

Faculty Senate Meeting January 23, 2013

In attendance: Umit Akinc, Paul Anderson, Sarah Boden, Carol Cramer, Sonia J. Crandall, Jacque Fetrow, Sam Gladding, Michael Green, Laura Graham, Martin Guthold, Duncan Hite, Michael Hughes, Kevin Jung, Judy Kem, Rogan Kersh, David Levy, Linda McPhail, Dale Martin, Jack Meredith, Ken Middaugh, Hof Milam, James Schirillo, Cathy Seta, Gale Sigal, Omari Simmons, Susan Smith, Michelle Steward, Lynn Sutton.

Topics:

- Updates, committee reports and new business
- Strategic Resources Initiative Update by Rogan Kersh, Provost and Hof Milam, Senior Vice President for Finance and Administration and Chief Financial Officer

Updates from the President, Dan Bourland:

Parking committee in need of volunteers

Next meeting: Wednesday, February 20, 2013

Topic for upcoming meeting could be regarding semester online

Committee Reports:

Fringe Benefits: David Levy mentioned that he and Debbie Deheck would be meeting with Beth Faye in Human Resources and reporting to his committee.

University Integration: Michele Gillespie presented a resolution to the senate to address the cost of “on boarding” an undergraduate student to work as an intern in the WFUSM which costs approximately \$150.00. The resolution below was placed before the Senate for a vote and was unanimously adopted.

Given the importance of this internship opportunity for undergraduate experiential learning and for outstanding research support for medical school faculty, and given the current intransigence in resolving the costs associated with this outstanding program, the Senate asks the academic administration of the University and the Medical Center to commit permanent financial resources to the costs of “on-boarding students” to ensure the continuation and growth of this model program.

Jacque mentioned that she had encountered a similar situation with undergrads, but was able to have them reclassified with HR’s assistance to avoid this process. Rogan and Michelle said they have had communication with the medical school and HR but have not been able to resolve this issue. Appears there may be some HIPAA compliance issues related to this matter. Carmen Canales, Chief Human Resources Officer at WFU, offered to speak with her counterpart, Cheryl Lock at WFBH regarding this practice.

Academic Freedom and Responsibility: Linda McPhail brought up a concern regarding the process employed for non -reappointment of faculty at the medical school. Is there a policy in place regarding

this matter? A newspaper article about layoffs at WFBH prompted this concern. Reynolda campus has a detailed policy concerning non-reappointment of faculty. The committee is composing a memo to Dr. Abraham and Dr. McConnell, asking them if there is a policy in place and what the procedure is going to be for non-reappointments. Please email Linda or Dan any comments on this matter.

Staff Advisory Council: Carol Cramer stated that Hof and Rogan presented at the last SAC meeting on the topic of SRI.

At-large-Rep: Judy Kem informed the senate that the Committee on Academic Planning planned to pursue option c of the proposed options at the last Faculty meeting (January 14, 2013). The proposal is about a possible change in number of credit hours required for graduation in the College. The CAP plans to present a proposal (concerning option c) to the College Faculty before Easter. Option c reads as follows:

(c) The College could supplement/replace 'b' with a voluntary scheme in which departments feeling heavily overburdened by teaching might increase (to a specified percentage) the number of their 4 credit advanced level courses. The direct benefit of this would flow primarily to their majors, and to the faculty within the departments concerned, with some indirect spin-off in reduced enrollments by those major students in courses taught outside their major department.

Executive: Mike Green reported that the Executive committee became aware that WF does not have a written policy in place regarding the process for accepting and resolving complaints about sexual harassment of students by faculty and staff. The committee feels that WF is behind the curve on this and wants to encourage the administration to put a policy in place, sooner, rather than later. This issue came up over two years ago, when a faculty member was asked to resign for sexual allegations. At the time, Jill Tiffenthaler was the Provost and recognized that there was not a written policy in place. It appears that legal has been working on this but has not come up with a policy as of yet. Maybe legal should consider hiring outside counsel to address this issue if they do not have the time to address this. The resolution below was placed before the senate and unanimously adopted. It will be addressed to President Hatch and Reid Morgan along with a preamble that this issue is not newly recognized, it has been pending for 2 + years.

The Faculty Senate expresses its deep concern that Wake Forest University doesn't have a written policy in place regarding the process for accepting and resolving complaints about sexual harassment for students by faculty or staff. Because of the lack of such policy, complaints are handled on an ad hoc basis that depends on the discretion of those who receive such complaints and those who become involved in resolving them. No provisions protecting the confidentiality of complaining students exists, and there are no rules providing for due process for those accused. The Faculty Senate urges University administration to develop a policy, circulate it to affected constituent groups for comment, and to implement the policy with all deliberate speed.

Other Reports:

Dan Bourland introduced a new proposal for a joint ad-hoc committee on campus integration and collaboration between the Faculty Senate and Staff Advisory Council. These two groups recognize there

can be efficiency gains and cost savings opportunities when the campuses work together (WFU, The Reynolda Campus and the Bowman Gray Campus) to streamline redundant processes and take advantage of economies of scale of the combined campuses. Mary Cranfill, President, SAC, and Dan Bourland, President, Faculty Senate, agreed to lead the Ad-hoc Committee, with members selected from the SAC and Faculty Senate. Other members may include staff and faculty with specific expertise to aid the committee's task. It is anticipated that the committee would serve for one-year (nominally, calendar year 2013), with possible renewal for a second year.

