

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**  
March 4, 2015

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Members Present: Margaret E. Winters, Provost and Senior Vice President for Academic Affairs; Louis J. Romano, President, Academic Senate; Robert Ackerman; Mary Anderson; Poonam Arya; Ivan Avrutsky; Michael Barnes; Douglas Barnett; Linda Beale; Abhijit Biswas; Frances Brockington; David Cinabro; Randall Commissaris; Victoria Dallas; Donald DeGracia; Heather Dillaway; Maria Ferreira; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Nancy George; Jeffrey Grynawski; Smriti Gupta; Ellen Holmes; Avril Genene Holt; renee hoogland; Michael Horn; Maik Huttemann; Patricia Jarosz; Barbara Jones; Lawrence Lemke; Stephen Lerner; Leonard Lipovich; Aaron Martin; Fayette Martin; Boris Mordukhovich; Bryan Morrow; James Moseley; Joshua Neds-Fox; Victoria Pardo; Charles Parrish; Phillip Pellett; Susil Putatunda; Elizabeth Puscheck; Robert Reynolds; Marsha Richmond; Brad Roth; Andrea Sankar; Naida Simon; Richard Smith; Gail Stanford; Ronald Thomas; Ellen Tisdale; William Volz; Deborah Walker; Jianjun Wang; Barrett Watten; Casey Westerman; King-Hay Yang

Members Absent with Notice: Joseph Artiss; Cathryn Bock; Zhengqing Hu; David Kessel; Kafi Kumasi; Kypros Markou; Jason Mateika; Alexey Petrov; Lori Pile; John Porcerelli; Michele Ronnick; Heather Sandlin; Sokol Todi; Mark VanBerkum; Jeffrey Withey

Members Absent: Nabanita Datta; Robert N. Frank; Willane Krell; Win Lai; James Martin; Howard Matthew; T. R. Reddy; Linea Rydstedt; Lobelia Samavati; Beena Sood; Ryan Standfest

Others Present: Tamica Dothard, Office of the Academic Senate; Gabriela Garfield, Student Financial Aid; Gloria Heppner, Associate Vice President for Research; Alan Jacobson, Office for Budget, Planning and Analysis; Catherine Kay, Student Financial Aid; Robert Kohrman, Associate Vice President for Budget, Planning and Analysis; Angela Wisniewski, Office of the Academic Senate

CALL TO ORDER: This regularly scheduled meeting of the Academic Senate was called to order by Provost Winters at 1:30 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

#### I. BUDGET PROCESS

Robert Kohrman, the Associate Vice President for Budget, Planning and Analysis, provided information about the budget for fiscal year 2016.

The University faces a number of challenges: a high percentage of its costs are fixed, such as

utilities; tuition rates are low compared with other universities; state support has decreased; and the general fund budget has decreased over the last several years. Funding from the federal government for research has declined. The University relied on enrollment growth and tuition increases to balance the budget from FY 2001 to FY 2010. Fall credit hours increased during that period an average of 1.8% per year and tuition increased an average of 8.3%. Between FY 2011 and FY 2015, fall credit hours decreased an average of 2.4% per year and tuition rates increased by 4.3% on average. In FY 2016 fall credit hours are expected to decrease and tuition rates are expected to increase 2.8%, the cap proposed by Governor Engler for undergraduate resident students.

Governor Snyder's proposed budget for WSU includes an increase of \$1.1 million or 0.6% over our total general fund budget, which increases our total budget by 0.18%. Over the last three years, Wayne State has received the lowest percentage increase among the Michigan Public Universities (MPUs) because it does not rate high in the metrics the state government uses to determine increases in the appropriation. The only metric for which the University receives money is the percentage of students receiving Pell Grants.

Wayne State is ranked RUVH by the Carnegie Foundation because of its very high research activity. In addressing the State Higher Education Appropriations Subcommittee, President Wilson pointed out that the rank of RUVH is based on the characteristics of an institution and not on its mission. The University wants to add weight for at-risk students and revise the comparison to its peers to reflect its mission and not its Carnegie Research peers. President Wilson is a proponent of the use of metrics to determine funding, but he wants them to reflect the mission of the University. In FY 2011 Wayne State's state appropriation was \$214,171.4. The projected appropriation for FY 2016 is \$191,613.1. In Fall 2007 enrollment was 30,170. It is projected to be 25,600 in Fall 2015, a drop of 15%.

The University is facing a budget reduction of 3.9% or 4.0%. All administrative units will be cut across-the-board. Two-thirds of the cuts to the schools and colleges will be based on metrics and one-third will be determined by the President and the Provost. The administration predicts that the total revenues for FY 2016 will increase by

\$3.9 million and total expenditures will increase by \$14.2 million.

President Wilson's budget committee will meet with the Deans of the schools and colleges, their chief financial officer, and a faculty member. The committee also will meet with the Vice Presidents. In addition to the President and Mr. Kohrman, the committee is made up of the Provost, the Vice President for Research, the Vice President for Finance and Business Operations, and the President of the Academic Senate.

Mr. Kohrman took questions from the members.

Mr. Putatunda believes the University has to increase its enrollment to increase revenue from tuition. Mr. Kohrman replied that the retention rate has improved for students advancing from the second year to the third year and from the third year to the fourth, but retention of students from the first to the second year has to improve. Graduate enrollment has increased.

Some Senate members suggested that the University ignore the cap and increase tuition as needed. If that were done, the state would withhold the \$1.1 million. When we raised tuition above the cap in FY 2014, the legislature made its displeasure known. There are likely to be mid-range and long-range negative consequences if we were to do that again.

