space be made available by September 1, 1990, as a place where all those interested in the center might share ideas.

The advisory committee should evaluate which model would best serve the needs of the community and should oversee the creation of the center by the targeted date. The committee might also retain oversight responsibility for a predetermined term after the center is established.

B. Multicultural Learning Resources Center

We strongly recommend the creation of a Multicultural Learning Resources Center that would promote respect for diversity through academic, cultural, and support activities for all faculty, staff, and students.

Grant proposals currently under review could help to establish the Multicultural Learning Resources Center by September 1, 1990. If grant money is not forthcoming, university funding should be budgeted to make the center operational no later than September 1, 1991.

This center, which would require space, would be staffed by a full-time coordinator and two graduate assistants, and would fall under the purview of the assistant dean of campus life for minority programs.

The vice president and dean for campus life should identify a space for the center by June 1, 1990. The search for a coordinator should commence at the same time.

C. Educational Programs

1. We recommend with enthusiasm that the Freshman Seminar be continued.

Moreover, we recommend that each seminar group devote at least one session each to the topics of racial and ethnic diversity and sexual assault. If faculty and staff leaders do not feel comfortable leading discussions on these topics, experts (preferably from within the Emory community) should be invited to deal with the subjects.

2. We recommend that faculty be given incentives to revise their courses to reflect a more multicultural and nonsexist perspective. Such incentives might follow the models already provided by various existing external funding sources, such as the Lily Endowment, or by various schools in the university itself, such as the School of Theology.

3. We recommend that ongoing programs be developed to educate all members of the Emory community—including faculty, students, and staff members, and especially new members of the community—about issues of gender equity and racial and ethnic diversity.

4. We recommend that the deans of the academic divisions of the university also consider with the appropriate faculty committees possible programmatic or curricular additions to engage students in discussion of the topics of ethnic and racial diversity, sexual assault and violence, and gender issues. Models are readily at hand. We recommend these offerings be in place by September 1991.

D. Greek Life

We recommend that the vice president and dean for campus life appoint by June 1, 1990, a committee comprising faculty, staff, and students to evaluate during the next academic year ways in which the Greek system of the university could be enhanced to serve the university's mission better.

E. Housing

We recommend that the university build additional residential units to house more students on campus. These units should be developed to serve additional thematic concepts in order to enrich and diversify residential experience. At least one new residential unit should be in place by September 1991. Others should follow in a timely fashion.

II. Group II addressed the following issues in the President's charge:

- Adequacy of conduct and honor codes and procedures.
- Adequacy of Emory's education programs on "date rape" as well as counseling and medical services for treatment of rape.

A. Adequate Policies and Staff

Currently the conduct codes of the university and its divisions do not adequately address complicated questions arising from cases of sexual assault. While sexual assault is a criminal matter, and while the decision whether to press charges belongs to the rape survivor, the university community must have recourse outside the courts for dealing with community members who perpetuate sexual assault.

It has become clear that any recommendations for dealing with sexual assault as conduct matter would be worthless, unless the university stated clearly its policies on sexual assault and had people in place to act on those policies.

1. We recommend that the President's Office promulgate a university-wide policy defining and condemning sexual violence. The policy should be incorporated by August 1990 in all of the schools' conduct policies for students as well as conduct policies designed for faculty and staff.

2. Our highest priority recommendation is that Emory hire a full-time coordinator of rape and sexual assault prevention, who would make resources available to victims, review conduct policies, and develop education programs. This person would take responsibility for initiating projects designed to heighten awareness of the problem of sexual violence, educating the community in rape prevention, overseeing services in response to all reported incidents of sexual abuse, and coordinating and publicizing current resources. This person could be affiliated with the Office of Equal Opportunity Programs, the Counseling Center, or the Women's Center. Without someone to play such a role on our campus, rape prevention and services will have to be maintained on an ad hoc basis by people who already have other full-time responsibilities. A search committee should be appointed by President Laney by June 1 with the goal of hiring a Coordinator of Rape and Sexual Assault Prevention no later than January 1, 1991.

We also recommend that needed organizational changes be undertaken to extend the work of the Equal Opportunity Program to include adjudication of charges of sexual violence in a more comprehensive way.

