

Wake Forest University Senate 2005-2006  
Minutes  
April 12, 2006

The University Senate held its third regularly scheduled meeting of the 2005-2006 academic year in DeTamble Auditorium of Tribble Hall.

Administration: Nathan O. Hatch, Gordon Melson, Robert Walsh

College: Bob Evans, David Coates, Natalie Holzwarth, Harry Titus, Barry Maine,

Graduate School: Greg Shelness, Suzy Torti

School of Medicine: Michelle Naughton, Joe Tobin

School of Law: Tom Roberts

Calloway School of Business and Accountancy:

Babcock School of Management: Jeff Smith, Michelle Roem

Divinity School: Neal Walls

Library: Lynn Sutton

Staff: Gary Alwine

Visitors: Anne Boyle

Harry Titus called the meeting to order at 4:05 PM

The minutes of the February 15, 2006 meeting were approved.

**Jeff Smith - Election of Senate Officers for 2006-2007 Academic Year**

Jeff presented the following slate of Senate Officers, selected by the Nominations Committee:

President: Neal Walls, Divinity School  
Vice President: David Coates, College  
Secretary: Harry Titus, College  
Assistant Secretary: Suzy Torti, Graduate School  
Member at Large: Katy Harriger, College

Harry asked for other nominations from the floor; however, none were offered. The slate was unanimously approved as presented above.

### **Christopher Price – Piedmont Triad Research Park**

Christopher Price, Executive Director of the Piedmont Triad Research Park and Senior Vice President, Wake Forest University Health Sciences (WFUHS), provided an overview of past, ongoing, and planned activities at the research park. The park will ultimately encompass an area of 240 acres of predominantly “brownfield” sites on the eastern side of downtown Winston-Salem. The park will satisfy space needs for WFUHS departmental expansion, co-activities in the life sciences for WFU and other educational institutions (e.g., joint WFU-Virginia Tech Biomedical Engineering Program), and will provide an economic development engine for Winston-Salem. The park is also intended to provide a return on investment for WFU. Dr. Price presented an outline of the intellectual, geographic, and economic assets that are expected to spur growth of the park. Significant land acquisition has been completed (85% of land has been acquired or is “in control”) and significant infrastructure work is ongoing or in planning stages. Currently there are 6 buildings in the park, including the recently opened Biotechnology Research Facility 1 (official grand opening scheduled for May 16) and 2 additional buildings are under construction. The park now houses members of three different medical school departments, including the Institute for Regenerative Medicine, headed by Dr. Anthony Atala. The number of departments at the park may increase to 10 in the next few years. In the planning stages is a venture termed “Dillon”, an early stage incubator for startup companies. Dillon will take advantage of University-associated research services and infrastructure. Seventy-five percent of space in the Dillon facility is verbally preleased and the first tenants are expected in Q3 of 2006.

### **WFU Senate Representation to Committee on Intercollegiate Athletics (COIA)**

As first raised in the 2-15-2006 Senate meeting, there is a need to develop a plan to formalize Senate representation on the COIA committee. The current WFU representative to the COIA, Carol Browne, has already held the position for two years. To address this issue the following motion was brought forward by Neal Walls:

*Resolved, that the Wake Forest University Senate representative to the Committee on Intercollegiate Athletics serve for a period of four years, and that the representative and the affiliation be reviewed at the end of each four-year period.*

The motion was passed unanimously. Carole Brown will be considered to have served two years of the first four-year term.

## **COMMITTEE REPORTS**

### **Senior University Appointments – Joe Tobin**

During the last few months, the Senior University Appointments (SUA) Committee met with finalist candidates for three positions: Vice President for Administration, Vice President for Finance, and Vice President for Development. The SUA forwarded its comments to President Hatch regarding each of the candidates and the appointments have now been made.

### **Staff Issues – Gary Alwine**

Gloria Stickney met with Dr. Hatch regarding the formation of the Staff Advisory Council (SAC) and subsequently the SI committee has met with Dr. Matthew Cullinan, VP for Administration, beginning on July 1, 2006. Dr. Cullinan has agreed to temporarily serve as Co-Chair of the SAC. The Staff Issues (SI) Committee received a letter from Dr. Hatch outlining his *Statement of Purpose and Governing Guidelines* for the SAC. It is his desire “that the Council is successful in meeting its mission and that it is structured to allow for appropriate means of interaction between staff and administration and that it is allowed to ‘grow into’ its new role.” Dr. Hatch’s letter will be shared with the SI Committee at its May meeting.

