

# Minutes of Faculty Senate Meeting

## February 24, 2016

*Submitted by Senate Secretary, Claudia Kairoff, Professor of English  
Prepared by Amalia Wagner and Claudia Kairoff, Ph.D.*

*Caveat: Comments recorded are not necessarily verbatim. In order to facilitate open discussion, the identity of most Senators making comments or questions is not recorded. The identity of comments from Senate Officers and Senate Ad Hoc and Standing Committee Chairs are given, as is the identity of persons commenting in their official administrative capacity (e.g., CFO, Provost and College Dean.)*

In attendance: Doug Beets, Susan Borwick, Arjun Chatterjee, James Cotter, Kevin Cox, Larry Daniel, Will Fleeson, James Ford, Stroula Glezakos, Simeon Ilesanmi, Claudia Kairoff, Nina Lucas, Wilson Parker, Paul Pauca, Tim Pyatt, Kathy Smith, Beverly Snively, Michelle Steward, Rosalind Tedford, Allen Tsang, Julie Wayne, Jeff Weiner, Mark Welker, Page West.

There were 22 voting eligible Senators present, a quorum.

### **Welcome**

President Parker called the meeting to order. A motion was made and seconded to accept the minutes of the November 18, 2015 senate meeting. Approval by a show of hands was unanimous in favor of approval.

### **President's report: Wilson Parker**

President Parker made the following announcements.

- Per the by-law guidelines, President Parker announced proposed amendments to the Senate by-laws regarding the decision to replace the Senior Appointments Committee with consultation between the Provost and the Executive Committee. The Executive Committee discussed the changes with Provost Kersh and feels that the agreement reached regarding the hiring of Senior University Officials is a fair one. The by-law change calls for the Provost to discuss upcoming senior university appointment searches with the Executive Committee of the senate to discuss his intended appointments to the search committee, for feedback from the Executive Committee and also to take suggestions for search committee membership from the Senate. Rather than having a representative body of the senate interview people at the end of the process, this will allow input at the beginning of the process. The proposed amendments will be voted on at the next meeting on March 16, 2016. Please email Wilson if you have any questions. The proposed amendments will be sent out to the entire faculty for their review. **(For complete proposed amendments refer to Appendix A.)**
- President Parker reported on the dependent audit that was conducted on University health insurance subscribers. The interim report was provided by Carmen Canales, Chief Human Resources Officer. As a result of the audit findings, 38 dependents were removed, effective January 31, 2016, as they were either ineligible for coverage (5), removed due to insufficient documentation (10), or did not respond to the audit (23).

Multiple attempts were made to reach impacted faculty and staff members, by mail, email and phone, at both home and work. The removed dependents incurred nearly \$335,000 in health claims during the past three years, as compared to the audit cost of less than \$30,000. **(For complete memo refer to Appendix B)**

*Comments:*

*Several senators expressed concern about the fact that 23 employees hadn't responded to the audit and wondered if the administration had made a concerted effort to reach those employees.*

*Hof Milam, Executive Vice President, said many efforts were made to contact the employees who didn't complete the audit. We did everything reasonably possible to contact those people and we did speak to some of their supervisors. We were very concerned about employees losing coverage. HR did everything possible to make this as painless as possible.*

*President Parker said that Human Resources, at the Senate's request, extended the deadline from 12/18/15 to 12/31/15. He also indicated that it was possible that the employees didn't respond to the audit because they knew they had ineligible dependents.*

*Q: Will this audit occur every year?*

*A: Hof Milam said it would not occur every year but will most likely happen again in the future.*

- President Parker welcomed Molly Keener to the Senate.
- President Parker announced the slate from the executive committee for the nominating committee:
  - Wilson Parker
  - James Cotter
  - Kathy Smith

He asked for additional nominations from the floor. Hearing none, he asked for a vote. Since this came as a recommendation from the standing committee, it doesn't require a second. The proposed slate passed unanimously by a voice vote.

President Parker encouraged anyone interested in a position to please email him or anyone else on the nominating committee.

- The next Senate meeting will be on March 16, 2016 in Benson 401B. This will be a forum similar to the meeting in November. The topic will be on diversity: if you read the Chronicle of Higher Education, you will know there is an article on diversity virtually every day. The world is changing and Wake Forest University is changing. We would like to have meetings where the body can bring forth information and ideas that we can relay to the administration. We will send out a proposed reading list. Please come and share your views; there will be an opportunity for a lot of interaction. Additionally, talk to your colleagues and share the reading list with them.