3. We recommend that the administration undertake an immediate comprehensive evaluation and reform of all existing conduct policies.

B. Resources Available to Survivors of Rape

In addition to promulgating a coherent set of policies regarding sexual assault, the university should ensure that staff members are in place to coordinate service to victims.

1. We recommend that the Campus Life Task Force on Sexual Assault begin, by September 1990, a regular campaign to publicize the current system for responding to a rape crisis. The personal, immediate, confidential, and ongoing support available to rape survivors should be emphasized.

2. We recommend that the director of the Employee Assistance Program design a protocol, parallel to the one already in place for students, to serve the needs of faculty and staff who are raped.

3. In hopes that DeKalb Medical Center's Rape Treatment Center will be in place by summer or fall, we recommend that Emory put its full energy and support behind this center. Emory should specifically work with the DeKalb Medical Center in planning a rape crisis center that would meet the needs of our staff, faculty, and students. This center would answer the need of those members of Emory's community who are concerned about confidentiality and feel a strong need for off-campus resources. The director of Health Services, the director of the Employee Assistance Program, and the director of the Counseling Center should be appointed as an interim liaison team to coordinate a relationship between Emory and the DeKalb Medical Center, pending the hiring of a coordinator of rape and sexual assault prevention. We ask that they report back to the Task Force by September 1 and again by December 1, 1990.

4. Because some rape survivors prefer treatment in their own community, and because the availability of such treatment will reflect Emory's commitment to this issue, we recommend that the director of the Counseling Center, the director of Health Services, and the director of

the Employee Assistance Program investigate the possibility of providing on-campus medical services to rape survivors. A report indicating what changes would be necessary to make these services available should be provided for the Task Force by December 1, 1990, pending the hiring of a coordinator for the rape prevention program.

C. Conduct

In addition to the following specific recommendations, we suggest that the President's Office undertake a more comprehensive evaluation and reform of existing conduct policies. Conduct policies at Emory University suffer from decentralized administration.

1. We recommend that sexual assault be treated primarily as a criminal matter. Pressing changes remains the right of the rape survivor.

2. We recommend that sexual violence not be treated as a conduct matter at all but that, as a form of sexual harassment and/or assault, it should be adjudicated by the Equal Opportunity Program. Beginning September 1, 1990, all cases of sexual violence or harassment, whether the accused is a student, faculty or staff member, should be investigated and evaluated by the Equal Opportunity Program, which can recommend sanctions against those found guilty of violating university policy on harassment or sexual violence.

3. Conduct policies of every part of the university should clearly reflect the university policy defining and condemning sexual assault (see Section II.A.1). Vice presidents, deans, department heads, and student organizations should be responsible for seeing that their conduct codes are in line with university policy, and that they are enforced. We recommend that the assistant vice president and director of the Equal Opportunity Program coordinate and monitor this process and report to the Task Force by December 1, 1990.

4. We recommend that the director of Greek Life require the Interfraternity Council and the Intersorority Council to examine and reform their conduct policies and procedures by December 1, 1990, making sure that they clearly reflect the university policy (see Section II.A.1). These bodies should also codify standards of conduct required for their members to remain in good standing regarding sexual assault, discriminatory harassment, alcohol and drug abuse, and violence.

D. Education

1. We recommend that ongoing education programs on sexual assault, including workshops and printed material, be prepared for various target groups, including but not limited to: athletes, fraternities, sororities, men, women, RA/SAs, first-year students, SGA members, fraternity and sorority presidents, graduate and professional students, faculty and staff who receive orientation in the Personnel Office, and Hospital Educational Services. Among other things, this educational material should be aimed at the prevention of all forms of sexual assault and harassment, and it should make clear what criminal and administrative sanctions offenders can anticipate. The coordinator of rape and sexual assault prevention and the Office of Equal Opportunity Programs should oversee development of these programs as soon as possible.

2. We recommend that the vice president and dean for campus life require first-year students, RA/SAs, fraternities, and sororities to participate in mandatory, well-organized, and closely supervised programs on sexual aggression, especially "acquaintance" rape, each semester, beginning fall 1990.

