Faculty Senate Meeting  
November 14, 2012

**In attendance:** Umit Akinc, Edward Allen, Paul Anderson, Sharon Andrews, Doug Beets, Sarah Bodin, Daniel Bourland, Kevin Cox, Sonia Crandall, Mary DeShazer, Candelas Gala, Samuel Gladding, Michael Green, Laura Graham, Michael Hughes, Sarah Jones, Kevin Jung, Judy Ken, Hank Kennedy, Rogan Kersh, David Levy, Linda McPhail, Ken Middaugh, Cathy Seta, Gale Sigal, Omari Simmons, Susan Smith, Alan Townsend.

**Topics:**

* Updates, committee reports and new business
* Graduate School of Arts and Sciences Update by Brad Jones, Interim Dean, Reynolda Campus and Dwayne Godwin, Interim Dean, Bowman Gray Campus – followed by Question/Answer

**Updates from the President, Dan Bourland:**

# Website: Check out the updated website and provide your comments

Next meeting: January 23, 2013, Speakers – Hof Milam and Rogan Kersh regarding SRI

**Committee Reports:**

**University Integration:** Michele Gillespie informed the group that the committee is working on an initiative to pay the $150.00 cost for each student intern associated with “on boarding” requirements. There continue to be issues with delay in getting students qualified and working out compensation for medical school faculty who participate in this initiative. Working on prioritizing future integration issues. Students at the center of this initiative, next one will be more faculty centered. Exploring what collaborations already exist. Please email Michele with information about existing collaboration taking place.

**Staff Advisory:** Carol Cramer mentioned that the wellness initiative was discussed at the last SAC meeting.

**Safety Advisory:** Paul Anderson reported that mold has been found on campus, it’s not black or toxic mold. Looking into potential safety issue with the number of golf carts on campus. Jim Alty is exploring initiating a safety rewards recognition program. Please email Jim with any ideas or comments about this issue.

**New Business:**

Rogan Kersh had three items to discuss with the group.

1. **Faculty Fellows program:**

A committee was formed to investigate ways that faculty and students could connect more, and as a result, the faculty fellows program has been instituted. The purposes of the faculty fellows program are: first, to increase faculty-student engagement, by promoting informal, regular interactions between students and the faculty fellows in the residence halls for first-year students; second, to integrate the life of the mind into students’ social experiences; and third, to enhance the sense of community at Wake Forest. In general, the program is intended to foster our strategic plan by building exceptional faculty-student engagement and by helping to educate the whole person through enriching the intellectual, cultural, and social lives of our students.

Each of the six residence halls for first-year students will have a Senior Faculty Fellow along with two Associate Faculty Fellows. The Senior Fellow will have primary programming responsibility for his or her residence hall (in terms of the Fellows program). The Senior Fellow will help plan and oversee social activities to bring students and faculty together in the residence halls on a regular basis. Such events should occur on average two to three times a month and we expect many of these will occur on evenings or weekends. Examples of social activities include, but are not limited to: Meals with students, informal study breaks, viewing parties for special events like debates or an athletic competition, book clubs, special guest speakers, both internal and external, small surprise events, such as a chocolate fountain, games in the lobby, or ice cream, organized outings to artistic, cultural or athletic events, dorm-wide competitions, such as flag football, kickball or dodgeball games and short-term service projects. The Senior Faculty Fellows will receive an annual $5,000 stipend, beginning July 1, 2013.

The Associate Fellows will assist the Senior Fellow by helping to generate programming ideas and participating in programming. The Associate Faculty Fellows will receive a $2,500 annual stipend, beginning July 1, 2013.

Two informational sessions are being held in the ZSR auditorium on November 20, 2012, at 1:00p.m. and on November 29, 2012, at 8:30a.m.

For more detailed information and to apply go to <http://provost.wfu.edu/faculty-fellows/>

Participation from all Schools is encouraged.

Rogan shared some of the results at NYU with their residential Faculty Fellows program. NYU saw reductions in hospitalizations due to drinking and drug consumption and improved GPA’s. Remarkable how these programs connecting with students have such a positive effect.   
   
Michele Gillespie mentioned the positive benefits she experienced from living at a residential college.

1. **Semester Online:**

Rogan informed the senate that a public announcement regarding ‘Semester Online’ is forthcoming. This is still in the conversation stage and has not been set in stone yet. Semester Online is a consortium of top-tier colleges and universities, in collaboration with 2U. WFU has joined this consortium to help shape and develop Semester Online, which is intended to offer undergraduate students the opportunity to take rigorous, online courses for credit from some of the country’s top schools.  
  
