

Wake Forest University Senate 2009-2010
Minutes
March 3, 2010

The University Senate held its fifth regularly scheduled meeting of the 2009-2010 academic year in DeTamble Auditorium, Tribble Hall on the Reynolda campus. The following members were present:

Administration: Jim Dunn, Nathan Hatch, Jill Tiefenthaler

College: Jane Albrecht, Paul Anderson, Anne Boyle, Carole Browne, William Conner, Paul Escott, Mary Friedman, Brad Jones, Judy Kem, Ellen Miller, Kathy Smith

Graduate School: Greg Kucera

School of Medicine: Martina Alexander-Miller, Ed Haponik, Sara Jones, Mark Miller, Bill Ward

School of Law: Mike Green, Ahmed Taha

Schools of Business: Doug Beets, Derrick Boone, James Cotter, Ken Middaugh

Divinity School: Neal Walls

Staff Advisory Council: Patrick Morton

The following visitors were in attendance: Dave Anderson, Tony Parent, Blake Morant, Charles Morrow, Susan Smith

The meeting was called to order by Senate President Carole Browne at 4:00 p.m. Minutes of the meeting of February 3, 2010 were approved as submitted.

Updates: Carole Browne reported that the College is the only academic unit still to review and sign-off on the proposed revisions to the Faculty Handbook. Also, at the next Senate meeting, Dean Applegate and Steve Bloch will be present to respond to the Senate motion regarding cuts and tenure probations at the Medical School.

Report from Senate representative to SAC: Paul Anderson reported on SAC meeting on Feb. 4: Main topic was the upcoming elections for SAC members. It was decided to use paper ballots because there was not time to find an alternative. Nominations were due by March 15 and ballots will be due by April 15 with an April 30 announcement of winners.

Elections will be by division with 7 divisions such as Administration, Athletics, etc. Also discussed was a plan to have an open SAC meeting in March but that didn't work out.

A report was given about the work of a Human Resources committee on the Smoking Climate on Campus. They had one meeting at that point and have had another since then. At a special meeting of the SAC with the Senior Leadership Committee on Communications, Tues. March 2:

Mike Tesh gave a short presentation about the committee and its purpose. It has already met with the Dept. Chairs.

Pamela Dumas-Serfes discussed communications on campus and then opened it up for comments.

The focus is on communication with Faculty and Staff, not students. There was a lot of discussion about the best ways to get campus news to people in a cost-effective way. There is concern that Broadcast email messages may be being overused.

A couple of other ideas were discussed briefly having to do with template web sites for departments and some type of document that would tell you how to do certain things like make an announcement to the medical school faculty. A paper ballot will be used for the vote and the process completed by April 30, 2010.

Reports from Senate representatives (except to Athletics, whose representative is the chair of Faculty Athletics Committee) to the Board of Trustees committees:

1. Advancement. Paul Escott reported on Mark Peterson's presentation about planning for the capital campaign. President Hatch will be traveling extensively to meet with large donors. Large gifts are down, as they are across the country. President Hatch added that the campaign will be coordinated with the Medical School. It will be a common campaign executed in different ways according to campus.

2. Athletics. Tony Parent (chair-elect of Faculty Athletic Committee) presented Mary Dalton's report in her absence. The BoT Athletic committee first met jointly with Finance committee to review progress on Deacon Village project and golf complex. Discussed question about permitting alcohol sales (at football and basketball games) to raise dollars. Answer: not a family-friendly policy, therefore will focus instead on group ticket sales; AD Wellman presented info on team standings, recruitment and academic review of student-athletes.

Invited address by Blake Morant, Dean, School of Law

Dean Morant reported that the Law school continues moving toward connectivity and producing citizen-lawyers by: augmenting clinical programs; experimenting with capstone courses dealing with real-life problems; accentuating pro-bono activities; and accentuating diversity in faculty hiring and student recruitment. Among the new developments Dean Morant shared: Beth Hopkins has been hired as the Director of Outreach and WFU graduates with a 3.7 GPA will be automatically admitted.

Reports from Senate representatives to the Board of Trustees committees, continued:

3. Academics. Carole Browne summarized the Provost's report to the committee: faculty salaries will be near median for comparison schools; there are excellent candidates for the Dean of Divinity opening; freshman class profile includes more students in top 10% of their high school class and a slight shift downward in the lower 25th percentile.

