

# *The Senator*

The Newsletter of the Wake Forest University Senate

Volume 4, No. 1

Tim Smunt, President

Fall, 2001

## Trustees Attending Senate Meetings

The University Senate for 2001-2002 held its first meeting in De Tamble Hall on the Reynolda campus where Senate President Timothy Smunt called the meeting to order at 3:20. He introduced the Trustees who were guests of the Senate: K. Wayne Smith, Victor Flow, Murray Greason, Zach Smith and Dee Hughes LeRoy. This marked the end of a long effort over the years to improve the communication between the Senate and the Trustees by having Senators attend Trustee meetings and Trustees attend Senate meetings, and hopefully initiates a future of understanding, coordination, and ease of communication between these two bodies. Senate President Smunt then invited them to actively participate in the meeting. At the meeting's conclusion, Dee Hughes Leroy thanked the Senate for inviting the Trustees to the meeting and requested future invitations. Murray Greason asked to be put on the mailing list for *The Senator*. An attempt will be made to identify Trustees who would like to receive the newsletter. Vic Flow also thanked the Senate for the invitation.

## *Newsletter and Website Changes*

*The Senator* will be expanded to include columns from past and present Senate Presidents (see later), as well as the Minutes and other items of interest. The website will be expanded, and photos of the Senators will be included. President Smunt is also pursuing access to university-wide e-mail to facilitate communication with all university employees.

## **CHARGES TO SENATE COMMITTEES**

Senate President Smunt has replaced one of the *ad hoc* committees, the QualChoice Committee with a new one: the Healthcare Committee. This committee is a subcommittee of the Fringe Benefits Committee and considers issues surrounding medical and dental care, beyond just QualChoice. Smunt charged all the Senate Committees for the 2001-2002 session as follows:

### **Intra-University Operations Committee --Chair: Larry Daniel**



Daniel reported that the main objective of this committee is to foster communication and cooperation. He said that one campus is often unaware of programs on the other. Dean Melson added that the Graduate Educational Opportunities Committee has also made recommendations on this need, and Page Laughlin said that Ed Wilson and the Program Planning Committee are also looking into this.

**General:** The Intra-University Operations Committee will initiate and implement projects and programs that foster cooperation and communication between various components of the University.

**Specific:** 1. Develop a series of evening seminars on topics of general interest to the WFU community. 2. Convey information on Intra-University topics to the WFU community on the Senate website and by email. 3. Sponsor

"Community Meetings" on topics of current interest. 4. Explore the potential uses and need for a Faculty Club. 4. President Smunt also asked that the Operations Committee take a look at the "Standards of Excellence" document, and compare it with the Faculty Handbook. Specifically, legal ramifications on employees should be considered. The Medical School already has a compliance document, so this one applies only to the Reynolda campus. Don Frey suggested there were several issues related to academic freedom in the document. Copies may be obtained through Mike Walker, Ed Wilson or Tim Smunt.

### **University Oversight Committee --Mark Leary, Chair**



Mark hopes to be able to avoid many problems in university planning through early input and a close working relationship with administration.

**General:** The University Oversight Committee shall monitor, evaluate, and participate in the University's program planning, capital planning and other long-range planning processes. The Senate President shall appoint one University Oversight Committee member from the Reynolda campus to serve a three-year term on the University Capital Planning Committee. The Committee will also make recommendations to the Senate involving initiatives with long-term implications for the University or the faculty.

**Specific:** 1. Assist the Capital Planning Committee in obtaining usage and preference information from faculty and staff on the parking situation. 2. Work with Capital Planning Committee and the University Administration in determining priorities for parking improvements and the day care center project. In addition, continue to provide oversight and advice on day care implementation issues. 3. Communicate to the faculty and staff the University's priorities and plans for new buildings and other major capital projects at least twice per academic year.

## Senior University Appointments Committee --John Butterworth, Chair



**General:** The Senior University Appointments Committee shall recommend persons for honorary degrees, receiving nominations from the University faculties and reporting its recommendations to the Senate, which must approve the recommendations before they are communicated by the President of the University for approval by the Board of Trustees. The Committee shall advise on appointments of all senior administrators (i.e., members of the Executive Council), including the President of the University, of all colleges and schools of the University.