3. The Task Force lends its strong support to the recommendations by University Health Services and the Senate Health Services Committee that, in addition to the coordinator of rape and sexual assault prevention, a health educator be hired to coordinate health education and communication to the community at large regarding issues such as alcohol, drugs, sexually transmitted diseases, AIDS, eating problems, and sexual assault. Such a person should be hired by the vice president and dean for campus life, and associated with University Health Services by December 1, 1990.

III. Group III took up three issues specified by President Laney:

- How to enhance the security of our students, faculty, and staff from both physical violence and psychological intimidation [[intimidation]] or harassment.
- How to distribute information to students, faculty, and staff in a more timely way, both routinely and in times of crisis.
- Alcohol and drug policies and practices on campus.

A. Safety and Security

For the first time in several years, violence and other forms of criminal activity have become the focus of widespread attention within the Emory community. In relative terms, “street crime” remains at a low level when compared to Metro area cities and countries. In absolute terms, however, criminal activity has increased in severity and frequency. Members of the community cannot be expected to participate fully in community life if they view the campus or workplace as a dangerous environment. The Task Force has identified several ways in which the current level of anxiety can be reduced.

1. The university has not committed itself fully to enforcing its policies and standards of personal conduct. The disparity between commitment and enforcement in such areas as alcohol policy encourages cynicism and exposes the university to potential liability. We recommend that the university either enforce its written policies and standards of personal conduct or, if existing policies and standards are determined to be unrealistic, revise them to conform with realistic expectations. This approach could be implemented immediately, under the authority of the Office of the President.

2. The community is given much more information about incidents of crime and misconduct than about the disposition of the cases against the alleged perpetrators. We recommend that statistical summaries of the actions taken by institutional conduct bodies—summaries that do not violate legal restrictions or confidentiality—be published on campus. This policy could be implemented immediately, and could be implemented at the direction of the the vice president for academic affairs and provost.

3. We recommend greater use of card access and alarm systems to improve the security of persons and property in most buildings on campus. Installing these systems throughout the university would involve a great deal of expense, and could only be accomplished in phases, but the vice president for business should begin immediately to plan these steps.

4. We recommend that the Department of Public Safety immediately take a more active role in community education about personal security and crime prevention and make a

particular effort to reach faculty and staff. The department could begin these efforts within a matter of weeks.

5. The title “Department of Public Safety” does not describe the nature and mission of that department. Many members of the community are misled to believe that the department’s officers are security guards, rather than law enforcement officers. On the other hand, the department offers neither fire safety services nor emergency medical assistance, other than basic first aid and CPR. We recommend that the President change the name of this department, effective immediately, to “Emory University Police Department.”

6. While university police officers are on duty 24 hours a day, the Department of Public Safety office is open only during regular business hours. We recommend that, by September 1990, the vice president for business identify the department’s location by signs outside the Administration Building, and that the office be kept open around the clock.

7. We recommend that, beginning fall 1990, the Campus Development Committee of the Senate periodically review the need to install emergency telephones at additional locations on campus, as was recently done in 11 places.

8. We recommend that a full-time shuttle—or at least an evening shuttle—be operated around the campus to increase both actual and perceived security and to reduce the parking problems. We would like the vice president for business to create this service by January 1991.

9. In the past, the process for improving lighting has been the responsibility of a subcommittee of the Campus Development Committee. We recommend that the assistant vice president for facilities management be responsible for developing lighting standards for parking areas and walkways, and that he be charged with implementing a program for meeting and maintaining those standards.

10. The Counseling Center and the Employee Assistance Program offer counseling and other forms of support for students, staff, and faculty who are affected by acts of crime or harassment. We recommend that the vice president and dean for campus life and the vice president for business enhance the capabilities of these effective and well-regarded programs by March 1991.

B. Communications

The university is blessed with a number of superb resources for disseminating information, from our award-winning publications like *The Wheel* and *Campus Report*, to informal networks within the divisions and across the university. As the slow and sometimes inaccurate reporting of the events of January showed, however, our resources for communication need to be marshaled in a more concerted way.

A crisis, an event that attracts great attention from the public media, or an incident of particular concern to one segment of the university community necessitates accurate and timely dissemination of information from official sources. The community should not be asked to rely on outside news coverage or informal, word-of-mouth communication to be kept current. The Task Force has identified several methods to improve information flow.

