

Wake Forest University Senate 2004-2005
Minutes
April 13, 2005

The University Senate held its fourth regularly scheduled meeting of the 2004-2005 year in DeTamble Auditorium of Tribble Hall. The following were present:

Administration: Bill Gordon, Gordon Melson, Lou Morrell

College: Eric Carlson, Andrew Ettin, Hank Kennedy, Jill McMillan, Gloria Muday, Paul Ribisl, Harry Titus

Graduate School: Dale Dagenbach, Greg Shelness

School of Medicine:

School of Law: Alan Palmiter, Tom Roberts

Calloway School of Business and Accountancy: Sheri Bridges, Yvonne Hinson

Babcock School of Management: Michelle Roehm, Scott Schafer, Jeff Smith

Divinity School: Neal Walls

Library: Lynn Sutton

Staff: Julie Groves, Dana Hutchens, Gloria Stickney

Visitors: Maureen Carpenter

Gloria Muday called the meeting to order at 4:00 PM.

The minutes of the meeting of 02/23/05 and the special called meeting of 03/16/05 were approved.

Gloria Muday presented the Senate Officer Slate for the 2005-2006 academic year. They were selected by the Nominations Committee as follows:

President:	Harry Titus, College
Vice President:	Neal Walls, Divinity School
Secretary:	Greg Shelness, Graduate School
Assistant Secretary:	Jeff Smith, Babcock
At large member of the Exec. Comm:	Simone Rose, Law School

Gloria asked for any other nominations, of which none were offered. The slate was unanimously approved as presented above.

Report by Provost Gordon – Implementation of the Budget Initiative

Provost Gordon thanked Gloria Muday for her outstanding leadership role as Senate President.

Provost Gordon announced that the evaluation of academic administrators would begin the next day and would start in Calloway, with the Law and Divinity School deans being evaluated as well this year. These three deans have been in place the longest. He stated that the actual survey is very consistent with the Senate model, with a few minor changes.

Provost Gordon presented an overview of the "2008 Initiative: Positioning WFU" – the new budget initiative undertaken last year that focused primarily on stabilization of the College budget and the budgets of those units outside of our professional schools.

Major points of the presentation were as follows:

- Between 2000 and 2003, the value of the Reynolda Campus unrestricted endowment declined significantly, decreasing the monies available from the endowment for annual support of our operating budgets.
- Three factors contributed to this decline:
 - Market performance declined during this period.
 - Although development performance was strong during this period, a significant proportion of the gifts received was restricted as to purpose and did not offset the decline of the unrestricted endowment.
 - Larger than normal withdrawals from the unrestricted endowment were occurring during this time to support the Salary Opportunity Fund and debt service obligations.
- The budget initiative was designed to halt the decline of the unrestricted endowment and to allow it to grow, by ensuring that in future years the continuing operating expenses of the University could be fully supported by continuous operating revenues and not by larger than normal withdrawals from the endowment. To achieve this goal it was necessary to develop a plan that would reduce annual costs, increase annual revenues, and leverage existing resources.
- In developing this plan, several guiding principles served as the framework.
 - The plan must allow us to maintain and enhance the "Wake Forest experience."
 - The plan must allow us to continue to enhance the quality of incoming students.
 - We must anticipate and identify the multiple implications of each component of the plan and must be prepared to be flexible in the plan's implementation.
 - The plan should include key assessment indicators to ensure that we meet our goals without violating our guiding principles.
- The key components of the budget initiative consisted of both revenue enhancement steps and cost savings measures. These are as follows:
 - A restructuring of the University's debt.
 - A budget/salary freeze for the 2004/2005 academic year.
 - An increase in research grant and contract revenues.
 - Better utilization of WFU overseas houses and study-abroad programs.
 - A reorganization of the University's real estate operations.
 - An effort to adjust enrollment gradually to reach full capacity.
- As of Spring 2005, we are ahead of schedule in meeting the goals set forth for this initiative. We project that by 7/1/06 we will be at least halfway to the goals we sought to achieve over this four-year budget timeframe.