### **Senate Oversight – David Coates**

Maureen Carpenter briefed the Senate Oversight Committee on the University budget for the Undergraduate College and the Professional Schools for FY 2006 and FY 2007. The Committee noted the central importance of student tuition and fees derived from the Undergraduate College as well as auxiliary earnings to the overall fiscal viability of the University. It was also noted that a significant proportion of the new revenues available for FY 2007 were being directed to salary and fringe benefits, and to increased debt service funding. Among critical issues left unresolved: difficulty in dissecting individual budget items from aggregate budget data, the need for greater clarification of the flows in and out of the Athletics Department, the criteria used to allocate funds to different departmental units within the Undergraduate College, and the absence of data for the Medical School. A complete unedited report by David Coates is attached (Appendix A).

### **Fringe Benefits**

Robert Browne was not in attendance. Harry noted that the Ad Hoc Health Benefits Planning Committee will meet on April 24<sup>th</sup> to discuss the Salary Dependent premium plan.

## **Intra-Operations – Barry Maine**

Dr. Jacquelyn Fetrow, Department of Physics, delivered the first faculty-to-faculty lecture, which was held in the home of President and Mrs. Hatch. Barry reported that the gathering was a great success both in terms of showcasing faculty scholarship and bringing faculty together.

## **NEW BUSINESS**

### **Child Care on the Reynolda Campus- Anne Boyle**

Anne Boyle reported on activities of the Women's Forum with respect to work life issues and specifically, child care. It was pointed out that the issue of child care on the Reynolda Campus has been discussed several times in the past with little substantive action taken. Most recently President Hatch and Brenda Balzer (Human Resources) have instituted a new referral service, whereby WFU employees can access information on off-site day care centers. Although not part of the current system, there is also a possibility that some off-site centers may reserve slots specifically for children of WFU employees.

To further address this issue, the Women's Forum has had recent discussions and formulated five different scenarios involving child care centers operated either by WFU and/or other child care organization. One scenario that has generated considerable interest and debate was spurred by the interest of Smart Start's Director, Cinda Amen, in developing a dialog with WFU, and perhaps other local educational and corporate institutions, to establish a 5-star daycare center that would serve children of WFU faculty and staff as well as children from the community. Among the advantages of such a facility would be the high quality of care as well as the diversity inherent in a Smart Start center. Brenda Balzer has agreed to support a survey to assess the relative interest of faculty and staff in such an arrangement. Questions were asked as to the nature of the survey and what sorts of questions would be asked. It was noted that the predominant issue regarding day care is the quality of care and not the makeup of the center or organizational criteria. Dr. Hatch noted that an underlying concern of the University is related to potential costs associated with subsidization of low income families.

The Synopsis of Child Care Discussion provided by the Women's Forum is attached to the minutes (Appendix B).

Meeting was adjourned at 5:22 PM

## APPENDIX A

### Senate Oversight Committee

#### *Minute of meeting: April 7 2006.*

In attendance: David Coates (chair), Gary Alwine, Natalie Holzwarth, Dilip Kondepudi, Robert Lamy, Reid Morgan, Ajay Patel, Harry Titus, Kenneth Zick,

The SOC was briefed by Maureen Carpenter on the University budget for the Undergraduate College and the Professional Schools for FY 2006 and FY 2007. Data was also supplied under equivalent headings for FY 95 and FY 04, to enable the Committee to set current budgets in a longer time frame. The bulk of the meeting was occupied with the dissection of the data, seeking the money and resource flows within and between categories, and with an examination of the spending priorities these contained.

The Committee noted the central importance of ‘student tuition and fees’ earned by the Undergraduate College to the viability of the University as a whole, and the crucial role played by Auxiliary Earnings in the balancing of the University’s accounts. It noted too the significant proportion of the new revenues available for FY 2007 (as against FY2006) that were being directed to salary and fringe benefits, and to increased debt service funding. The Committee was left in no doubt about the tightness of the current financial situation faced by the University, and about the importance of rapidly expanding the University’s endowment.