1. We recommend changing *Campus Report* to a weekly publication during the academic year. This would provide additional editorial space to address issues of the intellectual community, the balance between teaching and research, mental health, personal safety, and responsibility.

This change could be implemented by September 1990, upon approval of the associate vice president for university relations and appropriation of the necessary funding.

2. We recommend that the University Senate sponsor university-wide town hall meetings with senior officers of the university, as needed, to keep the community informed. The purpose of these meetings would be to identify issues of concern to the community and to form coalitions to work on them.

These meetings could begin in the fall of 1990, under the auspices of the University Senate.

3. We recommend that the Crises Communication Plan be reviewed, revised as necessary, and then implemented by the associate vice president for university relations.

4. We recommend that, using the capabilities of the recently approved voice mail system, an Issues Network telephone system be put in service. With the approval of the associate vice president for university relations, this system could be implemented in the fall of 1990.

5. We recommend that the Division of Campus Life seriously consider the proposal being developed by University Health Services and the Health Services Committee of the University Senate for a Health Education Network.

This multi-pronged proposal includes:

—developing various “health-line” publications issues both on a scheduled and as-needed basis to provide accurate and timely information to the university on a wide range of health-related issues and concerns;

—developing a mechanism for addressing the issues and repercussions arising from extraordinary and significant events that may occur in the life of the university;

—identifying, utilizing, and building on existing channels of communication (oral, written, visual, and computer-based) as a means of getting health-related information to students; and

—adapting this model of student communication to the needs of faculty and staff.

This network could be in place by the fall of 1990.

6. We recommend increased publicity for the programs and services of the Emory Employee Assistance Program. The vice president for business should seek to change the name of this program immediately to communicate more obviously its availability to faculty as well as staff.

7. We recommend increased efforts to communicate through *The Wheel*, including the use of prepared statements that *The Wheel* would make every effort to publish. The associate vice president for university relations and the vice president and dean for campus life would be the appropriate officials to oversee such an effort.

8. We recommend that the associate vice president for university relations consider scheduling regular meetings with selected people on campus who deal with issues of communications, with the purpose of obtaining a consensus of commitment regarding campus-wide issues. These periodic meetings could begin in the fall of 1990.

C. Alcohol and Drug Policies and Practices

Emory University has a long and cherished tradition of educating the whole person—the character and affections as well as the intellect, the body as well as the mind. This tradition needs to be strengthened and broadened as regards education about the use of alcohol and drugs. Our conversations with many people have left us with the impression that alcoholism and other debilitating dependencies seriously impair the work of some faculty and staff members and lead to distorted and immature kinds of social relations among students.

Currently the university relies on a collection of written statements and policies regarding substance abuse and possession of alcohol or illicit drugs. The university's Drug Free Workplace statement is directed toward faculty and staff but is not explicit as to enforcement. The Campus Life Alcohol Policy is very detailed but has not proven enforceable. The lack of a consistent, straightforward approach to alcohol and drug issues has created confusion and frustration throughout the community.

On a more positive note, the university offers a variety of services designed to educate and assist members of the community in regard to substance abuse. Far more people might avail themselves of the Counseling Center, the Employee Assistance Program, and University Health Services, but the resources of these departments are terribly overtaxed. Nevertheless, they provide a viable framework for delivering services to the entire community. With appropriate financial and administrative support, existing departments and programs are capable of addressing a wide range of substance-related problems.

1. We recommend that the Office of the President develop clearly the university's position with respect to substance abuse by the staff, faculty, and student body, as well as other people who receive services and visit the campus. This statement should be issued by June 1, 1990.

2. We recommend the establishment of an Alcohol and Drug Policy Procedures Committee, including representatives from the offices of campus life, employee assistance, health affairs, the hospital, general counsel, personnel, the president, and the provost. This committee should be created by the Office of the President before June 1, 1990.

a. Once appointed, the Alcohol and Drug Policy and Procedures Committee should be assigned to develop a comprehensive policy covering all members of the community within 90 days of the committee's appointment.

b. Consistent with this comprehensive policy, the committee should also develop enforcement procedures that clearly reflect the similarities and differences among faculty, staff, students, and others; that clearly express the university's expectations regarding standards of conduct and behavior; and that meet university standards for firmness, fairness, and consistency in application. Components of these procedures should include:

- systems for monitoring and reporting;
- identification of individual and organizational authority and responsibility;
- implementation plans that include systems for communicating information about policies and procedures.