Update – Report from the Committee of Collegiate Senators

Gloria noted that she had previously emailed the April Report of the Collegiate Senators to the Senate at large. The report focused on greater communication on financial issues and a better understanding of past decisions. Gloria asked the Senate to ask questions about the report. She then summarized the major outcomes from the document.

Gloria noted that one positive outcome is that a Budget Advisory Council is being set up. She explained that this Council would include faculty and administrators who will meet to discuss financial issues. The

Senate Executive Committee, the Collegiate Senators, and Administration have agreed that the Executive Committee should appoint a Senate ad hoc committee for the first year, in consultation with Provost Gordon, until an elections process can be determined and put into place. Gloria requested nominations for those skilled in financial matters to serve on this Council.

The faculty Athletics Committee is looking into how they can better define their activities in the faculty bylaws to strengthen their ability to provide important input into decisions affecting athletics.

Salary issues are being addressed as noted in the earlier presentation by Provost Gordon.

Gloria read the motion approved by the the College faculty on Monday, April 11th. *That the faculties:*

- *Endorse the Collegiate Senators' evaluation of the responses of the administration and the Board of Trustees;*
- *Request that the University Senate monitor the proposed positive actions and work with the administration for satisfactory resolution of the unresolved outcomes.*

It was noted that the Graduate School and Law School has a formal report from their Senators at each meeting. It was noted that the College does not currently do this have regular Senate reports, but this would be an appropriate way for information to flow from the Senate to the undergraduate Faculty. Their was a question as to what the Senate is being called to decide on with respect to the report right now. We previously endorsed the "spirit of the report."

The Senate decided to "receive and discuss the report" at this point.

Committee Reports

Fringe Benefits Committee: Dana Hutchens reported that this committee worked on two main initiatives over the past year. The first was a concern over our PTO system. They have looked at cross-admits and found we are in the norm. The second issue was fringe benefits for retirees. There are certain benefits that have little or no cost to the university and they are meeting next week to see if they can get some of these benefits back into place.

Health Affairs: Dale Dagenbach reported that the committee looked at several issues, most of which are still open at this point. These include:

1. The transition to the Catalyst Prescription Plan and the fact that we ended up with many drugs going up but none went down.
2. Bundling of charges - Physicians are inserting new charges such as "handling fees" which our insurance will not pay.
3. Costs of health care – most likely not a double digit increase in premiums.
4. Resolution for a salary dependent premium plan – Gallagher was brought in and it is supposedly in the works.

Intra University Operation: Eric Carlson reported that the administrative feedback evaluation is in the works.

Senior University Appointments: Jeff Smith reported that the committee is looking at changing the process for honorary degrees. It has been re-oriented and the time lines have been moved back. There will be a call for nominations soon, which will be due back in September.

Staff Issues: Gloria Stickney reported that the committee meets every month and subsets meet as well. She noted that they sent a letter to Pres. Elect hatch asking for comments and thoughts on how to develop a Staff Advisory Council.

University Oversight Committee: Hank Kennedy had a suggestion that the Senate better utilize data sets already available on campus. He noted that there are seven data sets that provide annual information comparable with other institutions. It was suggested that we try to gather information and place it in one place (i.e. library) to be used as a resource for the Senate and committees. Maureen Carpenter noted that the student flow report is not inclusive due to challenges within departments as to how we account for faculty on leave and research funding. Lou Morrell stated that Fundraising has a CFE report and that there are more out there. He suggested that we go to other administrative departments and ask if they have to report to a professional organization. Harry Titus stated that we will look at this next year as one of our charges.