## **Report from Collegiate Senators' Committee Regarding the Background checks on future faculty hires at WFU: Will Fleeson**

Senator Fleeson reported about the Collegiate Senators' Committee. He informed the senators that this committee went from barely existing to having a large workload. As a result of three big issues at hand, the Teaching Professionals, Background Checks for Faculty Hires, and being invited by Dean Gillespie to present at every College Faculty meeting, they have restructured. This committee will now have working groups within the committee. The working groups will address specific issues and then report back to the Collegiate Senators' Committee, which will report to the College Faculty and to the Executive Committee, which will then decide whether or not to report to the full Senate.

One of the working groups will address communication and ways to enhance communication with faculty and others. Claudia Kairoff is chairing this group.

The second working group will focus on the Teaching Professionals. Ed Allen is chairing this group.

The third working group's emphasis is on the background check policy for faculty. This group was chaired by Gale Sigal and Cathy Seta. Although much of the work on this policy had already been accomplished, there were still some details to be worked out, and they have finalized a policy after much negotiation. The need for such a policy was spurred by the tragic events at Penn State several years ago; by insurance company demands, and by a general desire to hire responsibly. Originally, Wake Forest University wanted to use the same policy for Faculty that is currently in place for Staff. Below are the changes that have been made to the policy for Faculty.

- Candidates for staff positions whose background checks reveal certain issues are automatically removed from further consideration. No faculty candidates will be automatically rejected, so now only major crimes result in an automatic termination or reason not to hire.
- The Provost must be consulted before termination of hiring process happens.
- An extensive letter will be sent to all candidates explaining the process.
- Drug tests have been removed from the policy for faculty.
- Credit checks have been removed from the policy for faculty, unless needed for the specific position.
- Any concerns that go to the Provost will be reviewed by a committee, including two members of CAFR.
- CAFR will report annually on the number of cases and dispensations to the Senate.
- All policy changes will be reviewed by the Senate.
- Traffic offenses will not be considered.

The committee also requested the changes below, which were declined:

- The change of almost all categories to “Proceed” (retaining violent crimes and sexual crimes).
- Abandonment of the policy for faculty.
- Publication of specifics of the policy to all faculty and applicants.

This was a great example of faculty- administration cooperation in governance. In some ways, we might be at the forefront on this issue. The negotiations were intense at times, but overall, the administration was willing to work with us and accepted many changes that we requested, yet they were not willing to put the University at a substantial risk. Professor Fleeson congratulated Wilson Parker and Provost Kersh for their willingness to work together and negotiate through the issues. Additionally, he thanked Dean Gillespie for allowing his committee to present at the College Faculty meeting as well as the many members of the Senate and members of the Administration that worked diligently on this matter.

Professor Fleeson also mentioned that Carmen Canales came to the College Faculty meeting to discuss the dependent audit and answer questions.

**Report from Andrea Ellis, Assistant Vice President, regarding the new office of Innovation and Summer Programs.**

Andrea Ellis reported on Wake Forest Reynolda Campus summer programs. Andrea is new to the position and has been doing extensive research on what summer programs exist on campus. As a result, the Tiger Team was formed to evaluate current and potential offerings, analyze housing use, and offer suggestions to increase revenue. Upon completion of her initial research, she found many opportunities for growth in this area. Andrea looked at peer institutions and discovered there are many options and no one right way. She discovered that there are two types of programs, pre-college (grades 6-12 to engage potential applicants) and college (current undergrad and graduate students). After looking at peer institutions, she realized that there is not just one school to emulate but many ideas to consider. Below are some of her market research findings:

- **Johns Hopkins** – Center for Talented Youth, Intersession Programs for fresh/soph.
- **Yale** – Young Scholars Program.
- **Georgetown** – Community-based learning.
- **Duke Law School** – J-Term/Winter Sessions.
- **Notre Dame** – Seminary immersion program.
- **UNC-Chapel Hill** – William and Ida Friday Center for Continuing Education.
- **Washington and Lee** - International focus.
- **Emory** – Office of International and Summer Programs.

Andrea mentioned that she liked Boston University’s program. They have held summer programs for over 100 years and have 7000 students. The University of Richmond has a website with all of their summer programs and information for students, faculty, parent and staff. This is something we don’t have at WFU. She indicated that when deciding what programs to adopt, we

need to understand.....Where are we? Where do we want to go? What and who will it take to get us there?