Undergraduate applications remain up and there are more early- decision (who generally don't need financial aid); a new agreement will allow students to receive loans more easily.

There followed a presentation by Daniel Kim-Shapiro and others on the Translational Science Center.

4. Administration. Ellen Miller reported on the committee's discussion of sustainability and recycling, and on future construction of a Schools of Business building and a new quad, as well as the need to update the Worrell Center. Due to bad weather, progress is delayed by a few weeks on Admissions Building; new dorm is on schedule.

5. Finance. James Cotter reported that the committee heard a 6 month-review of revenues. They stand at \$156 million, about \$2 million more than budgeted, net tuition of \$74 million, \$4 million better than a year ago, and endowment at \$520 million, up 10% over a year ago.

Debt rating continues very strong, and almost all loans are fixed-rate. Regarding gifts and fundraising, total of 15,000 gifts, but down \$3 million from a year ago.

There are 90 more students than a year ago, same time. 2010-11 tuition will increase 3.5% to \$38,622; cost of attendance will go up 3.9% to \$54,136. Discussion of instituting a new, student activity fee to be administered by students. Students requested \$200 fee; Provost suggested \$110.

James Cotter expressed high degree of confidence in budget plan.

6. Student Life. Doug Beets reported that the main topic discussed is the need for student medical insurance to ensure uniformity of coverage among students, especially graduate students. University is planning move to hard-waiver system; uncovered students will be billed \$1300-1800 per year for coverage (according to their age), which will be part of their financial aid package.

There was some talk about offering more weekend activities for students to keep them on campus. The Provost then reported on the disturbing activities of sorority and fraternity pledge night held in January, 2010 at the downtown WS Millenium Center. She shared the contents of letter from emergency room physician regarding alcohol abuse by students, mostly underage, and sexual harassment of female students.

Reports from standing committees:

FRB Anne Boyle reported that the committee met with Mike Tesh, HR, and proposed a change to BCBS to allow coverage of dependents to age 26, regardless of student status. Mike will explore this proposal.

Mike Tesh described the BCBS contract, which is being renegotiated in the coming weeks, as very satisfactory.

Anne Boyle plans to write a history of "Daycare at WFU" to provide a record for the future.

RES James Cotter reported that the committee has met and is putting final touches on Financial report, which will be ready by end of semester.

UI Ken Middaugh reported on the dissolution of the Safety Response Team (SRT) on Reynolda campus. Student team still functions 5:00pm-8:00am M-F and 24 hours on weekends. Staff unit was all-volunteer and has disbanded, although per OSHA requirements, Hazmat, aerial and closed-space rescue teams still exist.

COIA report—Intercollegiate athletics

Carole Browne (see Appendix)

Selection of new COIA representative

Jane Albrecht was nominated and elected to serve a four-year term, to begin July 1, 2010.

SUA

Presentation of seven candidates for honorary degrees. Motion to approve them was made, seconded and passed.

Also a motion was made, seconded and passed to allow SUA to choose next three candidates and send names directly to the President.

There being no further business, the meeting was adjourned at 6:05 p.m.

Respectfully submitted,

Jane W. Albrecht
Senate Secretary

Appendix: COIA Report

Reminder of Motion passed by WFU University Senate February 4, 2009:

As a member of COIA, the Senate should review and discuss the best practices outlined in the COIA reports.

Background:



The 57 Division 1A institutions whose faculty senates are members of COIA

Conference (2009-10)	The 57 Division 1A institutions whose faculty senates are members of COIA									
ACC	Clemson	Duke	Florida State	North Carolina	Wake Forest					
BIG-12	Colorado	Missouri	Oklahoma State	Texas						
BIG EAST	Cincinnati	Connecticut	Rutgers	South Florida						
BIG TEN	Illinois	Indiana	Iowa	Michigan	Michigan State	Minnesota	Northwestern	Ohio State	Penn State	
C-USA	East Carolina	Houston	Marshall	Memphis	Southern Methodist	Southern Mississippi	Tulsa			
MAC	Eastern Michigan	Ohio University								
Mt. WEST	New Mexico	San Diego State	Texas Christian							
PAC-10	Arizona	Berkeley	Oregon	Oregon State	Stanford	Washington	Washington State			
SEC	Alabama	Arkansas	Auburn	Georgia	Mississippi	Mississippi State	South Carolina	Tennessee	Vanderbilt	
SUN BELT	Arkansas State									
WAC	CSU-Fresno	Hawaii	Idaho	Nevada, Reno	New Mexico State	San Jose State				

