WFU Faculty Senate Agenda – September 17, 2025
Farrell Hall, Room 111

Call to Order – 4:00pm

1. Approval of August 27, 2025 meeting minutes - Approved

2. Announcements

a. Follow-up meeting regarding Chalking and Demonstration Policy (9/24 @ 1pm) – multiple senators invited to conversation
b. Provost Search Update – consulting with search firms
c. How Wake Works - Monday Sept 29 @ 8:30 – breakfast is available, meeting will be recorded, finance presentation at 9am led by EVP Travisano
d. Maintaining contact with the Office of Government Affairs – Julia Jackson-Newsom is on leave – any questions should be submitted to Senate President who will connect with the appropriate subject matter experts in legal; offer of summary updates from legal counsel
e. Amanda Kaufman takes up role as Chair of Integration Committee
f. Naming of Faculty Representatives to the Board of Trustees – slate will be presented to the Board of Trustees for final approval at their October meeting
g. Parking Services Advisory Committee Representative – looking for a senator to serve as a representative on this committee (will review fees, space, etc.)
h. Note re: Senate Updates and Stephanie Hudson, Director of Provost Communications – Stephanie will be available to help with the Senate website
i. Update from Uni MarComm re: Ologie (Brett Eaton)
    i. Aim 2.3 of Strategic Framework – amplify scholarly excellence beyond our campus boundaries
    ii. Partnership with "The Conversation," inviting faculty to engage with journalism; editors will be on campus again to work with faculty; over 50 faculty have written for the publication
        1. 3M readers have read those articles on The Conversation website in addition to finding the articles in other ways
    iii. "Walks with Wente" – 12 videos have shown good reach, especially among leaders at other universities; "On Topic" video series showing faculty expertise has recently launched and been successful; deans are watching these videos
    iv. Our goal in working with Ologie, a national marketing firm, is to make our commitment to academic excellence a point of distinction—introduce the totality of what Wake Forest has to offer;
    v. What people know about us: 1) strong commitment to the liberal arts, 2) faculty-student relationships, and 3) basketball program;
    vi. What we would like to be known more for: 1) research and innovation, 2), thought leadership, 3) successful alumni
    vii. Working on a series of ads showcasing our strengths in those three desired areas
    viii. Academic leadership has been heavily involved in this process

ix. For those faculty who are interested in sharing their work publicly, a toolkit is being created. What would be useful for faculty to help support this work?

3. Old business

4. Current business

a. Senate President Report
    i. Last meeting introduction highlighted challenges and we continue to see them. There are things that we do here at WFU that are counterbalances to some of those challenging circumstances.
    ii. First, the Senate matters here. What we do has weight and means something. The role matter here and the time and energy that university leaders give us is and indication of that fact.
    iii. Second, we have access to meaningful information about how the university works. Even under difficult circumstances, there have been efforts to share information.
    iv. Hope that this kind of collaboration can become a kind of rhythm for these meetings. For instance, meeting focuses on Athletics impact is coming soon.
    v. Other topics: Athletics, BCCSP – Bicentennial Comprehensive Campus Space Plan, SPS - School of Professional Studies
    vi. ExCom recently received a presentation on the development of the Grounds. Pres. Wente and AD Currie shared information about the history and progress of the project. Economic impact of WFU on the local community and economy was a particular highlight and priority. There was an offer to present this same information to the full Senate.
    vii. Another positive is our unique financial position. We have not experienced the kinds of impacts—layoffs, hiring freezes, etc. that other universities have faced.
    viii. As a private institution, we experience less government pressure.
    ix. Be cautious and aware of the way that the Senate has a responsibility to help the institution determine what uncrossable lines may exist.
    x. Sen. Pres. will continue to share information on stories of interest to the faculty and university as long as it is felt to be productive.

b. Presentation on planned growth in student enrollment: President Wente, EVP/CFO Travisano, VP Gilliland, VP Maguire, and Assoc Provost Hardcastle anticipated. (Questions led by Kendall Tarte to follow.)
    i. President Wente: Investing for Strategic Impact: The Role of Enrollment Growth
        a. Investing for Strategic Impact – Pres. Wente
        b. University Budget Model and Financial Context: Dr. Travisano and Mr. Gilliland
        c. Undergraduate Enrollment Plan: Dr. Hardcastle and Mr. Gilliland
        d. Closing Update: Pres. Wente
    2. We continue to maintain a strong financial profile and strong student demand.
    3. Strong on philanthropy: last year was our best fund-raising year and our investment returns are strong.
    4. The principles guiding our budget: mission alignment, collaboration,

accountability all aimed at strengthening our core commitments

5. A modest, phased increase in undergraduate enrollment while calibrating resources to effectively support this growth.
6. 50-60 additional new students each year with progress tracked annually over the next five years; expect 6200 UG students by fall 2029
7. This combined with capital campaign and improved budgeting process will allow us to invest in key areas: student financial aid, academic excellence, deepening the UG student experience, and new and renewed space.
8. We want to grow the merit scholarship and financial aid pool—this will be a goal of the capital campaign as well
9. Class of '29 is 14% Pell recipients, a 10 year high; 12% first-generation students is also a 10 year high
10. More to be done on making Wake Forest more affordable and accessible to low and middle income students
11. Thanks offered to cabinet members and academic leadership for their work on this project