**Specific:** 1. Develop a process, along with the University Advancement Office, to ensure clear communication of potential commencement speakers for the upcoming year and the possibility of an awarding honorary to the speaker. 2. Develop a process to ensure a comprehensive list of qualified nominations from the University

community for honorary degree recipients. 3. Working with the Board of Trustees, develop a specific process to be used to advise the Trustees on the appointment of any future President of the University.

## Fringe Benefits Committee --Roger Jenkins, Chair



Roger expanded on some of the specifics of the charges to that group. Much of its activities this year will be related to the forthcoming consultants' report comparing us with peer institutions.

**General:** The Fringe Benefits Committee shall serve as a conduit of information from the University faculties to the responsible University administrator on benefits issues. When faculty members have concerns with benefits programs, the Committee shall present those concerns to the University administration and seek resolution. The Committee shall develop and advocate improvements in benefits and report to the Senate.

**Specific:** 1. Obtain the final draft of the AON Consulting study on peer institutions' fringe benefits programs and analyze its findings. 2. Obtain additional data as needed on peer institutions' fringe benefit programs. 3. Obtain

agreement from the committee on strategic priorities in improvement of fringe benefit programs. 4. Work towards the strategic alignment of the committee's priorities with the University administration priorities for improvements in fringe benefits needed to remain competitive in the retention and recruitment of high-quality faculty and staff. 5. Work closely with the newly appointed ad hoc committee on healthcare.

## Ad Hoc Senate Committee on Healthcare --Win-Chiat Lee, Chair



**Statement of Purpose and General Charges:** Wake Forest University subscribes to QualChoice as a medical insurance plan for its employees to provide medical care and preventive health care services and as a source of funds for doctors' visits, hospital stays and other related expenses. The Healthcare Committee, as an ad hoc Committee of the University Senate, is an advisory body established for the purpose of examining medical plan issues, including service and the cost of the plan to employees, and making recommendation to the University's administration and QualChoice regarding such issues. The Committee will act as a conduit for communications from the faculty and staff to the University's administration and QualChoice regarding general medical plan issues, but not for individual cases of complaints. The Committee will also examine and make recommendations

to the University's administration regarding larger and more basic medical insurance plan issues such as the cost efficiency of QualChoice and the ability of our existing medical insurance plan to meet the needs of Wake Forest employees. The scope of the Committee's work, however, is not limited to the University's general medical insurance plan. Its dental insurance plan and any other existing or future supplementary healthcare benefit will also be the concern of the Committee. The Healthcare Committee is composed of faculty and staff employees. The Committee Chair is appointed by the President of the University Senate and will report to the Chair of the University Senate Fringe Benefits Committee.

**Specific:** 1. Develop a process to review the yearly cost changes of the University's QualChoice medical insurance plan to the University and to its employees and to advise on revisions to the plan for cost containment and quality enhancement. This process should be one that is accepted by the University Administration and will be followed each year as new plan cost information becomes available. 2. Determine the overall cost efficiency of the QualChoice plan relative to other competitive medical insurance plans. Examine the "cost-saving" incentive plans such as three-tier prescription drug program to determine if they are attaining their goals of cost savings by changing employee usage or if these plans are mainly shifting additional cost burdens to employees. 3. Examine the possibility of an "additional" medical insurance option, i.e. an indemnity plan (major medical insurance type). 4. Obtain clear and comprehensive written examples from QualChoice on the workings of "Option 3" in their plan and communicate these examples to the employees. 5. Obtain clear and comprehensive written examples from QualChoice on the workings of "Option 3" in their plan and communicate these examples to the employees.



## University Senate President's Letter: October, 2001

**Timothy L. Smunt, Professor of Management and  
Operations Management Area Coordinator**

### Commencement of Senate Activities

The University Senate's 2001-2002 session officially began with our first meeting on October 3, soon after the terrorists' attacks of September 11. I must admit that I found it difficult to prepare for this meeting as my thoughts were often focused on the uncertain future and the terrible recent events. At times, I questioned the wisdom of using my time

for administrative activities when, clearly, more important issues surrounded us. Of course, like you, I soon came to realize that the best course for our nation was to continue our normal activities in the best way possible. To contribute in our jobs and professions is the only way most of us can fight terrorism. For us at Wake Forest University, this means that we must continue with our work in the advancement of knowledge and the education of our students. For me, this meant proceeding forward with my teaching and research duties and also with my responsibilities as the Senate president.