Semester Online is not meant as a substitute for on-campus classroom education. Instead, the program will allow students to continue taking classes toward a degree while working, traveling or managing personal commitments – from studying abroad to fulfilling family obligations – that might otherwise mean putting their studies on hold. Please feel free to contact Rogan with questions or suggestions.

1. **Protection of Minors:**

Rogan Kersh explained that several hundred minors are on Wake Forest’s campus each year, for a wide range of activities: summer camps, Governor’s School student visits, Project Pumpkin activities, special class sessions, school tours, and so forth. The tragic events at Penn State have heightened awareness of the need to protect minors from threatening adults—as well as to protect WFU against potential liability claims.  
  
We are exploring various ways to limit unplanned encounters between visiting minors and adults on campus. Another approach is to conduct background checks—typically, criminal-record checks and a search of sex-offender registries; these are already carried out for staff hires, and permitted (though not routinely performed) for students. Provost Kersh proposed to begin a conversation about whether faculty background checks might be performed, at least in limited circumstances; that discussion proceeded, with many Senate members weighing in, for half an hour. Senate members expressed general willingness to explore this subject further, and a future meeting will involve presentation of a proposal for how such checks might be carried out, along with a detailed process for responding to any positive results.

**Comments, Questions, and Answers:**

Q: What are you going to do if you find out that someone has a history after being checked?  
A: We would have a conversation with that individual, and then follow a plan that would be in place. It is possible that false positives exist.

Q: How many faculty have contact with minors?

A: More than you think. Once minors arrive on campus we are responsible for what happens here at WF.

Q: Why do we treat staff and faculty different?  
A: The current policy regarding background checks only applies to staff.

Q: Does WF have to be the leader on this?

A: Based on my conversations with other Provosts, it is just a matter of time for other universities to require background checks from their faculty members.

Comment: Some faculty will look at this as an infringement on their rights. While privacy, academic freedom and surveillance are important values, we must take into consideration the value of protection of the children, for the greater good. When creating a policy we would like the legal department to consider these values.

Q: Would other individuals be subjected to these background checks, ie., trustees?

A: Not sure at this point.

Q: Wouldn’t it be better to ban minors on campus in the summer to avoid this and save the money on the background checks?

A: No, because we can’t control who’s on campus at all times.

## Graduate School of Arts and Sciences Update Presentation by Brad Jones, Interim Dean, Reynolda Campus and Dwayne Godwin, Interim Dean, Bowman Gray Campus

**Reynolda Campus:**

Brad Jones gave a little history about the current reporting structure. Last year while Mark Welker was interim Provost it was decided that there would be two administrators, one on each campus. This year we are testing this approach. Brad is the current interim Dean for the Reynolda Campus and Dwayne Godwin is the interim Dean for the Bowman Gray Campus. The two main issues for the Reynolda campus are:

Budget Transparencies  
Minority Recruitment

* Programs are asked to raise tuition, where does the increase go?
* Five years ago the Reynolda side of the graduate school became self sufficient
* New programs stand alone
* WFU was known as a school that you could obtain your graduate studies free.
* Graduate school pays salaries for 700 level summer school courses
* Brad has met with program directors to find revenue enhancing programs
* Bottom line is negative
* Transparency is painful
* Tuition increases went into other programs, not necessarily the one the increase came from
* Path forward is not that difficult
* 500 graduate students on this campus

**Comments, Questions and Answers:**

Comment: Graduate program in mathematics helps undergraduate program. Needs to be thought of as a system, not an individual part.

Q: How does having two separate Deans encourage integration?   
A: They both report to Rogan Kersh and have regular reportorial meetings with Rogan. The structure looks complicated and disintegrated but feels integrative.

Q: Is Dean Abraham involved on the Reynolda campus side?  
A: Yes, he attends the Deans’ council meetings and meets with Rogan regularly.

Q: What is your biggest challenge on the Reynolda campus?  
A: Diversity and the budget.

**Bowman Gray Campus:**

Dwayne Godwin gave an overview of the Graduate School on the Bowman Gray Campus.