Reports from faculty Representatives to the Committees on the Board of Trustees

Gloria Muday stated that the following individuals will be serving on the Committees next year:

Business Operation Committee: Yvonne Hinson
Advancement and Communications Committee: Jill McMillan
Graduate and Professional Schools Committee: Alan Palmiter

Business Operations Committee – Gloria Muday (attending for Allin Cottrell) stated that the budget information shared in this committee was similar to the information reported today by Provost Gordon. Bill Sides reported on capital projects on campus with the renovation of “The Pit” being the major focus. Jay Dominick reported on technology and the progress in Banner software implementation. Brenda Balzer reported on the planned changes in focus of Human Resources under her leadership. Jay Helvey presented modeling approaches that can be used to more accurately predict the long term effects of expenditures on the endowment.

Graduate and Professional Schools Committee – Alan Palmiter reported that his committee has been traveling to the different professional school this year. The last two have been Calloway and the Law school. The schools have been presenting on their various programs and initiatives.

Committee on the College – written report from Christy Buchanan:

Topics of discussion included the SACS reaccreditation, issues of registration and the new Banner software, hiring, student government activities and plans, and NCAA recertification.

Regarding SACS and the QEP, plans for enhancing international experiences were discussed, including more emphasis on preparation for faculty and students going overseas, and help with re-entry.

The registration system was explained to the trustees. Efforts to monitor wait lists during registration so that the right classes (types, quantities) are offered were discussed. Issues of security were also discussed, as the current Banner system does not currently have all the security in place that is needed.

Dean Best talked about hiring and emphasized the need for money to keep senior faculty as well as to bring new faculty in. Changes in the “Wake Forest Professorships” (now named after former WFU presidents were also described as a way to honor senior professors more clearly.

Student government president Tripp Chalk presented high state of the campus address, including “top 10 priorities” of student government, to the trustees. The presentation was interesting and thoughtful, and covered issues such as dining for students, the honor code, athletic tickets, neighborhood relationships for off-campus students, cultural diversity on campus, and monetary support for student organization. I was impressed by the work of student government as well as the awareness of and concern for good working relationships between students and administrators on campus.

Finally, some findings of the NCAA certification study were presented.

The issues were pretty straightforward and well-presented by Dean Best, Mr. Zick, and Richard Chalk. There was opportunity for me to ask questions and participate in discussion as I felt necessary. I got a lot of interesting information from attending the meeting. In contrast to earlier meetings did not feel that there was a large pressing faculty perspective to share on some major issue, although I and Dean Best did address faculty concerns on some of the specific issues discussed (such as students camping out to get basketball tickets and security of grade information on Banner). As has always been the case, the trustees on this committee asked very thoughtful questions and showed a sincere interest in improving academic and student life on campus, and in hearing perspectives of faculty and students as well as administrators.

Advancement and Communications Committee – written report from Larry Daniel:

The Advancement and Communication Committee met on March 31st. The main agenda items were the capital campaign, Reynolda House and the university web site. The main points were:

1. The Campaign for Wake Forest- James Bullock reported that 93% of the \$600,000,000 goal had been raised by March 1. This represents 81% of the Reynolda Campus goal and 119% of the Medical Schools goal. The advancement staff is hopeful that the goal can be met by commencement (May 16).
2. Reynolda House- Robert Mills reported that Reynolda House would reopen on April 1 with several events in the new Mary and Charlie Babcock wing. The development office is mounting a major effort to increase the gift stewardship program at Reynolda House. One new program is to establish membership levels with increasing privileges attached to the levels of giving. For example, free admission is now coupled to the \$65 individual/ \$100 couple giving level rather than to any level of giving. Admission remains free for students, faculty and staff.
3. Web site redesign- Cherin Poovey reported that the main WFU web site is slated for a major redesign. The main feature will be user-group targeted portals. This would include pages targeted to parents, prospective students, faculty, current students and others as needed. There is currently a request for suggestions on the web redesign on Windows on Wake Forest.

The trustees asked how the faculty perceived the success of the search for the new President. I said that the increased faculty participation, compared to the last presidential search, was appreciated and that I thought the faculty was pleased with the choice and the process.

The meeting was adjourned at 5:20 PM.