- **COIA on Intercollegiate athletics**
 - plays an important role in the personal development of student-athlete
 - contributes to a sense of community and a strong institutional loyalty among students, alumni, faculty, and broader communities
 - promotes name recognition of an institution

- **COIA Premise:**
 - Intercollegiate athletics, while providing positive benefits to athletes, the campus and the broader community, at times clashes with the educational goals and mission of our institutions.

Comment by Carole Browne: The primary mission of our universities is to teach, learn, and conduct research. How does athletics clash with the academic mission? Through weakening of admissions standards for athletes, through education of at-risk students that is more directed at maintaining eligibility than at achieving an education that will benefit the student later in life, through siphoning off of funds that could be used for needed academic programs to support athletics.

It is the role of the faculty to protect the academic integrity of the institution. The question COIA asks is: how can the faculty ensure there is an appropriate relationship between athletics and the university as a place of learning?

- COIA Principles:
 - Intercollegiate athletics must be in alignment with the educational mission of the institution.
 - College sports must adhere to the collegiate athletics model.
- COIA Issues
 - academic integrity and quality
 - student-athlete welfare
 - faculty governance of intercollegiate athletics
 - commercialization
 - fiscal responsibility
- COIA Problem:
 - Some student-athletes are being admitted to colleges and universities based primarily on their athletic contribution to the institution and not on their potential for academic success.

Carole Browne: This is undoubtedly true. In order to remain competitive in big time athletics, institutions strive to recruit the best athletes possible, independent of their academic preparedness for college. This is a bigger issue at elite schools, because the admission of these students places them at risk for failure. Some say that the NCAA has guidelines which ensure that high school students not be admitted to college without meeting minimum standards. But this isn't so.

NCAA DIVISION I SLIDING SCALE CORE GPA/ TEST-SCORE Eligibility Standards

Core GPA	SAT	ACT
	Verbal and Math ONLY	
3.550 & above	400	37
3.500	420	39
3.450	440	41
3.400	460	42
3.300	500	44
3.200	540	47

3.100	580	49
3.000	620	52
2.900	660	54
2.800	700	57
2.700	730	60
2.600	780	64
2.500	820	68
2.400	860	71
2.300	900	75
2.200	940	79
2.100	970	82
2.000	1010	86

At WFU:

Non-standard admits are students who rank in the bottom half of their graduating classes and/or score below 960 total on the SAT Critical Reading and Math tests.

Within the non-standard admits is a subset of students, “exceptional admits” that are overseen by the Joint Admissions Committee. “Exceptional admits” are students whose SAT scores fall below 840.

**The range of the middle 50% of Wake Forest students on the verbal and math SAT is 1240-1400.*

Carole Browne’s comment: In 1976, the faculty approved a policy through which the Director of Admissions was allowed to admit to the College students who were “below the usual minimum academic criteria,” a group which has come to be defined as “non standard.” According to the 1976 document, these students could comprise no more than 5-6% of the enrolled freshman class and were to come from the following three categories: athletes, non-athlete minority students, and miscellaneous (examples: special non-academic talents, children of alumni and friends of the college; day students). With a freshman class of 1220, non-standard admits can account for no more than 61-73 positions in the class.

Assessment results consistently indicate that many specially admitted student-athletes have significant reading deficiencies and previously undiagnosed learning disabilities.