These procedures should be developed before fall 1990.

3. We recommend complete review of existing programs for assessment, counseling, and referral services for alcohol and drug-related issues, to determine the adequacy of their resources. These programs include the University Counseling Center (for students), the Employee Assistance Program (for faculty and staff), and the University Health Services (for faculty, staff, and students). These programs are the responsibility of the vice president for business and the vice president for campus life.

4. We recommend that the ongoing education components of the Employee Assistance Program be enhanced, and that corresponding education programs for students (A.D.E.C., and so on) receive increased support. These enhancements should be made by fall 1990.

IV. Group IV examined the following issues:

- Residential and social patterns on campus (See also Group I, above).
- Improved patterns of mentoring—the needs of our students to be engaged by the moral commitments of their professors and advisors.

The problems with current patterns of mentoring at Emory are deeply systemic and have been shaped by forces both from within the university and from beyond even the realm of higher education. We would mention just three of these focus in passing: (1) the gross imbalance between the weight given to research productivity and the weight given to teaching when faculty members are reviewed for tenure and promotion; (2) the frenetic pace of modern

life, which has been exacerbated by the tremendous growth in activity within the university in the past decade; and (3) the resounding success of Emory's Division of Campus Life, which has had the unforeseen effect of facilitating mentoring relations between students and professional staff, while isolating faculty members in their roles as classroom teachers and researchers. We believe that all of our recommendations will receive most effective attention if the responsibility for their implementation falls to the respective vice-presidents for academic affairs, arts and sciences, research, and campus life. We recommend that these vice-presidents work individually and in concert to carry out our recommendations, and we ask that they provide a progress report to the whole Task Force in December 1990.

A. Tensions Between Research and Teaching

Our first set of recommendations seeks to reduce the tension between faculty commitments to teaching and research, and to undermine the growing perception that, while teaching and service are given lip-service in review for promotion, they do not really count.

1. The university immediately should send forth an unequivocal message that research is only one of the measures of excellence among Emory faculty members. At the same time the quality of research should be maintained. Emphasis should be placed on work that will bear fruit over time, rather than on "assembly-line" production arising out of strategic considerations about faculty members' vitas. We recommend that all deans and academic vice presidents revise their letters to external reviewers, in order to reflect a university-wide emphasis on the long-term promise of individuals' scholarship. Letters should ask reviewers to evaluate scholarly work not in terms of whether it places the candidate in the "top 5 percent" of scholars in the field but whether it shows creative thought. This revision should be effected immediately.

2. The University should take immediate steps to reverse the widespread belief that its emphasis on excellent teaching is essentially rhetorical. The evaluation of a faculty member's scholarship by someone across the continent who has never been to Emory should not count more than a department's evaluation of the faculty member as a teacher. As "teaching" suggests classroom work alone, we recommend that serious evaluation be extended to include evaluation of faculty members' teaching and mentoring skills by current and former students.

The vice president for academic affairs and for arts and sciences should begin at once to effect this change.

3. We recommend that the Graduate School of Arts and Sciences establish a training program for teaching assistants that focuses on the need to find teaching mentors as well as research mentors. The dean of the Graduate School should identify and bring into this program senior faculty who are good teachers and good teaching mentors.

4. We recommend that the provost and vice president for academic affairs establish in the 1991-92 budget a fund and program for the development of teaching among faculty, similar to the fund and program administered by the University Research Committee.

5. We recommend that the university increase the College faculty by the year 2000 to reduce student-teacher ratio to 8-to-1.

6. We recommend that the vice president for academic affairs convene a meeting in fall 1990 (and perhaps regular meetings) of all faculty members in endowed chairs in order to discuss how they might serve as mentors to junior faculty and to students.

7. We recommend that all deans instruct their search committees to weigh proven teaching ability equally with research publication, and to seek out good mentors. The dean should report to the Task Force by March 1991 the steps they have taken to achieve this goal.