Trustees Attend Senate Meeting

Since the Senate was created by and serves the Board of Trustees, I thought it was fitting to invite the Trustees to our first meeting. Five trustees were able to attend, and I thank them for their interest and support. The trustees attending were Mr. Vic Flow, Mr. Murray Greason, Mrs. Dee Hughes LeRoy, Mr. Zachary Smith and Mr. Wayne Smith. In addition to the trustees who attended the meeting, many others wrote or called to let me know that they are very interested in the Senate’s responsibilities and deliberations. Indeed, those who attended requested invitations to future meetings. As I believe that striving towards broad and clear communications is the best way to do business, I will continue to invite the Trustees to our regular meetings.

The Senate’s Responsibilities

The University Senate is unique since we have senators from most all constituencies, that is, administration, faculty and staff. All are voting members. This combination provides us with the potential for interaction and communication that is sometimes difficult at larger universities or where only the faculty is represented in the Senate. The Senate has a variety of functions including 1) participation in long-range planning for the University, 2) advising on the appointment of senior administrative officers of the University, 3) the recommendation to the President of the Board of Trustees persons to receive honorary degrees, 4) the consideration of all other matters pertaining to the general welfare of the University and 5) to “those things authorized” by the Trustees from time to time. Clearly, its role is large on our campus, including an overlap with many issues that are deliberated by the Board of Trustees.

Upcoming Year

I strongly believe that our efforts in the coming year will be productive and will result in an even better Wake Forest University. The past Senate presidents during my term have all provided excellent leadership and great service to the University. I learned a great deal from each. I am indebted to Mike Hazen, Carol Browne, and David Levy for providing excellent examples of Senate leadership and for guiding the Senate to an important place in the Wake Forest University’s governance process. I will do my best to follow in their footsteps and to serve the University in an appropriate way. I look forward to a productive working relationship with the University administration, with the Senate officers, with the Senate committees’ chairpersons, and with the Senate as a whole.

Committee Charges and Changes

In order to start our year of work with clear directions, I developed a set of charges for each committee. These charges are provided in this issue for your review. Also note, as is the prerogative of the Senate president in accordance with the Senate by-laws, I decided to terminate the ad hoc committee on QualChoice and to create a new ad hoc committee on Healthcare issues. This was done with the advice and consent of the Senate executive committee. There were two reasons for this change. First, it seemed important to have a focused committee working on all medical related issues, including dental insurance; thereby requiring a name change to reflect the more comprehensive nature of the committee’s work. Second, while it is clear that there are strong political forces that maintain the use of QualChoice as our medical insurer, I believe that the Senate and the University administration need to continually review options that optimize the use of the tight University resources in order to provide the best care for its community. With that in mind, I have charged the new Health Care committee to evaluate all medical insurance options.

Articles and Information in This Issue

As you can see from the committees’ charges, the Senate has many important issues to address in the coming year. As we go forward, I will be reporting the status of the Senate’s initiatives in a separate table in this newsletter. In a sense, it will be our report card for all to see. I have included initiatives that have carried over from last year to provide a start for this status report. In future issues, I will ask the committee chairs to provide a progress report on all of the charges that I provided to them and also on any new initiatives that come about during the normal course of our business.

A new column has been added to “The Senator,” i.e. the “Past President’s Column.” Each of the past three University Senate’s presidents have agreed to write one, starting with David Levy’s retrospective of last year’s accomplishments and ongoing concerns. Look for Carol Browne’s and Mike Hazen’s columns in future issues.

Closing

I am honored to be elected to the presidency of the Senate and will provide my best efforts in this role. Please feel free to call me or send an email if you would like to discuss any relevant Senate issue. My office phone is (336)758-4423 and my email address is [tim.smunt@mba.wfu.edu](mailto:tim.smunt@mba.wfu.edu). I look forward to hearing from you and to presenting an excellent report card by the end of this academic year.