At WFU, 2009:

Athletes	29 non- standard+ 1 exception=30
Friends of the University	10 non-standard
Minority Students/special talents	2 non-standard

2008

Athletes	24 non-standard+ 2 exceptions=26
Friends of the University	15 non-standard
Minority students/special talents	1 non-standard

2007

Athletes	24 non-standard+ 1 exception=25
Friends of the University	6 non-standard

Minority Students/special talents	4 non-standard
2006	
Athletes	21 non-standard +5 exceptions=26
Friends of the University	8 non-standard
Minority Students/special talents	2 non-standard
2005	
Athletes	24 non-standard + 1exception
Friends of the University	9 non-standard
Minority Students/special talents	5 non-standard

- COIA on Admissions and recruiting
 - The academic profiles of freshmen or transfer student-athletes as a group and by sport should be similar to those of the entering freshman class or the non-athlete transfer cohort, as applicable.
 - Special admissions of freshman and transfer student-athletes should reflect the same philosophy as special admissions of non-student-athletes
 - Faculty should be involved in developing and overseeing campus policies regarding recruiting of student athletes
- COIA Problem:
- Student athletes may not have the same educational opportunities as non-athletes. Athletes are often found clustered in certain courses and certain majors.

Carole Browne's comment: The NCAA's toughening of academic requirements for athletes has helped create an environment in which they are more likely to graduate than other students — but also more likely to be clustered in programs without the academic demands most students face. Student-athletes entering college are required to complete 40 percent of their degree by the end of their second year, 60 percent by the end of year three, and 80 percent by the end of year four.

- All student-athletes must earn a minimum of six hours per semester (or quarter) in order to remain eligible the next semester.
- Some athletes say they have pursued — or have been steered to — degree programs that helped keep them eligible for sports but didn't prepare them for post-sports careers.
- A USA TODAY study of the majors of juniors and seniors in five prominent sports at 142 of the NCAA's top-level schools shows athletes at many institutions clustering in certain majors, in some cases at rates highly disproportionate to those of all students.
- 83% of the schools (118 of 142) had at least one team in which at least 25% of the juniors and seniors majored in the same thing. For example, seven of the 19 players on Stanford's baseball team majored in sociology.
- 34% of the teams (222 of 654) had at least one such cluster of student-athletes.
- More than half of the clusters are what some analysts refer to as "extreme," in which at least 40% of athletes on a team are in the same major (125 of 235). All seven of the juniors and seniors on Texas-El Paso's men's basketball team majored in multidisciplinary studies, for example.

- Education specialists say such clustering raises a range of potential problems, including academic fraud; certain majors and classes having dubious academic requirements; and coaches and athletics academic advisers inappropriately influencing students' decisions on majors and classes.
- Clustering in relatively easy areas of study is one way athletes cope with the time demands they face from participating in sports, Cline and other athletes say. It also appears to be an unintended consequence of NCAA schools' decisions to make it easier for athletes to become eligible to play as freshmen but harder for them to remain eligible in later years.
- COIA on The Primacy of Academics
 - No academic programs or majors should be designed specifically for student-athletes or created for the purpose of allowing student-athletes to maintain their eligibility.

Qualified student-athletes should be allowed and in fact encouraged to pursue the major of their choice and to have the same access to academic classes and programs as other students without explicit or implicit athletic consequences.

- COIA on Campus Integration of Academic Advising for Student-Athletes
 - Academic advising and academic support for student-athletes should be structured to give student-athletes as valuable and meaningful an educational experience as possible and not just to maintain their athletic eligibility
 - Athletic academic advisors should be appointed by and work for the campus academic advising structure and not solely for the Athletics Department
 - The campus academic advising structure or the office of the chief academic officer should have oversight of and regularly review the academic advising of student-athletes

COIA problem:

Lack of faculty governance of intercollegiate athletics

Carole Browne's comment: The faculty is the steward of academic integrity on our campuses. Faculty members are specifically responsible for developing and upholding academic standards, maintaining intellectual rigor, monitoring student performance, providing career opportunities, and facilitating personal growth. The faculty is historically and, at some institutions, legislatively mandated to oversee all aspects of student life. The faculty adheres to two fundamental principles: that all students are treated fairly and equally, and that all students are provided with opportunities to succeed academically. Given these principles, it is imperative that faculty not only be concerned about athletics reform but in fact take the lead in developing and implementing reform initiatives and solutions.

- COIA on Campus Governance of Intercollegiate Athletics
 - Each NCAA member institution should establish a Campus Athletic Board.

Major athletic department decisions (*e.g.*, hiring of the athletic director and key athletic department personnel, changes in the total number of intercollegiate sports, initiation of major capital projects, *etc.*) should be made in consultation with the Campus Athletic Board and leaders of the campus faculty governance body and appropriate faculty committee(s).