8. We recommend that the University Research Committee establish as its priority the allocation of funds to research projects that are more long-term. The URC should report to the Task Force by March 1991 the ways in which it is trying to support this priority.

B. Creating a greater intellectual community

1. We recommend that the vice president for academic affairs establish a regular series of campus lectures by Emory faculty on works in progress. This series would heighten awareness of faculty work, increase interdisciplinary dialogue, and improve faculty communication to non-specialists as well as to "guild" members outside the university.

2. We recommend that the vice president for campus life give increased visibility to the annual "Last Lecture" series and other programs that invite faculty members to address students on personal values and commitments.

3. We recommend that the deans allocate increased funding by September 1991 to departments for semesterly social functions for faculty and students together.

4. We recommend that, if *Campus Report* becomes a weekly publication, increased space be devoted to feature stories about steps toward greater intellectual community and greater balance between teaching and research.

C. Integrating Work and Social Life

Our third set of recommendations addresses the perceived separation of social life and work life and seeks to suggest ways the two might be structurally, but not artificially, rejoined.

1. The residence life programs for undergraduates appear to be very successful in drawing students into conversation about questions that matter and putting students in touch with possible mentors. We recommend that the Residence Life Office undertake to build more bridges between faculty and students in their residential settings. Specifically, we recommend that that office establish, by September 1991, a program that would place Emory College faculty members (or other faculty) in a relationship with a dormitory similar to the faculty positions in various "living/learning" models around the country.

2. We would also encourage the fraternities and sororities, along with the Office of Greek Life, to take the lead in finding new ways to engage faculty members in the full range of Greek Life. It may be necessary to re-evaluate the ways in which faculty members can or should fill advisory roles for the Greek societies. At the very least, because fraternity houses and sorority lodges have dining facilities, the societies should invite more faculty participation in meals.

3. Few activities lend themselves to breaking the ice of formal, limited relationships like eating together. Structures should be put in place to encourage students and faculty to eat together. Specifically we recommend that the hours of The Deport be extended from 6 a.m. to midnight; that "Itza Pizza" begin offering free pizza to groups that include at least four students and a professor; and that other similar programs be developed by the vice president for campus life by January 1991.

4. We recommend that the freshman seminar program be continued, and that faculty, staff, and student leaders of seminar groups be trained for their roles by way of a weekend retreat prior to the start of the program. The freshman seminar should not be, on the whole, a vehicle for orientation to campus and to campus-life programs, which might better be held separately. We recommend that the organizers of the freshman seminar look for ways to engage faculty members on topics that vitally interest them. We believe that when discussion of values is introduced into an intellectual context that faculty are enthusiastic about, community-wide issues surface in more significant ways. We request that the dean of Emory College report progress on this to the Task Force by March 1991.

5. We recommend that divisions and departments take steps to increase faculty and staff presence in campus social life, by forming a department-based softball league, volleyball league, and so on.

6. We recommend that academic departments seek ways to enlist faculty, staff, and students for community-service projects. A number of such projects already exist (e.g., the law school's program of providing voluntary assistance to the elderly in preparing tax returns, the nursing school's provision of health care to senior citizens and handicapped persons at the Johnson Ferry Clinic, the theology's school provision of volunteers for night shelters, and so on) and should be more widely publicized.

7. Finally, we would be remiss if we did not acknowledge the vital and widespread role that university and hospital staff members—both professional and nonprofessional, both long-time employees and entry-level staff—play as mentors, supporters, and sustainers of our community life. We recommend that all of the university's vice presidents diligently look for ways to foster development of mentor-training programs in their respective areas of responsibility and establish programs for career-path development. We especially recommend that women and minority members in mid-level positions be given greater access to possible mentors and be encouraged themselves to serve as mentors. Programs such as the College Staff Consortium and the Emory Hospital Activities Council might serve as examples.

Toward the end of nurturing an even greater commitment to mentoring and responsibility among all staff and faculty members, we recommend that the President create a

position of vice president for human resources and recruit the best available person through a national search by September 1991.