Among the issues left unresolved for future meetings of this kind were: the appropriateness of current policy on the servicing of the University’s debts; greater dis-aggregation of the individual budget items reported to the Committee, to allow a more accurate sense of actual resource flows within and between different units; resetting of the data provided to the Committee, to clarify the volume of expenditures on staff salaries and benefits; greater clarification of the flows in and out of the Athletics Department; data on income and expenditure for the Medical School; the criteria used to allocate funds, within the Undergraduate College, between different departmental units.

The SOC thanked Maureen Carpenter for her time and effort, and looked forward to similar fruitful exchanges of information and views in meetings to come.

## APPENDIX B

# Synopsis of Child Care Discussions Women's Forum Report to the Senate April 2006

## I. The Call for Child Care from selected campus documents

### ➤ From the Plan for the Class of 2000—1993-1994

URL=<http://www.wfu.edu/academics/p2000/Plan-for-the-Class-of-2000.html>

The era of stay-at-home mothers is over for many American families, including most of the families who have a parent working at Wake Forest. The University Senate conducted a study of campus child care needs and community availability in 1990 and concluded its examination by passing a resolution urging the University to start a day care center. Leading universities, including Duke and Vanderbilt, have already established campus day care centers. Wake Forest finds itself at a significant disadvantage in recruiting junior faculty when it must bid against universities offering this benefit. The availability of child care for all Wake Forest employees would also serve to increase job satisfaction and further create an atmosphere of community on our campus.

### **Recommendation D7**

The University should offer a menu of fringe benefit options in order to provide flexibility for those in need of child care. While continuing to support the local clearinghouse for child care, the University should work toward the establishment of a day care center near campus within five years.

### ➤ From the Commission on the Study of Women—March 1997

URL=<http://www.wfu.edu/administration/status-of-women/womens-report.html>

Problem 5. Lack of a Child-Care Facility, Eldercare, and Spousal Placement Assistance to Attract Outstanding Female and Male Scholars to Wake Forest

Child-care is a major concern for both male and female faculty members. The faculty's overwhelming perception is that the University is not strongly interested in child-care issues. Some families must grapple simultaneously with small children and elderly parents. Some departments accommodate these problems with flexibility, while others do not.

In two cases this year, talented women turned down departmental offers because of their concerns about spousal placement. While long-distance marriages can be successful, they can also create stress (on top of working toward tenure and handling family concerns alone) and may not bode well for a new faculty member's long-term commitment to Wake Forest.

### **Recommendations**

a. The feasibility study completed in fall 1996 clearly documents need for, and interest in, a child-care facility. To attract and retain productive faculty and staff it is imperative that child-care facilities be provided. The University should move forward to provide a child-care facility.

b. Wake Forest should develop stronger networks with other regional universities and corporations to increase the likelihood of spousal placement. The University should develop a written policy with regard to spousal placement (i.e., what the University can and cannot do).

## **II. The History of Proposals**

### **1. The Lou Morrell Proposal—August 20, 1998**

- On Campus, University-Operated Program as an University Auxiliary Enterprise
- Employees employed by the University
- Operating budget approximate amount \$544,000 with enrollment of 125 students
- University furnish the cost of the building as well as repairs,
- Estimated costs (excluding cost of land) \$2.5-\$3 million for 20,000 square feet (\$125-\$150 per square foot).
- With exception of the cost of building repairs, the center would be self-sustaining
- Oversight through the Office of the Provost
- Permanent advisory group will work with Director hired by the administration in the Office of the Provost designated by the President of the University

Proposal was approved by Cabinet; tabled by the Trustees due to lack of funds

### **2. Sam Gladding Proposal---2000**

- Viewed other options, namely outsourcing child care center, after the Morrell Proposal was deferred
  - Andy Hewitt's child care center proposal
  - Sandy Kale's proposal
  - With Linda LaRue's help as a consultant surveyed
    - Bright Horizons
    - Northwest Child Care Center
- Returned to the idea of WFU building a child care center in cooperation with Medical Center, Pepsi and BB&T at the University Corporate Center
  - The Committee proposed the following:
    - Build a child care center for 174 children located at the Meadows for \$3.8 million.

Proposal was approved but placed on hold until funding could be located.

### **3. Collaboration with Special Children's School**

In addition, discussion was generated by Dean Deborah Best and others in 2004 regarding the possibility of a collaborative venture with the Special Children's School. No formal proposal seems to have been made because the location of proposed site at the entrance to the Reynolda Campus or Reynolda Village was in a flood plain.