The Faculty Athletic Representative (FAR) should be appointed by the University President based on recommendation by the campus faculty governance body. The FAR appointment should be made for a specific term and a review of the performance of the FAR should take place prior to reappointment. Such a review should include meaningful participation by the campus faculty governance body, or the Campus Athletic Board.

Carole Browne's comment: A FAR is a member of the faculty at an NCAA-member institution. He or she has been designated by the university or college to serve as a liaison between the institution and the athletics department, and also as a representative of the institution in conference and NCAA affairs. Each institution determines the role of the FAR at that particular university or college.

According to one of FARA's Guiding Principles, the role of the FAR is: "... to ensure that the academic institution establishes and maintains the appropriate balance between academics and intercollegiate athletics."

The faculty athletics representative is recognized as the representative of the institution and its faculty in the relationship between the NCAA and the local campus.

WFU Senate motion passed February 4, 2009:

The appointment of the FAR should be made in conjunction with the Faculty Senate, there should be a term set for such appointment, and that the evaluation of the FAR be made with input from the Faculty Senate.

- COIA: The Athletic Director, Faculty Athletic Representative and the Campus Athletic Board chair should report orally and in writing at least once a year to the campus faculty governance body. Their reports should include a focus on academic benchmarks including the APR, GSR, graduation rates and the percentage and progress of student athlete special admits.

COIA problem:

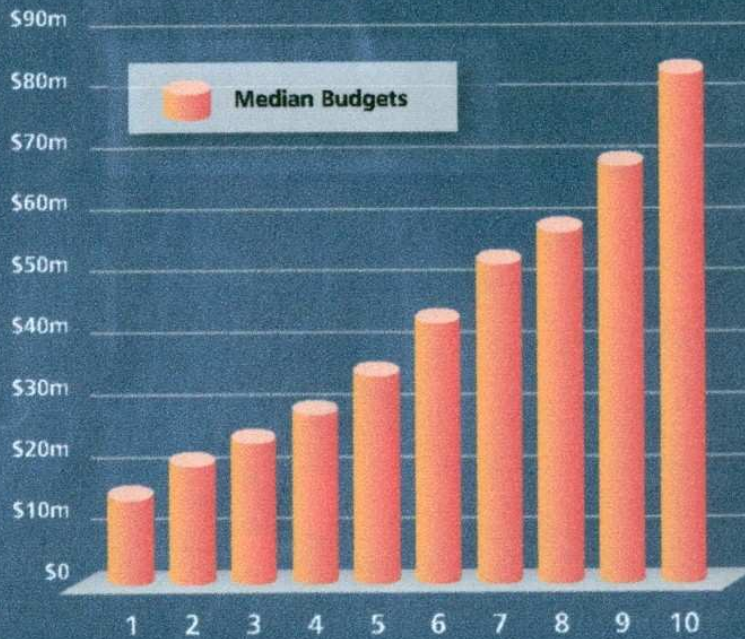
The economics of intercollegiate athletics

Carole Browne's comment: The 120 athletic programs that sponsor major college football – DI-A, now FBS –comprise a multibillion dollar enterprise

Figure 2a:

Breaking down big-time sports

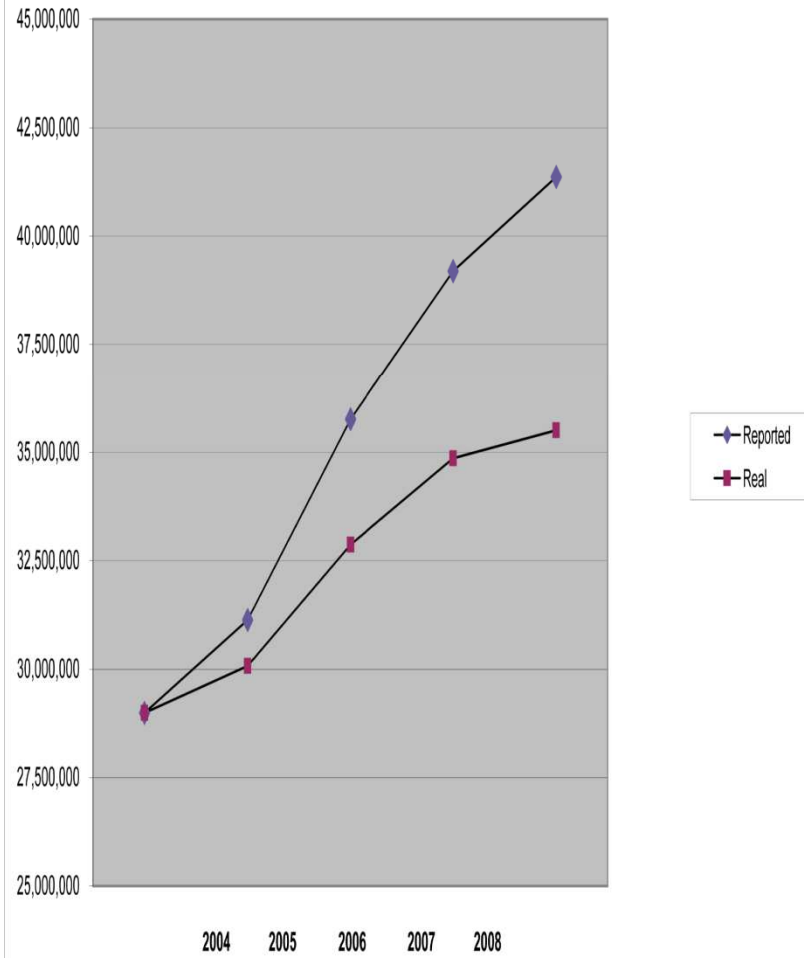
Distribution of operating expense budgets,
FBS athletics programs



In 2007, the Football Bowl Subdivision consisted of 119 institutions, with athletics budgets ranging from approximately \$10 million to over \$100 million. To capture the differences in scale and scope of these institutions, they are divided into 10 deciles of approximately 12 institutions each and ranked by total athletics operating expenses. This figure shows the median athletics operating budget for each of those deciles. There are very large gaps between the top two groups and those immediately below, and relatively smaller gaps among the bottom five groups. This shows the "class system" emerging in intercollegiate athletics, separate from conference grouping and institutional philosophy.

Data source: NCAA

**Total Expenses — Reported and Real
Football Bowl Subdivision
2004 through 2008**

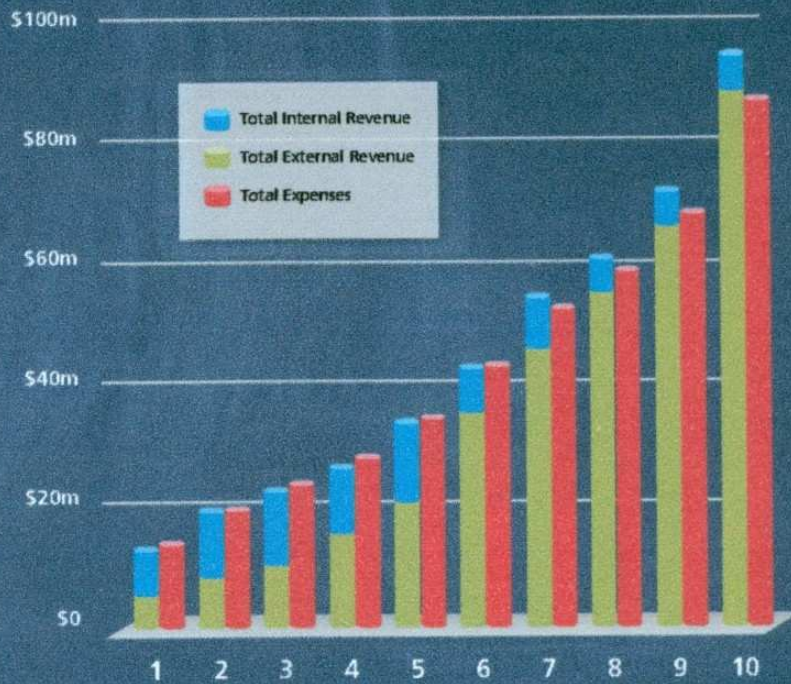


NCAA data from a 2009 study shows that athletic budgets amounts to 6% of most universities' total institutional spending

Figure 9a:

Operating deficits for most programs, operating surpluses for a few

Average revenue (internal and external) compared to average operating expenses, 2007



In this figure, external or "generated" revenue consists of funds the athletics program earned from external sources, such as ticket sales and broadcast revenues; internal or "allocated" revenue consists of student fees, transfers from general fund sources, state appropriations, and other sources internal to the institution. Deciles are ranked by total athletics operating expenses as represented in Figure 2a. Operating expenses do not include annual debt service that is illustrated in Figure 4a.