**Senate Initiatives Status**

<b>Initiative</b>	<b>Status</b>
Create faculty representation on Board of Trustees.	The Board of Trustees agreed to faculty representation on committees. Various faculty members are now elected as “non-voting” members of some Board of Trustees committees.
Work with the Human Resources department to upgrade dental, disability and life insurance benefits.	Dental and life insurance benefits have been expanded and improved. Disability contract under revision with TIAA.
Work with the University administration on the creation of a day-care center.	The University is investigating less expensive alternatives to the original proposal.
Continue to work on the Reynolda	The University continues to investigate various parking deck construction projects. These

campus parking situation.	will likely be built in stages as the Board of Trustees approves funding.
Develop an approach to mitigate the doubling of sporting events season tickets (due to IRS regulations).	Presented alternatives to the University Counsel. The University Counsel agreed to work with the Athletic Department to determine feasible alternatives.
Determine the possibility of having the Athletic Department formally represented in the Senate.	The Director of Athletics has agreed to serve as a Senator. The Senate needs to approve a by-laws change, which will then be presented to each academic unit for ratification.
Stagger terms of staff senators. Due to the initial election of all six staff senators at one time, the terms of all will expire every four years.	Discussion with the current staff senators and the Senate Executive committee indicates that the Senate should work to stagger the terms of future staff Senators so that a continuity of experience is maintained. The Senate needs to approve a by-laws change, which will then be presented to each academic unit for ratification.
Provost Search	The Senior University Appointments committee is charged with reviewing and making recommendations on all senior appointments. The SUA committee had met with Provost candidates who were invited for a second visit and provided recommendations to SVP Ed Wilson. They will continue in this role until a new Provost is appointed.

## Past President's Column

**David B. Levy**

**Professor and Chair, Department of Music**

**Immediate Past President, WFU Senate**



The Wake Forest University Senate's most significant achievement during the 2000-01 academic year was the establishment and implementation of faculty representation on committees of the Board of Trustees. The expansion of the Senate to include members of the university staff was another important change. To understand the significance of these developments, it is useful to place them in the framework of events of recent university history.

The 1999-2000 academic year was marked by tension and distrust, a climate that had been brewing for several years. The affair over policy governing the use of university space (Wait Chapel) for same-sex commitment ceremonies and its subsequent coverage by WFDD in the fall of 1999 revealed certain systemic problems in the university governance structure, most (but not all) of which were duly addressed in the subsequent months. But the unfortunate episode regarding WFDD exposed and exacerbated what I see as a growing adversarial relationship between faculty and several administrative units.

- The undergraduate faculty was restless over what it saw as a breach of faith between the university and its faculty by the university's failure to reach the salary goals articulated in the Plan for the Class of 2000, not to mention the huge gap in compensation between the university's highest paid administrators and those of the average faculty member.
- Faculty and staff on the Reynolda campus were troubled by inequities between healthcare coverage on the Bowman Gray campus and the growing shift of healthcare costs to the patients, exemplified by the increase in QualChoice co-payments.
- The lack of a provost, whom many view as the most important representative voice of the academic program of the university in the highest circles of governance, continues to feed a sense of powerlessness and disenfranchisement of the faculty.

What Wake Forest needed were steps that would build confidence. The Senate, under Carole Browne's able leadership, debated whether or not to reformulate itself as a *Faculty* Senate; however, this clearly would have institutionalized the adversarial relationship between administration and faculty. The Senate chose instead to affirm itself as a body that brought administrators, faculty, and now staff, together to discuss issues of common interest and importance. But another truth also emerged: if the Senate's purpose was to make statements and resolutions, these documents needed to be channeled to a higher authority, lest it remain an impotent body talking only to itself.

It was from this environment that tentative, but important, steps were taken to create faculty representation on committees of the Board of Trustees. The trustees responded quickly and positively to the need, and the process has begun a new spirit of cooperativeness.

Also, the new members of the university staff—three each from the Reynolda and Bowman Gray campuses—have jumped into the life of the Senate and have already started to make a positive impact. The most visible evidence of this is the creation of the Senate web page and its links. I am confident that the staff representatives will identify new issues for the Senate to consider, as well as shedding fresh perspectives on other issues.

Much remains to be done and there are many challenges that face us—all the more so in the wake of the events of September 11. No one should doubt, however, that the newly configured and expanded Senate can play a vital role in the future of Wake Forest University in the 21<sup>st</sup> century.