## **III. The Women's Forum and Child Care: Summary of Conversation, Research, and Proposal**

- Scenario 1: Immediately partner with existing local child care agencies until a child care facility can be built on or near campus.

Pro: Immediate action; simple logistics; structures already in place

Con: Lack of Quality Control; a stop-gap measure at best

- Scenario 2: Build a new child care center *on campus* in partnership with an outside vendor, economically inclusive of both staff and faculty, unaffiliated with any religious institution, and diverse in terms of race, class, and ethnicity.

Pro: Minimizes WFU costs; quicker start-up with structures belonging to an experienced provider already in place

Con: Lack of quality control; more complex terms of governance agreement with third party transactions on campus property

- Scenario 3: Build a new child center *off campus* in partnership with an outside vendor operated by a corporation with a certain number of slots for WFU faculty and staff

Pro: an outside corporation might be able to act more quickly to build a center; less WFU capital needed;

Con: Lack of quality control; not in close proximity to parents;

- Scenario 4: On campus child care center built and operated by WFU in the very near future, private, affordable, racially and economically diverse

Pro: Quality control; ease of parents who are faculty and staff working in very close proximity to the site and their children; clearly related to the WFU community; more WFU employment opportunities; owned by the University

Con: Need more funds; more organizational and oversight structures; slower in development; opposed by University Senate with the following concerns:

- Financial distribution-- would funding necessary for the construction of an on site center built and operated by WFU be pitted against other pressing needs of faculty and staff and perhaps create division among members of the community?
- Diversity—Would the center be ethnically and economically diverse?

- Scenario 5: Smart Start's Educational Director, Cinda Amen, is interested in beginning dialogue with WFU and, perhaps, other educational or corporate institutions to establish a 5-star daycare center that for faculty and staff and community children. Immediately investigate possibility of establishing a local partnership with Smart Start and More at Four

Pro: Quality control; educational programming; racially, ethnically, and financially diverse; open to faculty and staff, governmental subsidies; town/gown relationship; support of two state-wide initiatives for better education;

Con: Question of faculty support for diverse center and governmental partnership; more complex terms of governance agreement with third party transactions on campus property; question of location.

Smart Start is a public-private initiative that provides early education funding to all of the state's 100 counties. Smart Start funds are administered at the local level through local nonprofit organizations called [Local Partnerships](#). The [North Carolina Partnership for Children \(NCPC\)](#) is the statewide nonprofit organization that provides oversight and technical assistance for local partnerships. Services at the local level range depending on local needs. Funding for Smart Start is currently \$192 million in state funds. Smart Start has raised [more than \\$200 million in donations](#) since it began.

Currently, 82 local partnerships are established throughout the state to administer funding and programs. Smart Start funds are used to improve the quality of child care, make child care more affordable and accessible, provide access to health services and offer family support. Smart Start has achieved tremendous results in these areas and continues to strive to reach all children in North Carolina.

Smart Start has garnered much national recognition and is considered a model for comprehensive early childhood education initiatives. In 2001, the NCPC established a [National Technical Assistance Center](#) to assist other states with the development of an early education initiative.

### Child Care at **WFU's** Cross Admit Institutions

<p><a href="#">UNC-Chapel Hill</a></p>	<p><b>University Child Care Center:</b> Children enrolled at The University Child Care Center are children of students, faculty and staff of UNC-Chapel Hill and UNC Health Care Systems.</p> <p><b>Child Care Financial Assistance Program:</b> Available to employees with household incomes less than \$35K a year. The Child Care Financial Assistance Program, developed and funded through the Chancellor's Child Care Advisory Committee, is designed to provide financial assistance to UNC-Chapel Hill employees and students for quality child care.</p>
<p><a href="#">University of Virginia</a></p>	<p><b>Child Development Center:</b> Serves University faculty, staff, and students. Also accepts children of hospital employees and University-affiliated foundations and firms.</p>
<p><a href="#">Emory University</a></p>	<p><b>Clifton School On Campus Child Care:</b> Can have payments deducted from pay check. Univ. has just agreed to expand the school to accommodate more children.</p>
<p><a href="#">Vanderbilt University</a></p>	<p><b>Vanderbilt Child Care Center</b> – on campus – for children of faculty and staff (full and part-time) of univ. and hospital and students. One on the undergrad campus and one on the Med. School Campus.</p>
<p><a href="#">Duke University</a></p>	<p><b>Child-Care Campus</b> - on campus childcare.</p> <p><b>Duke Child Care Partnership:</b> Work with 11 child care centers in Durham to offer priority enrollment for faculty and staff children.</p> <p><b>The Care Connection:</b> List of in-home caregivers</p> <p><b>Babysitting and Eldercare referral service</b></p> <p><b>Nanny and Au Pair Programs</b></p>