### **Current Academic WFU Programs:**

#### **Curricular**

- General Session I and II
- Reynolda and Online
- Intensive Summer Language Institute (ISLI)
- Law classes for undergraduates
- Summer Management Program
- Study Abroad (WFU and partner programs)
- WAKE Washington, D.C. Program (on hold)

#### **Pre-Orientation**

- Arrive@Wake (international students)
- Magnolia Scholars Bridge Program

#### **Grant/Internships**

- Arrive@Wake (international students)
- Magnolia Scholars Bridge Program

### **Current Non-Academic WFU Programs:**

#### **Pre-College**

- All-Sports Camp
- Athletic Sports Camps
- Ballet Program
- Museum of Anthropology Day Camps
- Reynolda House Adventure Camps
- Debate Camp
- LENS

#### **Pre-Orientation/Bridge Programs**

- BUILD, Deacon Camp, Marching Band, SPARC, SUMMIT, Wilderness to Wake, Worldwide Wake

#### **General Community**

- Advanced Placement Institute
- Ben Franklin Transatlantic Fellows Institute
- Law Clinics

- Lifelong Learning
- Conference Services Programs
- (i.e. Duke Tip, Student Life)
- Summer Housing Internship Program (SHIP)

We are looking at different ways to assess our programs. We are thinking about how each aligns with the mission of the institution, whether it helps our brand, and whether it is attracting different students. She evaluated the margin of each program, (revenue minus cost). After digging deeper, they found that some programs are making margins but a number are not making margin.

After looking into summer housing use, we found that when you take into account the maintenance that is being done in the summer we have approximately 46% use. In addition to looking at residential halls, we are also looking at space. There is not much consistency on how much is being charged. Some locations charge a lot, and the ones that don't are seeing higher use. For example, the music wing of Scales Fine Arts center had high usage; Farrell Hall and Worrel Professional Center had very low usage.

Upon reviewing WFU existing programs, we found that the Debate Camp is a great program but is at cost. Bridge and Lens programs are young. We are looking at how we build out these programs to make them successful. The team reviewed some of the summer college courses and found that other universities are offering special classes to attract students in the summer. Also, we need to determine if faculty want to teach during the summer. This is usually when faculty are doing research and may not want to teach.

For the non-academic side, we don't want to lose sight of these programs but have concerns about revenue, the lack of awareness of conference services, lack of infrastructure and support for after-hours programming, and inconsistent fee model and space challenges.

## **New Programs and Expansions for 2016**

### **Pre-College**

- Arrive@Wake, LENS
- Summer Immersion
- Increase number of camps/conferences
- Alumni Family Weekend

### **College**

- Expansion of Online Classes and Intensive Languages

## **Potential New Programs**

### **Pre-College**

- Departmental Programs
- Global Abroad and Debate Camp Abroad Programs
- Summer Immersion for Grades 5-7: "Wake Forest EDGE"

- OPCD and/or ICE Boot Camp
- RA/Conference Services Staffing Option

### College

- Entrepreneurship Program
- Sophomore Summer
- J-Term or May-mester: Inter-disciplinary courses on hot topics
- 3 + 1 Masters

### Other

- Continuing Education: Business, Counseling, Law, Medicine
- General Executive Education: corporate
- Gap week before graduation

Some of the roadblocks and internal challenges are: lack of process, central coordination, and mission; no infrastructure for pre-college programming; management of residence halls between RL&H and conference services, Aramark, housing, and meeting space ranges from expensive to free; marketing – no external visibility, marketing strategy or branding; competing agendas; lack of incentive to create a margin, and local market size – Winston Salem is a small, middle class market, making it difficult to generate high demand.

We have created a summer programs task force to assist with the campus-wide infrastructure and to assist with coordination and communication. Members of this task force are: Andrea Ellis, Chair, Shannon Badgett, Andrea Bohn, Skip Brown, Mike Draughn, Beth Hoagland, Michelle Klosterman, Donna McGalliard, Randy Rogan, John Wise and Hu Womak.

Please feel free to contact Andrea Ellis ([ace@wfu.edu](mailto:ace@wfu.edu)) with your feedback.

### Q & A

*Comments: One thing that has changed with compensation for summer classes in the School of Business, is that we are not given any additional compensation. Is it that the way it is in the College?*

*A: No, we are compensated based on our rank.*

*Comment: As you indicated, the music wing of Scales Fine Arts Center is heavily used in the summer and the noise can be very disruptive.*

*Andrea Ellis: This has been a concern. We need to find a way to find a way where you can still have your classes on campus and not be disturbed but also increase activity on campus.*

*Q: Did you come across any colleges that require students to take courses in the summer?*

*Andrea Ellis: Dartmouth has a Sophomore Summer but not sure if it is a requirement.*

*Comment: Since the campus is so empty in the summer, I guess that is why we have such limited food service hours in the summer.*

*Hof Milam: Aramark would love to provide more services during the summer, but it is based on demand.*

*Q: Are you looking at wear and tear of spaces?*

*Hof Milam: We have had some previous issues with damage to residence halls and invoiced the responsible party for the repairs.*

*Comment: We are charging a lab fee for summer school to make up for expenses.*

*A: There is a committee that is looking into fees because of inconsistencies. We need to communicate better and have a more centralized policy.*

**New Business:**

President Parker asked if there was any new business. There was not. He adjourned the Senate at 5:32 p.m.