Data source: NCAA

Carole Browne: Despite the influx of significant revenue, including cash from bowl games, television contracts and ticket sales, nearly all programs are heavily subsidized by the university.

Knight Commission research reveals the subsidies provided by most FBS institutions to their athletics budgets are rising more quickly than educational budgets. (Oct, 2009)

That is neither acceptable nor sustainable.

ities through student fees, allocations from the general funds, and state appropriations. In the 2007-08 school year, nearly 80% reported operating deficits

Figure 3b:

Deficits getting larger

Median net operating results for FBS, 2004-2008



This figure shows the median net operating deficits in the FBS have risen more than 35% from 2004 to 2008.

Data source: 2004-2008 NCAA Revenues and Expenses Report

Carole Browne: Since 2005, the average operating deficit for all FBS institutions has grown by more than 45 percent from \$5.6 million to \$8.1 million. (Inside Higher Ed, Jan 2010)

According to the most recent NCAA figures, only 25 of the 119 institutions in the Football Bowl Subdivision (formerly Division I-A) reported a budget surplus during the 2007-8 academic year. Those few institutions operating in the black had an average surplus of \$3.87 million; however, the many operating in the red had an average deficit of \$9.87 million.

At WFU, 2008

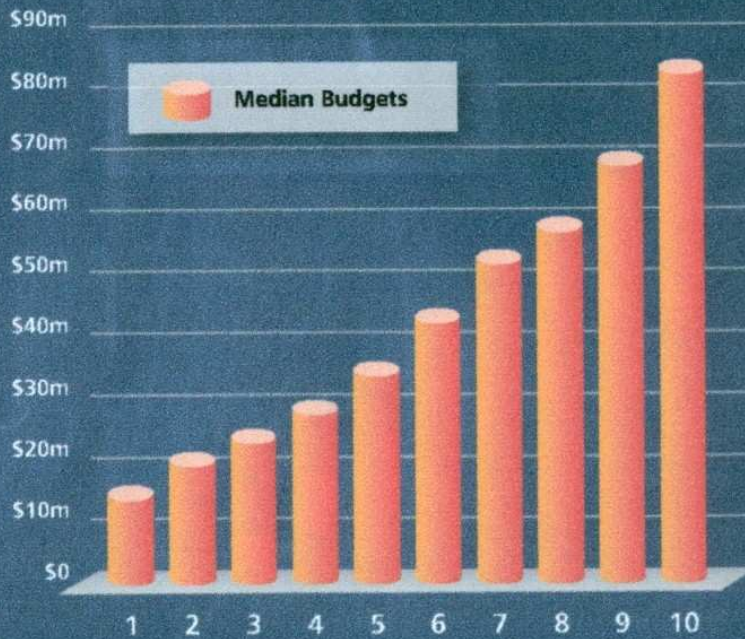
	Staff Full-time	Staff Part-time	Staff salaries	Other expenses	TOTAL BUDGET	
<i>Athletics</i>	150	10	14,337,000	23,008,000	37,346,000	University support 8,297,000

\$1853.66/undergraduate student

Figure 2a:

Breaking down big-time sports

Distribution of operating expense budgets,
FBS athletics programs



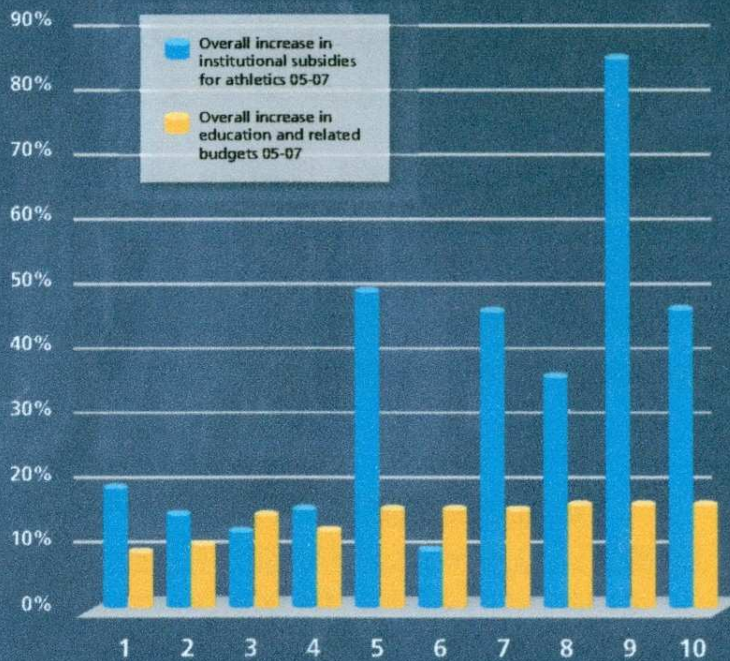
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Data source: NCAA

Figure 9b:

Spending on sports vs. spending on academics

Increases in institutional allocations for core educational budgets for student body compared to allocations for athletics, 2005-07



This figure shows the average percentage increase in internal or "allocated" funds for athletics, such as student fees, transfers from general fund sources, state appropriations and other internal sources from Fiscal Year 2005 to 2007. These increases are compared with the average budget increases for education and related activities for the entire student body. In 8 of the 10 deciles, the average increase for institutional allocations for athletics is higher. The deciles are ranked according to athletics expenditures as represented in Figure 2a.

Data source: Institutional budgets for education & related expenses (E&R) were gathered from IPEDS by the Delta Project on Postsecondary Education Costs, Productivity, and Accountability. NCAA research staff merged these institutional data with its institutional athletics expenditure data.

Major college programs increased their operating budgets by nearly 11% annually — up by well more than a third over a recent three-year span in which universities' overall spending increased only 4.9%. (NCAA, 2009).

- Carole Browne: April 2007 study in the Journal of Sports Management showed that while over a 6 year period contributions to athletics departments increased up to 26%, overall giving to institutions was flat.

COIA: Fiscal Responsibility

- The Athletic Department's budgets, revenues and expenditures should be transparent and aligned with the mission, goals and values of the institution. The athletic department budget should be integrated into the university general budget process where feasible. The proposed athletic department budget should be evaluated by the same process as the budget for academic units.
 - The University President should take the appropriate steps to fuse athletic fundraising efforts into those of the rest of the university, including eliminating separate, athletic-only 501(c)(3) entities.

Carole Browne: Myths about Intercollegiate Athletics:

- A 2004 study from the Knight Commission and a 2008 study from Pope and Pope of the Wharton School of Business suggest that there is no significant institutional benefit to athletic success in terms of quality of applicants, and increases in the number of applicants are usually short-lived
- Cornell University Economist Robert Frank concluded that winning records do not usually increase gifts to an institution (Bowl appearances do, but the increase in gifts benefits athletics).

Carole Browne's Take-home Message:

- Faculty need to be informed
- Faculty need to be involved
- Faculty need to support efforts for reform

Carole Browne sees two major problems at the local level: The admission and education of at risk students. Need for greater input into admissions, more transparency in admissions standards and academic progress and success of at-risk students.

- What COIA is up to now...
 - Registering as a non-profit organization
 - Working with the Curly Center of Sports Journalism at Penn State on a survey to measure how well universities integrate athletics into their academic mission.
 - Sixty of the 120 FBS schools participated in the survey. The results will be available this summer.
 - **COIA meeting 2010, San Diego, CA**
 - Christine Jackson, President of the of the National Association of Academic Advisors for Athletics (N4A) discussed student-athlete welfare issues
 - John Columbo of the University of Illinois School of Law discussed the tax code and its possible role in the reform of intercollegiate athletics.
 - Brad Wolverton Money and Management Editor for *The Chronicle of Higher Education* discussed the true cost of the college sports
 - Dr. Gerald Gurney, President-elect of the N4A, took issue with reforms adopted by the NCAA in 2003 and pointed out what he saw as undesirable consequences.
- Wally Renfro, Senior Adviser to the President of the NCAA
- spoke about the potential problems of special admissions

- reinforced that institutions must make admissions decisions in accord with their own values
- it is imperative the faculty retain authority over the curriculum, the standards of instruction, and the standards for the major.