

**Wake Forest University Senate 2008-2009**  
**Minutes**  
**September 24, 2008**

The University Senate held its first regularly scheduled meeting of the 2008-2009 academic year in DeTamble Auditorium, Tribble Hall on the Reynolda campus. The following members were present:

*Administration:* Matthew Cullinan, Nathan Hatch, Paul Ribisl, Nancy Suttentfield, Mike Tesh, Jill Tiefenthaler

*College:* Anne Boyle, Carole Browne, David Coates, Paul Escott, Mary Friedman, Natalie Holzwarth, Brad Jones, Ellen Miller, Kathy Smith

*Graduate School:* Kathleen Kron, Greg Kucera

*School of Medicine:* Ed Haponik, Mark Miller, Martha Alexander-Miller, Michelle Naughton, Bill Ward

*School of Law:* Wendy Parker, Ahmed Taha

*School of Business:* Umit Akinc, Derrick Boone, Ken Middaugh, Brooke Saladin

*Divinity School:* Neal Walls

*Director of Libraries:* Lynn Sutton

*Staff:* Gary Alwine, Randy Cockerham

*Guests:* Bill Leonard, Divinity School Dean, Dana Hutchens, Career Services

The meeting was called to order by Senate President Derrick Boone at 4:10 p.m. Minutes of the meeting of March 26, 2008 were approved.

Reports from standing committees:

**Resource Committee (RC)**

Umit Akinc, RC chair, submitted a proposal to change the name of the committee from the University Oversight Committee to the Resource Committee. He also proposed that the following charges be adopted:

The University Resources 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 Resources 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. Work with all available data, and members of the administration, to provide to the senate and its constituencies a clear overview of the allocation of resources in the university.
2. Establish a standard set of yearly reports that reflects the overall financial position of the university.
3. Working with the University Capital Planning Committee, monitor capital spending plans with respect to the university's priorities and plans.

The proposed name and committee charges were approved.

### **University Integration (UI) Committee**

Neal Walls, UI chair, reported no new business for the UI Committee.

### **Senior University Appointments (SUA) Committee**

Brad Jones, SUA chair, reported that the SUA will begin the solicitation process for honorary degree nominations in October 2008. Additionally, the SUA will also begin working on standardizing senatorial elections across schools and standardizing professional titles across schools.

### **Fringe Benefits (FRB) Committee**

Anne Boyle, FRB co-chair, provided the following report:

1. Members of the FRB have spoken with Provost Tiefenthaler and Vice President Cullinan in regard to the establishment of an onsite child care facility. The administration assures us that this is a top priority and acknowledges that it is an important recruiting tool. The FRB looks forward to hearing a report of their progress this fall.
2. Co-Chairs of the FRB will meet with Assistant Vice President Mike Tesh and Laurie O'Brien, who is joining HR as Director, Compensation, Benefits & HRIS. During this meeting, tentatively scheduled for the first week in October, we will discuss HR priorities. If anyone has specific questions and concerns, please inform Anne or Gary Alwine. Two concerns that will be discussed are health benefits and the change in retirement age that took place a few years ago. In the past, retirement could begin at age 55 with 20 years of service; it is now 62 with 10 years service.
3. The FRB forwarded to Provost Tiefenthaler a draft for two separate parental and adoption leave policies, one for faculty and one for staff. These draft policies were constructed by faculty and staff who worked together through the Women's Forum. The draft had been presented to the senate at the February 14, 2007 meeting and was

taken under advisement by then-Provost Bill Gordon. Provost Tiefenthaler forwarded the draft policies to Assistant Vice President for Human Resources, Mike Tesh. The WFU Medical Center has adopted a parental leave policy that was presented by the Women's Forum. The FRB looks forward to hearing about adoption or revision of a policy for the Reynolda campuses. A copy of the draft is appended to these minutes.