* Graduate education incorporates elements of research, teaching, mentoring and service
* Innovation is a key contribution of graduate education that sets the Graduate School apart from other professional schools.
* Graduate School of Arts and Sciences has 789 Graduate students; three fourths of our doctoral students are on the biomedical campuses, which include the Medical School, Research Park and WFU Primate Center. There are more Masters students on the Reynolda campus.
* Currently time to complete PhD is 5.4 years. This is lower than the national average, which is 7
* In 2009 had faculty committees looking at our PhD programs. They concluded that we had a very confusing scenario for student recruitment and competition between programs
* As a result the Graduate School revised programs to form a suite of interdisciplinary programs that emphasized collaboration. Students begin in one of 4 interdisciplinary tracks with a core first year curriculum, then in years 2-5 undertake department based research in these interdisciplinary themes.
* It is noteworthy that the graduate school is the only academic unit that spans all campuses, and on the biomedical campus our interdisciplinary programs have numerous participants in research and teaching.
* Most revenue is directed toward scholarships. We have traditionally undercharged tuition on the biomedical campuses. Most dollars are directed at stipend support – there are little or no opportunities for TA offsets, most all of our PhD students are RAs. A few students occasionally TA if mentored by Reynolda faculty.
* NIH training grants bring in ~$850,00 in tuition
* Joint degrees: MD/PhD – with the WFU School of Medicine and PhD/MBA – with the WFU Schools of Business
* NIH committees have examined the biomedical workforce, and urged broadening of training.
* The Graduate School has been a national leader in innovation, devising programs that allow students to obtain certificates in business, additional training, internship and skill set opportunities to prepare them for their careers. Our students do well when they leave us.
* VAC device was a revenue generator for the medical school. Recently, the licensee decided not to pay licensing fees any longer. This is still being litigated, but there was at the beginning of the belt tightening ~$500 million shortfall over a period of a few years. Thus we have been in a period of restructuring to accommodate the loss in revenue from the VAC, as well as the projected loss of NIH funding as paylines become more restrictive. This restructuring has resulted in loss of student support and reduction of first year classes of about 18% for the current FY, and reduction of administrative effort in the Graduate School. Now one interim dean and support staff.
* Late spring the Graduate Finance Committee was charged to examine flow of funds, propose strategies to close the gap to offset graduate EVUs. It was recognized that we need to find ways to generate positive cash flow. Task Forces are now considering the following measures, which will have formal recommendations by spring:

1. Consider a policy for discounted tuition to be charged to research grant, to be phased in with new grants. The discounted rate will be equal to that charged on Reynolda campus grants to maintain parity.
2. Exploring the potential of Master’s programs for which students will pay tuition. This is less important as a revenue generator but will be part of the solution, and will benefit diversity.
3. Salary support should be provided for faculty involved in graduate teaching and administration. Currently graduate teaching effort does not have a compensation plan, while medical teaching (which generates tuition) does. This is a threat to biomedical graduate education and must be remedied.
4. Improve student learning experiences as well as the efficiency of faculty effort.
5. Increased support for the graduate training programs and postdoctoral programs

* Graduate school actions will seek to be be transparent. Revenues that we generate will go into a transparent mechanism to fund curriculum delivery.
* Our staff deserves a lot of credit; we couldn’t do our jobs without them. We are here to leverage our resources for the faculty
* Graduate students are the engines of our innovation. Research intensive faculty count on a vibrant graduate program. We can’t afford to fail.

**Comments, Questions and Answers:**

Comment: Wish the graduate school would support students longer, more than one year.

A: Agreed, however, when one is facing a large reduction in first year stipends it is difficult to make that case. In this environment, in our judgment we must reserve funding beyond the first year for situations in which a student’s support on faculty grants has been lost, or other “emergency” scenarios. The tuition task force will give us some additional tools that may improve this. At the moment we have a balanced system where support is provided during the time when students are in classes, and support on grants kicks in when students transition to research. My concern is not shrinking further so that faculty no longer have access to excellent students, and graduate programs sink below critical mass. We are in danger of that now, and I am concerned that this is a factor that will make faculty who count on students to work on project very nervous.

Q: Is the Bowman Gray Campus budget self-sufficient?  
A: Yes and no. Graduate students generate value above and beyond their cost to the institution, and as I mentioned they are the spark of innovation both in the form of effort on funded grants as well as real technological innovation that provides new products and patents. But the Graduate School is viewed under a “cost” model, not based on the many intangibles that are clearly part of the value proposition. From that more limited perspective, the Graduate School costs about a million dollars, because we do not bring in enough in tuition generating activities. So, while graduate student effort is leveraged into 200 million in NIH funding, the students aren’t in addition paying tuition dollars that offset the institutional investment at a rate the institution would like. But I believe that we will achieve self sufficiency in that regard as well, though it will take a few years to phase in these tuition charges – I anticipate that we will adopt a discounted tuition, which will slowly reduce our footprint in this cost model. We’re also looking at whether we may be able to do some of this through indirect costs. Tough decisions will be made in the spring that will determine when we will achieve self-sufficiency, but barring another unanticipated hit to our operations, I think we will, and in the spring we will establish a 5 year budget that will project these revenues out, should they be approved.

*Adjourned: 5:55p.m.*