Summary of Recommendations

The recommendations of the Task Force on Security and Responsibility cover a broad range of community life. Key recommendations call for:

- Creation of a Women's Resource Center to address women's concerns through social, educational, and support programs for both men and women;
- Creation of a Multi-cultural Learning Resources Center that would promote respect for diversity through academic, cultural, and support activities for faculty, staff, and students;
- Continuation of the Freshman Seminar, with special provision for sessions dealing with racial and ethnic diversity and sexual assault;
- Curricular changes to reflect more multicultural and nonsexist perspectives;
- Promulgation of a university-wide policy defining and condemning sexual violence;
- Hiring of a full-time coordinator of rape and sexual assault prevention;
- Comprehensive evaluation and reform of all existing conduct policies;
- Coordinated efforts between Emory and the DeKalb Medical Center to develop a rape crisis center that could serve the Emory community;
- Additional on-campus medical services for rape survivors;
- Mandatory ongoing education programs on sexual assault, racial and ethnic diversity, and gender issues for various target groups, including fraternities, sororities, RA/SAs, first-year students, SGA members, graduate and professional students, faculty and staff oriented in the Personnel Office, and Hospital Educational Services;
- Hiring of a health educator to coordinate health education and communication to the community at large regarding issues such as alcohol, drugs, sexually transmitted diseases, AIDS, eating problems, and sexual assault;
- Greater use of card access and alarm systems to improve the security of persons and property in most buildings on campus;

- Changing the title “Department of Public Safety” to “Emory University Police Department;”
- A full-time shuttle—or at least an evening shuttle—to be operated around the campus to increase both actual and perceived security and to reduce the parking problems;
- University Senate-sponsored town hall meetings with senior officers of the university, as needed, to keep the community informed;
- An education network for addressing the issues and repercussions arising from extraordinary and significant events that may occur in the life of the university;
- Establishment of an Alcohol and Drug Policy Procedures Committee, which would develop a comprehensive policy covering all members of the community;
- Complete review of existing programs for assessment, counseling, and referral services for alcohol and drug-related issues, to determine the adequacy of their resources;
- Immediate steps to demonstrate that excellent teaching and the ability to serve as a mentor to students will weigh at least as heavily as research productivity in faculty promotions;
- Establishment of a fund and program for the development of teaching among faculty, similar to the fund and program administered by the University Research Committee;
- A program that would place Emory College faculty members (or other faculty) in a relationship with a dormitory similar to the faculty positions in various “living/learning” models around the country;
- New ways to engage faculty members in the full range of Greek Life;
- More deliberate encouragement of non-faculty staff members in their crucial ability to serve as mentors and teachers;
- Creation of a position of vice president for human resources.

Task Force Time Line

Late February, 1990:

President Laney appoints the Task Force on Security and Responsibility, composed of faculty, students, staff, alumni and a trustee.

February 21, 1990:

A campus-wide forum is held regarding two on-campus rapes, the concerns and expectations of the community, and the charges to the Task Force.

March 5, 1990:

At its first meeting, the Task Force discusses its charge and decides to organize into four basic areas. Working groups are assigned to each area and are charged to choose convene[?] and set their own procedures. During the next three weeks [?] working groups hold discussions with numerous on-campus constituencies and experts as well as local Atlanta experts. Contact with the ch[?] is maintained for regular report to campus publications.

March 26, 1990:

Working groups II and III report. Discussions focus on campus information distribution; security enhancement; alcohol and drug policies; conduct code; rape response [?] education. Further revisions are requested.

April 2, 1990:

Working groups I and IV report. Discussions focus on resource centers; multicultural and gender issues education within and without the curriculum; patterns of housing and social life; valuing of teaching and research; faculty and staff mentoring; building bridges among faculty, students and staff. Further revisions are requested.

April 9, 1990

The Task Force reviews revisions by working groups I, II, III and Introduction. The future role of the Task Force is discussed. Further revisions are requested.

April 18, 1990:

The Task Force reviews revisions by working groups I, III, IV and Introduction. Agenda includes format for publication; plans for public forum; future role for the Task Force.

April 27, 1990:

The Task Force report is published in a special edition of *Campus Report*.

April 30, 1990, 4 p.m.:

Public Forum addressing Task Force Report. WHSCAB Auditorium.