### **Executive (EC) Committee**

Derrick Boone, EC chair, reported the following:

1. Matt Cullinan, Vice President for Administration, and representatives of Ayers/Saint/Gross met with the EC and provided a detailed report on the campus master plan.
2. Faculty handbook revisions will be the top priority for the senate this academic year. The EC will develop a plan of action and milestones for the revisions, with a December target date for a draft working copy.
3. Senate bylaws need to be revised to better conform to the new administrative and organizational structure of the university. A committee will be established to develop proposed bylaw revisions.
4. The EC supports the conversion of library staff to faculty, and will include it as an agenda item for full discussion by the senate.
5. The EC believes that ancillary organizations such as WFDD, Museum of Anthropology, etc., should have senate representation via ex officio membership. David suggested that Denise Franklin from WFDD should be invited to address the senate, and that the bylaw revisions should address ancillary organizations.
6. The EC strongly supports the Staff Advisory Council (SAC) as the independent representative body of the staff. Matt Cullinan will be invited to present an overview of the SAC at a senate meeting. Nominations, elections, bylaws, meeting chair, reporting, perceived hesitancy to speak up and fear of retribution/retaliation, and other SAC issues should be addressed. David also suggested that the SACs of several non-union campuses should be examined to provide insight into how our SAC should operate.
7. The EC strongly supports building cross-campus relationships. Michelle suggested that committee chairs from the senate should be members of the corresponding committees at the medical school, and vice versa. David Coates, Anne Boyle, and Brad Jones, would represent the University Senate on the Dean's Advisory Council, Fringe Benefits Committee, and Research Advisory Council, respectively, at the medical school.
8. Deans from the various schools should continue to regularly address the senate.
9. The child care initiative should continue to be emphasized.
10. The EC supports the development and deployment of a university-wide survey to measure the climate of the university. The survey should be designed to measure perceptions of equality, respect, fairness, etc. The provost supports such an initiative.
11. Carole asked if the senate could secure funding for Coalition on Intercollegiate Athletics (COIA) travel. Currently her travel is funded by the Provost's office.

## **Provost's Planning (PC) Committee**

Derrick Boone, PC chair, reported the following:

1. The PC reviewed with the provost the discussion items of the Executive Committee meeting and specifically discussed the importance of dividing administrative and faculty responsibilities in the faculty handbook revisions. Derrick and David Coates met with Mark Welker and they believe the biggest challenge is standardization of promotion and tenure processes, especially within the undergraduate college. David will work with the undergraduate college chairs to address the issue.
2. The revised faculty handbook should be kept lean and used as a resource to direct faculty as to where to get additional specific information.
3. Senate bylaws should be revised to more closely align them with the current administrative structure of the university. The current standing and ad hoc committees need to be revamped.
4. Lynn Sutton will address the senate regarding librarians transitioning to become faculty members. Librarians teach, do scholarship, and many have advanced degrees. This move would not allow for tenure or sabbaticals, but would permit longer appointments and some short term leave for professional librarians. The librarians voted to go forward with this initiative and will present it to the senate and the WFU Board of Trustees. Lynn will be scheduled to present to the senate at the October or November meeting.
5. The addition to the senate, as ex officio members, of ancillary organizations should be considered.
6. The daycare center remains on the front burner and there is strong faculty support. Jill and Matt Cullinan will be working on educating and engaging board of trustees and faculty members on this and presenting it as a faculty recruitment tool for competitive hiring instead of just a benefit.
7. Parental Leave Policy: The PC supports the university moving maternity leave to a parental leave policy for faculty and staff. Currently there is maternity leave (for birthing mothers), adoption leave for parents that provides six weeks paid leave, and family and medical leave which provides up to 12 weeks (non paid) leave.
8. To address some of the issues identified by the Staff Advisory Council (SAC), the committee proposed that a university climate survey be conducted for the entire university. This survey could also include questions about diversity. It was also suggested that we go through the psychology department for assistance in developing a survey or see what similar surveys have been done at other campuses.
9. It was decided that Carole Browne's funding for Coalition on Intercollegiate Athletics (COIA) travel will be paid for this year by the provost's office, but would be added to the senate's budget next year.
10. Jill announced that there would be an evaluation process put in place for academic leadership based on a four year review schedule. The evaluation would be partly quantitative and partly qualitative and would start in 2009.

## **Staff Advisory Council (SAC)**

Matt Cullinan, SAC chair, reported on the current status of the SAC. Following his report, the following issues were discussed:

1. Should the SAC have a staff representative as chair, or as co-chair? Several senators were under the impression that Matt's appointment as chair was only temporary until the SAC was up and running.
2. The processes and procedures for the governance and administration of the SAC need to be codified. David pointed out that while the current administration is supportive of the SAC, processes and procedures need to be put in place to sustain its operation. Documentation of the governance and administrative principles should then lead to the adoption of bylaws.
3. Currently, SAC members are elected and appointed (to achieve representation across departments). It was suggested that the nomination and election process be revisited to see if there may be other ways to achieve balanced representation exclusively by election.
4. Several senators expressed concern that SAC members may feel intimidated by having administrators present at their meetings, and may be reluctant to speak up. Matt pointed out that questions the members may have could be resolved more efficiently by having administrators in the meetings.
5. Currently, SAC and senate terms are not aligned. Matt is supportive of having SAC terms align with those of the senate.