ii. Budget Model and Financial Context

1. Budget Guiding Principles:
    a. Mission alignment
    b. Transparency
    c. Collaboration
    d. Simplicity
    e. Accountability
    f. Financial Resiliency
2. Budget is framed by these each year
3. 2% operating margin in FY 2026, approved by BoT. Target operating margin is 4%.
4. Operating margin bolsters resiliency and allows reinvestment.
5. Sources of operating revenue: very dependent on students
6. Expenses: Student Aid, Personnel, Non-Personnel
7. We are in a strong, stable position
8. We are deploying all of our available resource but are still subject to the overall higher education landscape
9. Goal is to invest in and further enhance the value of the WF experience over the years to come
10. To ensure that WF thrives tomorrow, new resources will be needed

iii. Enrollment Growth Plan

1. Student FTEs increased by 16% from FY16 to FY26. The enrollment growth plan through FY29 would be an 11% increase
2. Phased growth with ongoing review, assessing academic quality, student experience, and capacity
3. Key considerations:
    a. Class size and faculty teaching load
    b. Classroom and residential capacity
    c. Student life, advising, and wellbeing resources
4. Growth Considerations
    a. Financial Aid
    b. Faculty
    c. Student Support Staff
    d. Academic Space

        e. Residential Space
    iv. Academic Experience Planning Assumptions
        1. Faculty & Staff
            a. Resources for faculty growth planned for College and Business School, based on credit hour demand
            b. Student:faculty ratio may fluctuate, 10-11:1
            c. Resources for student-facing staff growth
            d. No change in average faculty load in the College and School of Business
            e. Assumption is that loads remain at same levels
        2. Academic Spaces & Campus Renewal
            a. New academic spaces: Alumni Hall (summer '26), Benson University Center renovation for academic use
            b. New student spaces: new Student and Dining Center, Collins residence hall demolition and reconstruction
            c. Bicentennial Comprehensive Campus Space Plan
        3. WFU Culture
            a. Maintain current average class sizes in the College and UG Business
            b. Student experience (NSSE, BCSSE, First-year surveys, campus climate surveys) and engagement
            c. Study away participation and opportunities
            d. Graduation and retention rates
        4. Key areas for future academic investment tied to this growth
    v. President Wente
        1. Announcement: Launching a new initiative
            a. "North Carolina Gateway to Wake Forest University"
                i. Starting with students admitted in fall '26
                ii. Admitted students from NC with annual family income of $100,000 or less will receive financial aid covering tuition and other living expenses
                iii. Admitted students from NC between 100-200,000 will receive financial aid covering tuition—only paying standard living expenses and applicable fees
                iv. 200-300,00 will receive financial aid covering 50% of tuition
                v. Making sure that families from our state see the WFU education as within reach
    vi. Questions:
        1. Identity: small student/faculty ratio, moderate class sizes, mentoring of student research, student advising
            a. Encouraging faculty to move away from 1;1 mentored research – we would have this conversation even if we weren't growing; this is also in line with QEP (experiential learning)
            b. Advising more meaningful
        2. Composition of student body – allows for growth in new ways – concerns of faculty in smaller programs
            a. Want to balance incoming students across disciplines
            b. A lot of majors are discovery majors and we're rethinking major/minor advising
        3. Logistics – when will learn about plans for new hires and the details about the

process?
   a. The College is always working on what hires are needed each year; this initiative gives time to plan for this 5-year trajectory instead of reacting to year-over-year changes
   b. Don't want to rely on visiting faculty
4. With a 2% margin, is this enough growth to fuel financial aid
   a. Capital campaign
   b. More giving from future alumni
   c. Faster path to fund financial aid? – might be more visible but doesn't seem like enough
   d. Have factored in wage growth, faculty lines, etc. in the budget model
5. International students – our 10-year high was 11%; last two years have been 7%, the decline due mostly to our USNWR ranking going down
   a. We chose to do this NC initiative first but we are in conversations about international students
   b. Can have Eric come to a future meeting to provide more information

c. Standing Committee reports. – Reports will be appended to the minutes
   i. Athletics (Parsley)
   ii. Capital Planning (Castro)
   iii. College Senators (Tarte/Breckenridge)
   iv. Committee on Academic Freedom and Responsibility (Morath)
   v. Fringe Benefits (Kirkman)
   vi. Medical School (Cartwright)
   vii. Salaries (Evans)
   viii. University Integration (Kaufman)

d. Provost Transition

5. New Business

Adjourned – 5:25pm

End notes

Executive Committee Membership:
- Steve Virgil (Law) - President
- Katherine Shaner (Divinity) - Vice President
- Ryan Shirey (College/English/Writing Program) - Secretary and Chair
- Bret Nicks (Medicine) - Member-at-large
- Saylor Breckenridge (College/Sociology) – Past President, Co-chair, College Senators
- Amanda Kaufman (Library) – Chair, University Integration
- Ellen Kirkman (College/Mathematics) – Chair, Fringe Benefits
- Kendall Tarte (College/French Studies) - Co-Chair, College Senators
- Rodrigo Castro (Library) - Chair, Capital Planning
- Mark Evans (Business) - Chair, Salaries
- Jason Parsley (College/Mathematics)- Chair, Athletics
- Michael Cartwright (Medicine) Chair, Medical School
- Sarah Morath (Law) - Chair, Committee on Academic Freedom and Responsibility

Future Fall Meeting (Farrell Hall Room 111 @ 4:00)

October 22, 2025
November 19, 2025
December TBD