

WAYNE STATE UNIVERSITY

ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE

February 8, 2016

Present: J. Artiss; L. Beale; V. Dallas; D. Kessel; C. Parrish; L. Romano; B. Roth; W. Volz; M. Winters; A. Wisniewski

Absent with notice: N. Simon

The item marked with an asterisk constitutes the Action of February 8.

Guests: Ahmad Ezzeddine, Associate Vice President for Educational Outreach and International Programs; Monica Brockmeyer, Associate Provost for Student Success; Cheryl White, Educational Outreach

1. Dual Enrollment Programs: Mr. Ezzeddine and Ms. White attended the meeting to inform the Policy Committee about the dual enrollment program. Universities and community colleges collaborate with high schools to offer high school students, usually juniors and seniors, college-level courses. The students earn credit that fulfills college requirements. Wayne State uses three models. In the individual model, any student may apply for dual enrollment and attend classes at the University. Their high school does not have to participate in the program. In the cohort model, the schools identify a cohort of students. The classes are held in the high school or at one of the University's extension centers. In the blended model where a high school has a small number of participants, Wayne State, in collaboration with the school, places the school's students with WSU students in one of our classes at the Oakland Center. Our faculty teach the courses. The courses are general education courses that can be applied to any degree. The State of Michigan pays part of the tuition. The school district may pay the remainder of the tuition, but if not, the student's parents pay the difference.

Several districts participate in the program. Mr. Ezzeddine's office is working with other districts to involve more schools. The main goal of the program is to attract students to WSU. The participants are given an access ID, a student ID number, and a one card.

Policy Committee asked for additional information:

- a. the total cost of the program, including the salaries and benefits paid to the staff;
- b. the cost of running any special classes either at WSU or at one of the high schools;
- c. the yearly tuition revenue from the program;
- d. the number of students who have participated in the program that have applied and that have enrolled at WSU; and
- e. any plans for different approaches to recruit the students after they graduate high school.

Mr. Ezzeddine's office is increasing efforts to recruit students to enroll at the University.

[Mr. Ezzeddine and Ms. White left the meeting. Ms. Brockmeyer joined the meeting.]

2. Barrier Courses: Some introductory courses have a high failure rate. The Office for Student Success has been gathering data to identify those courses. Ms. Brockmeyer provided the data that has been collected. She said that the data needed to be known more broadly on campus so instructors could take action to increase the number of students who succeed. More detail about the profile of the students who do not pass needs to be known so people can better understand the reasons why they fail.

So far, the data have been used primarily to plan for supplemental instruction. The largest introductory courses with the highest failure rates are most likely to have supplemental instruction (SI). SI is a form of academic support offered through the Academic Success Center. A supplemental instruction leader or a formal peer mentor works with students and the instructor to provide additional sections outside the regular class. They answer questions and support students working their homework.

The SI attends the class and meets with the faculty member to find out what areas are most problematic for students. The SI instructors are usually students who did well in the class the previous year. Smaller classes form study groups for which the Academic Success Center provides a facilitator. Students who attend the SI sessions do much better academically, but getting the students who need the extra support to attend is a challenge because attending is optional. At the request of the Policy Committee, Ms. Brockmeyer will provide the cost of the supplemental instruction per instructor, the cost of finding locations, and the cost of administering the program. She said that the cost per student and the cost per credit have decreased over the past few years the program has developed.

This year the data also will be used to review a set of learning community proposals that are being reviewed by people who have expertise in learning communities. The learning communities are evaluated individually and as a whole. As a whole, retention from the first to second year has increased between 15% and 18%. The learning communities are based on the interest of the proposers, such as first year business school students.

The Office for Student Success has relied on the WIDER grant and the ISUE grant to address the problems that students have in science courses. Mr. Romano did not think those were effective. Participation of departments and, more importantly, faculty is voluntary. There is no mechanism in place to ensure that departments participate. Ms. Brockmeyer does not think that departments have seen the data and are not aware of the seriousness of the problem. The next step is to put the data into individual dashboards where departments will have access to them.

Provost Winters believes the University must do a better job of training faculty to teach. Associate Provost and Director of the Office for Teaching and Learning Mathew Ouellett will establish an academy of teachers. Ms. Beale suggested that someone visit classes to evaluate teaching. She also questioned if the problem lies with teaching or with the students. Perhaps we are admitting students whom we should not admit. Ms. Brockmeyer does not believe that teaching and the students can be separated. Whether or not the students are well prepared, they are our students. The faculty may not be aware of what the students need. Ms. Brockmeyer said that the problem may be in advising. Also, the new credit hour policy has had an adverse effect on some courses. Under the old policy, some courses had additional hours for instruction. The contact hours were cut back. Mr. Romano pointed out that the Policy Committee had vigorously opposed the change when it was proposed, knowing that it would have a negative impact.