Jacque brought up a governance process question: shouldn't this committee report to the Integration Committee? In addition, how many members will be on the committee? Currently, not sure how many will serve, that will depend on the number of volunteers. Additionally, will try to get expertise from the medical school (not currently represented). Please send your comments or suggestions to Dan and/or the Executive Committee.

New Business:

Jane Albrecht will be attending the Coalition on Inter Collegiate Athletics meeting in February. The focus of this meeting will be to expand faculty participation in the governance of intercollegiate policies.

Strategic Initiative Resources Update

Presentation by

Rogan Kersh, Provost, and

Hof Milam, Senior Vice President for Finance and Administration and

Chief Financial Officer

In their presentation, Hof and Rogan gave an update on the Strategic Resources Initiative. They indicated that there is a lot of potential on the academic side for both campuses to work together to achieve savings. Several other institutions have undergone a similar process, in some cases driven by severe budget exigencies. At Wake Forest, SRI's charge is to access opportunities across our university for new revenue or reduced spending. The goal is to redirect funding to support our core needs, by increasing financial aid, maintaining competitive faculty/staff compensation, and funding WFU strategic initiatives. The SRI membership consists of a steering committee and a working group.

Why SRI?

- Until two years ago, Wake planned significant enrollment growth and tuition increases.
- This revenue allowed us to support top priorities such as faculty/staff compensation, financial aid and facilities updates.
- Tuition increases are constrained by national concern about the cost of higher education. We do not expect significant tuition increases.
- Outstanding student loan debt (\$830 billion) has surpassed credit card debt.
- 39% of 2010 graduates left Wake Forest with an average indebtedness of \$35,050.

- Enrollment growth is doubtful for the foreseeable future.
- North Carolina sales tax exemption for non-profits is at risk; would cost WFU an additional \$3M per year.
 - Dr. Hatch is working with Duke and other private institutions in order to protect the tax exemption.
- Moody's recently downgraded the entire field of colleges and universities, citing poor spending practices and cost squeezes ahead.

Items for Consideration

The Steering Committee has analyzed opportunities for savings and revenue. Reviews have included:

- Redundancies
 - i.e., does it make sense to have 3 gift-record offices?
- Facilities management
- Real Estate
 - More tenants in Reynolda Village, occupancy has improved.
- Benefits
 - Exploring various options, such as the employee tuition benefit. Would probably grandfather existing current employees but could change eligibility period.

Q: Dan Bourland asked if it would be a cost saving measure to have the same medical plan for both campuses.

A: Yes, that makes sense. Would need to have options for smaller networks and suitable option for all when rolled out. This is not like to occur for another year or two.

- Procurement
 - Exploring duplication across campuses and departments related to procurement.
- Information Technology
 - Would incur significant savings by revising the computer rotation/refresh program. Currently on a 2-year rotation for staff, majority of other institutions on a 3 to 5 year plan. Will likely change to minimum of 3 years for laptops and 4-year minimum for desktops.
- Travel and Entertainment

President Hatch has challenged the Cabinet to supplement SRI efforts by exploring savings opportunities within their divisions.

Suggestions for items to consider may be sent to: sri@wfu.edu

All suggestions will remain anonymous.

Comments, Questions and Answers:

Comment: If I was guaranteed to find a parking space during peak times, I would be willing to pay for parking. How about implementing a policy that no more buildings could be built on campus without additional parking?

Q: I was on a parking committee and there was talk about building a parking structure. What happened to that idea?

A: The SRI committee is actively exploring charging for parking on campus. It would be wonderful to guarantee a space rather than a hunting license, but this is a very costly and complicated issue. The debt service on a parking deck is estimated at \$2,000.00 per space on an annual basis. In relation to surface parking, we are faced with significant hurdles from the City of WS. Please let Hof know if you are encountering parking issues.

Q: What about Administrative bloat?

A: We genuinely believe that administrative growth supports our fundamental academic mission. For example, OPCD, and Advancement (for new campaign, which is a revenue center). At the same time, the SRI process has allowed us to identify opportunities for early-retirement incentives and possible other ways to reduce staffing in ways that continue to affirm our teaching/research core.

Q: What about incentive packages being offered to incoming Administrators to lure them to WF? Is this being looked at?

A: Our CFO looks very closely at where and how we are spending money. Universities have a growing number of federal and state regulations to comply with, such as record keeping, and required reporting. These are some areas where administrative growth has taken place and consideration is given when determining whether to hire.

Q: Would hope that the elephant in the room, Athletics, is a part of this? Is the SRI team looking seriously at them for cost savings?

A: Randy Casstevens from the Athletics Department is on the steering committee and has been very receptive in trying to incorporate savings in his area. Hof is very conscious of the Athletics budget and assures you that Athletics is willingly and openly participating in SRI. They already have many business practices that are commendable in their area. For example, Athletics has recently started running as many of their eligible expenses using the procurement card, which enables WF to obtain a tax refund and obtain other savings.

Comment: Hope that, if a particular job is eliminated, the university is able to keep good employees by way of cross training or other avenues.

A: Would love for normal attrition to take care of this, but not always going to be the case.

Q: From the three areas that you mentioned, faculty/staff compensation, financial aid and facilities updates, what percentage of the savings would go to each area?

A: Once we line up the possibilities, then we can determine where the savings will be allocated.

Q: Where are the greatest needs?

A: Needs are great and broad. Hof indicated that we are more competitive on pay and compensation than we are on facilities.

Adjourned 5:30 p.m.