Matt agreed to address the above issues at the next senate meeting.

## **Invited address by Bill Leonard, Dean of the Divinity School**

Dean Leonard delivered a power point presentation. Topics covered about the Divinity School included: history, curriculum, external grants, and statistical information. This was followed by a question and answer period.

## **Other Comments**

President Hatch announced that he was pleased with the hiring of Mark Petersen, Vice President for Advancement.

There being no further business, the meeting was adjourned at 5:20 p.m.

Respectfully submitted,

Kathy B. Smith  
Senate Co-Secretary

## Appendix

### Work-Life Balance Progress Reports

#### I. Parental and Adoption Leave Policies

The Working Group on Parental Leave Policy on the Wake Forest Health Sciences and Reynolda Campuses have examined the current policy for family-related leave and provided the following report with recommendations for change to President Hatch and Provost Gordon. These changes will make our policies more congruent with the stated vision, values and guiding principle of Wake Forest University. Additionally, the Women's Forum believes that more family friendly policies such as the one proposed will increase the ability of the University to both recruit and retain highly qualified faculty and staff.

(Additional information on parental leave can be found in Appendix B.)

The Family Medical Leave Act requires covered employers to provide employees with up to twelve weeks of *unpaid* leave for serious health conditions and for the birth or adoption of children. Our goals are (a) to secure *paid* leave in these situations for a similar time period; and (b) to ensure that all primary caregivers—male and female—can receive paid time off after the birth or adoption of a child.

#### Reynolda Campus Report

##### A. Current Wake Forest Policies

- *Illness or short-term disability*

Reynolda campus staff is covered by a short-term disability policy. When a staff employee suffers a qualifying injury or illness, he or she is eligible for 60% salary continuation from the 5<sup>th</sup> to the 130<sup>th</sup> workday. At that point, long-term disability coverage applies.

Reynolda campus faculty are not covered by the short-term disability policy. Instead, the (unwritten) practice is that, when possible, faculty members “volunteer” to teach the classes of an ill or injured colleague so that colleague can continue to receive his or her salary.

- *Parental leave*

Female Reynolda campus staff employees are eligible for six weeks paid maternity leave. Paid adoption leave is available to both men and women staff employees for six weeks. In addition, staff employees can accrue sick leave and “paid time off” to extend their paid leave. PTO for staff accumulates according to years of service. Female staff employees can aggregate paid maternity or adoption leave and PTO; in general, after two years' of

service it is possible for female staff employees to arrange parental leave for a period of 12 weeks. Male staff employees can use accrued PTO time after the birth of a child, and could choose to add PTO time to adoption leave after the adoption of a child.

Female Reynolda campus faculty can receive six weeks paid maternity leave for children born during the semester. Paid adoption leave is available for both men and women faculty for a six week period. Faculty do not receive sick leave or PTO, and are limited to six weeks paid leave upon birth or adoption of a child. In many cases, it is not feasible to secure course coverage for a period of six weeks during the semester; in addition some faculty choose for personal reasons to take a semester off for the birth or adoption of a child. The current Wake Forest policy provides that when faculty members who give birth or adopt a child are off for the entire semester, the leave is paid as forty percent of a faculty member's salary for the semester.

## **B. Proposed Parental Leave Policy for Reynolda Campus**

The working group concluded that faculty and staff policies necessarily differ because of the nature of these positions. While the details of our proposals for faculty and staff differ, the overall goals are the same: (1) to permit paid time off for a period of approximately twelve weeks after the birth or adoption of a child; and (2) to provide paid leave regardless of gender to the primary caregiver or a newborn or newly adopted child.

- *Staff*

The present Wake Forest policy permits female staff employees to receive 6-weeks paid maternity or adoption leave and to add extra leave time by “spending” their accumulated PTO. Six weeks paid leave is also available to male staff employees who adopt a child, and presumably accumulated PTO could be added to that as well. But the present policy does not provide for paid paternity leave when a child is born, rather than adopted, into a male Wake Forest employee's family.