Mr. Romano suggested that the Provost meet with the Department Chairs and the Deans and Associate Deans to develop a plan to address the problem in their units. Another member suggested that having courses that meet general education requirements that are different from the courses that students who are majoring in a program need might alleviate the problem. Mr. Romano said that these courses exist in all science departments. Provost Winters will discuss the problem with the Council of Deans.

Ms. Brockmeyer believes we must have high expectations. We have to support students as they transition into college. Even highly prepared students need such support. We don't need to write off students after one class. If students come to the University with expectations, such as being a doctor, that are beyond their abilities, they may not be immediately open to changing their major. They may need to fail a class and to learn from the failure.

3. Student Summit: On February 26, the Provost is hosting a Summit for Student Success "Cultivating Partnerships for Learning and Growth" to learn about recent efforts to enhance the impact of faculty on student success. Dr. Terrell Strayhorn from The Ohio State University is the keynote speaker. He is a nationally-recognized expert on student success, student engagement, and diversity in higher education. His most recent research is on faculty and other people in academia as cultural navigators in translating the experience of academic life for students and in making it accessible to them. Some data on our graduation and retention rates will be provided to the attendees. A panel of students will discuss their experience at WSU. The plans for improving student outcomes will be presented. At the end of the summit, Dr. Strayhorn will reflect back what he has observed during the Summit. Books will be given to the faculty who attend. Mr. Romano encouraged Ms. Brockmeyer to contact the Department Chairs and Deans to encourage their faculty to attend the summit.
4. Provost's Fellows: Five faculty are serving as Provost's Fellows. They were charged with developing initiatives to improve our retention and graduation rates. Mr. Romano asked that Policy Committee receive a final report of their work. Provost Winters will provide the information.

[Ms. Brockmeyer left the meeting.]

5. Report from the Chair:

- a. Provost Winters met with the representatives of the Brill Neumann & Associates search firm last week. The search for the Associate Vice President for Enrollment Management is underway. Ms. Dallas is one of the members of the search committee.
- b. Susan Burns has joined the University as the Vice President for Development and Alumni Affairs.
- c. Vice President for Finance and Business Operations William Decatur, Associate Vice President for Budget, Planning and Analysis Robert Kohrman, the Provost, and the Deans have begun meeting to determine the metrics to use in planning the fiscal year 2017 Budget.
- d. Asked about the division of labor for Mr. Kohrman, the Provost said that 70% of his time is devoted to the Medical School and 30% to the University.
- e. The University-wide Faculty Tenure and Promotion Committee will be charged this week. The Provost sits with the Committee.

6. Report from the Senate President:

- a. Mr. Romano met with David Hefner, the Vice President for Health Affairs, and other administrators in the School of Medicine. They discussed plans to save money. The School not only needs to remove the deficit and garner a profit, but it needs to develop a surplus to initiate new programs to improve the School. The surplus will come from savings, from money from the University Physician Group, and from the Fund for Medical Research and Education. The surplus is needed to hire new faculty and bring the School's facilities up-to-date. The Policy Committee discussed how the Agreement with the AAUP-AFT could affect the plans.
- b. Mr. Romano will represent the faculty on the President's committee that will meet with the Deans to review the colleges' budgets for FY 2017. The group includes the President, the Provost, the Vice for Finance and Business Operations, the Vice President for Research, and the Associate Vice President for Budget, Planning and Analysis.
- c. For the past several years, the Senate's Budget Committee has held a meeting at which members of the administration present information about the next year's budget to the Chairs of the units' Budget Advisory Committees. Mr. Kohrman would like the Senate to hold that meeting this year. Mr. Romano asked the Policy Committee for advice on what might be covered in such a meeting.

7. Apportionment: Mr. Romano distributed the data that determines the number of faculty and academic staff members who are to serve on the Academic Senate in the 2016-2017 academic year. The number of representatives from the units is determined according to the size of the units. As stated in the Bylaws "The unit size for the purpose of apportionment is based upon the number of salaried full-time and at least one-half fractional-time members of the faculty and academic staff within the

unit. The number of representatives shall be determined according to the following rule: one representative for the first fifteen plus one for each additional thirty-three (or fraction thereof) full-time and at least one-half fractional-time faculty and academic staff members within the unit.” The College of Liberal Arts and Sciences, the School of Medicine, and the College of Engineering are each losing one representative. The Law School will gain one representative.

- *8. Proceedings of the Policy Committee: The Policy Committee approved the Proceedings of its meeting of February 1, 2016, as submitted.
9. Day Care: Mr. Artiss is one of three Chairs of the committee investigating the possibility of providing day care on campus for the children of students, faculty, and staff. The committee is conducting a survey of local day care centers. The results are being tabulated.

Approved as submitted at the Policy Committee meeting of February 15, 2016
Approved as corrected at the Policy Committee meeting of March 7, 2016