### UNC-Chapel Hill

**University Child Care Center:** Children enrolled at The University Child Care Center are children of students, faculty and staff of UNC-Chapel Hill and UNC Health Care Systems.

<http://hr.unc.edu/Data/SPA/benefits/workfamily/childcare/?folderView=collapsed>

**Fees:** (some scholarships available)

Infants: \$1125 / month

Toddlers: \$1020 / month

Two's & Three's: \$870 / month

Three's to Five's: \$775 / month

<http://hr.unc.edu/Data/SPA/benefits/workfamily/childcare/uccc-description>

<http://victoryvillage.home.mindspring.com/index.html>

**Child Care Financial Assistance Program:** Available to employees with household incomes less than \$35K a year. The Child Care Financial Assistance Program, developed and funded through the Chancellor's Child Care Advisory Committee, is designed to provide financial assistance to UNC-Chapel Hill employees and students for quality child care.

<http://hr.unc.edu/Data/SPA/benefits/workfamily/childcare/subsidy>

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**University of Virginia** Child Development Center - <http://www.virginia.edu/childdevelopmentcenter/>

Serves University faculty, staff, and students. We also accept children of hospital employees and University-affiliated foundations and firms.

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### **Emory University**

**Clifton School On Campus Child Care:** Can have payments deducted from pay check.

[http://www.emoryhealthcare.org/departments/employment/benefits\\_advantage/benefits.childcare.html](http://www.emoryhealthcare.org/departments/employment/benefits_advantage/benefits.childcare.html)

**University just agreed to fund new addition to the school**

[http://www.emory.edu/EMORY\\_REPORT/erarchive/1996/October/ERoct.7/10\\_7\\_96admin\\_appro.html](http://www.emory.edu/EMORY_REPORT/erarchive/1996/October/ERoct.7/10_7_96admin_appro.html)

[http://www.emory.edu/EMORY\\_REPORT/erarchive/1996/April/ERapril.15/4\\_15\\_96committee.html](http://www.emory.edu/EMORY_REPORT/erarchive/1996/April/ERapril.15/4_15_96committee.html)

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### **Vanderbilt University**

Vanderbilt Child Care Center – on campus – for children of faculty and staff (full and part-time) of univ. and hospital and students

<http://www.vanderbilt.edu/HRS/wellness/childcare.htm>

One located on hospital campus, one on university campus.

## **Duke University**

### Children's Campus

The Children's Campus is a non-profit, on-site child care center run by a Board of Directors who are appointed by the Duke University Board of Trustees. Faculty, staff, and employees eligible for Duke benefits as well as students may obtain an application for enrollment.

The Children's Campus accommodates 71 pre-school children, is open from 6:00 a.m. to 6:00 p.m. The telephone number is **684-4969**.

### **Duke Child Care Partnership**

<http://www.hr.duke.edu/dccp/>

“Parents who work at Duke University and Health System now have greater access to quality child care through the new Duke Child Care Partnership. Duke has partnered with Child Care Services Association (CCSA) to provide a \$200,000 donation to fund grants to area child care centers for improving the quality of child care or expanding space for infants and toddlers. In exchange for this financial support, Duke faculty, staff and students will receive priority for vacant spaces at these facilities when they become available. The Duke Child Care Partnership is a result of recommendations that emerged from the Women's Initiative at Duke, which President Nan O. Keohane announced in September.”

Work with 11 child care centers in Durham to offer priority enrollment for faculty and staff children.

**The Care Connection:** List of in-home caregivers

<http://www.hr.duke.edu/childcare/>

### **Babysitting and Eldercare referral service**

<http://www.hr.duke.edu/child-family/bec.pdf>

### **Nanny and Au Pair Programs**

[http://www.hr.duke.edu/child-family/nanny\\_au\\_pair.html](http://www.hr.duke.edu/child-family/nanny_au_pair.html)