We propose two changes to this policy. First, we recommend that paid maternity leave for staff employees not be limited to a six-week period in every case. Maternity leave policies often state that the covered period is “normally” six weeks, but allow for additional paid leave in those instances when the complications of pregnancy or childbirth extend the period of disability. This approach should be incorporated into the staff policy.

Second, we would like Wake Forest to provide paid parental leave to any staff member who is a “primary caregiver” of a newborn or newly adopted child. While many parental leave policies provide benefits only to women, this gendered notion of parenting is both discriminatory and inconsistent with the needs of some families. Wake Forest recognizes this fact in its adoption leave policy—which is available to both women and men—but when children are born to into the family of Wake Forest employees our current policy extends paid leave only to women. The working group concluded that paid leave is appropriate for staff who devote considerable time to care for a newborn or newly

adopted child. Consistent with the policy for faculty proposed below, this proposal could take the form of providing paid work relief to primary caregivers of newborn or newly adopted children.

- *Faculty*

We propose a new parental leave policy for Reynolda faculty which, as previously noted, is modeled on the policy that was adopted and administered by President-elect Hatch when he was Provost at the University of Notre Dame. The policy has three key features: (1) salary continuation for up to six months for a faculty member's serious health conditions; (2) pregnancy and childbirth are covered under the general salary continuation policy; and (3) teaching relief is provided (under the Notre Dame policy, only to female faculty) for the birth of a child during the semester. We would propose two changes to the existing Notre Dame policy: (1) the teaching relief provision should also apply when a faculty member adopts a child; and (2) the teaching relief should be available to any faculty member (both men and women) who are the "primary caregivers" of a child who is born or adopted during the semester. The rationale and some of the details of this proposal are as follows:

- *Salary continuation:* The starting point is to codify the current policy of continuing the salary of a faculty member who becomes injured or ill and cannot teach during the semester. A written policy of salary continuation would ensure that the *de facto* practice is administered fairly. The proposed policy would grant a salary continuation for short-term illness or injury regardless of the ability of other faculty members to provide coverage for courses, because this important benefit should not hinge on what a faculty member is teaching in a particular semester and whether "in-house" coverage is available. Notre Dame provides salary continuation for a period of six months; the University reserves discretion to provide salary continuation for a longer period. The working group concluded this was a good starting point for our faculty policy.

- *Pregnancy and childbirth* would be covered under the salary continuation policy for serious health conditions. The Notre Dame policy provides that "leave for a serious health condition related to childbirth and recovery is normally for at least six weeks," but leaves open the possibility that a longer leave can be granted when the medical circumstances warrant it.

- *Teaching relief* would be provided when a child is born or adopted during a semester. (When a child is born or adopted in the summer or at the end of a semester, teaching relief could be provided in the following semester). For Reynolda campus faculty, relief from teaching responsibilities for a semester is the key benefit needed to allow a faculty member to accommodate the birth or adoption of a child. Service obligations can often be minimized or fulfilled without too much disruption of family life. Some research projects can be put on hold (in conjunction with tolling of tenure clock provisions discussed below), or can continue according to a schedule that accommodates a new family member. But the present Wake Forest policy—which provides only six



weeks paid leave for children born or adopted during the semester—does not adequately accommodate the family adjustments required upon birth or adoption of a child. In addition, the present policy is administratively impractical, as it is often does not make logistical or pedagogical sense to secure course coverage for only part of a semester, and is not in keeping with the policies of peer institutions.

- *Teaching relief should be provided to any faculty member who is a “primary caregiver” of a newborn or newly adopted child.* The Notre Dame policy extends teaching relief only to women faculty members. For reasons noted above, the working group concluded that teaching relief is appropriate for any faculty member who devotes considerable time to care for a newborn or newly adopted child. Accordingly, we propose that the benefit should extend to all faculty members who are “primary caregivers.” Harvard Law School provides a model for this approach. Its policy provides that “a faculty member who is the primary caregiver for his or her newborn or newly adopted child is entitled to paid relief from teaching duties.” The policy defines “primary caregiver” as “a faculty member who is the sole caretaker of his or her newborn or newly adopted child at least 20 hours per week, from Monday through Friday, between the hours of 9:00 a.m. and 5:00 p.m.,” the application process requires the faculty member to “document the applicant’s substantial and sustained responsibility for the care of his or her child.”