Some university presidents suggested to the legislature that, rather than holding tuition to a percentage, a dollar amount be used. The tuition generated from a 2.8% increase to a university with a low tuition rate is very different from that for a university with a high tuition rate.

Mr. Kohrman was asked if the decrease in undergraduate enrollment could be offset by programs at the extension centers. He said that enrollment is increasing and will help. The decrease is not uniform across campus. Some colleges have increased their enrollment, but the decline in other programs has resulted in the overall decline.

Other universities point out that we have the highest appropriation per student among the MPUs. That is correct if the state appropriation were divided by the entire student body. But, Mr. Kohrman asserts that state money is supposed to help subsidize the education of resident students and not subsidize non-resident students. Wayne State has the highest appropriation per student if resident and non-resident students are counted. If only resident students are counted, we are the second highest. If weight is included for graduate and professional students, we are fourth or fifth highest. We do not receive recognition for our

large graduate student population, which is one-third of our student body. Some state universities predominantly educate undergraduates, and those costs are lower than educating graduate students.

Asked about the possibility of increasing tuition for graduate students, Mr. Kohrman said that tuition for resident and non-resident graduate students is high. An increase of 2.8% on the graduate tuition rate is much greater than on undergraduate tuition. The dollar increase would be higher than that of our peers.

Mr. Parrish stated that, rather than being scientific or objective, the decision about what metrics to use and how to use them has been political. He does not expect changes to occur until the political climate changes.

Mr. Romano spoke to how the decline in enrollment is handled. There has been a substantial drop in enrollment in the College of Liberal Arts and Sciences and in the College of Fine, Performing and Communication Arts. Those colleges offer most of the credit hours in the University. If budget cuts to them continue, they will offer fewer sections because the contracts for part-time faculty and lecturers will not be renewed. This will lead to fewer classes being offered and a loss of enrollment. Mr. Romano would like to see an analysis of the effect that budget cuts have had on course offerings across the University.

The PowerPoint presentation is attached to these Proceedings as Appendix A.

## II. FINANCIAL AID

Gabriela Garfield, the Interim Senior Director of Student Financial Aid, began her presentation by explaining that, although the University's fiscal year budget is approved in June, the financial aid packages have been made for the upcoming academic year. The aid year and the fiscal year overlap so in the presentation they may not be equal but are very similar.

The University received over \$250 million in financial aid. Seventy-seven percent of our undergraduate students receive some form of aid. A large portion of the federal aid comes in the form of Stafford loans, which more than one-half of our students receive. Fifty-six percent of our students rely on some type of loan. The largest loan fund is the federal direct loan program. Some parents may be able to borrow a parent plus loan. A small portion of Perkins loans are available for students who demonstrate financial need. Less than .10% of our students receive college work-study money. About 66% of our

undergraduate students rely on federal aid. The largest percentage, 45%, is from the Pell grant program. Fifty-six percent of our undergraduate students borrow loans. One-half of all our students borrow federal loans.

Ms. Garfield explained that the Free Application for Student Aid (FASA) takes into account the financial information of a student's parents and uses a formula to determine the expected family contribution or EFC. If a student has a 5,000 EFC, the government expects that the student's family can provide \$5,000 of support over a 9-month period. Thirty-three percent of our undergraduate students have a 0 EFC. Typically these families have an income of less than \$24,000. Fifty-two percent of our students are Pell eligible or in dire need of some type of financial support.

For fall 2014, the University was able to offer \$970 in institutional grants to students and to provide first-time-in-any-college students (FTIACS) with a 0 EFC a Federal Supplemental Educational Opportunity Grant (FSEOG). Combining the Pell grant, the FSEOG, and the Promise Grant equaled roughly \$8,000. After calculating the expense of attending Wayne State and subtracting the grants and loans, a student living at home would have about \$397 to spend on such expenses as food, parking, books, supplies, and basic medical needs. Students living in campus housing incur an additional debt of more than \$7,000.

The WSU Promise Grant was introduced in fall 2013. It is the largest grant given to incoming freshmen. Almost one-half of our students receive the Grant. Students must be registered full-time, pass 24 credits at the end of the aid year, and maintain a 2.0 GPA. By the end of the second year, the retention rate for these students was 50%. Funding for the University's aid programs comes from the general fund: merit need, graduate aid, Medicine and Law and other programs such as talent activities. Aid for undergraduate students has increased by 63% over the past five years.

The Financial Aid Office follows federal metrics and it must monitor academic criteria to ensure the University is giving federal money for the purpose for which Congress intended. Twenty percent of our students had less than a 2.0 GPA at the end of the fall 2014 semester. Twenty-three percent of our FTIACS had less than a 2.0 cumulative GPA at the end of the fall 2014 semester. The Financial Aid Office monitors satisfactory academic progress, which means that students must maintain a GPA of at least 2.0, pass 67% of the courses they attempt as well as not exceed 150% of their program limit. For

undergraduate students who attended WSU several years ago, their past coursework also is considered.

The Financial Aid Office is seeing an increase in the number of students who don't have sufficient funds to purchase books. The Office has a voucher program that gives students an advance on their financial aid refund check. As tuition increases and federal Pell and loan values stay relatively low, students are less likely to continue to have credit available to purchase books.

The success rate of students in an institution that has 50% or more Pell eligible students typically relies on state support and endowment money. Wayne State has to rely on its general fund.

One of Ms. Garfield's charts showed the aid package a FTIAC with 0 EFC would receive if that student took 15 credits. Mr. Romano would like to see a chart that shows the direct costs minus Pell Grants for students who have 0 EFC and take fewer than 15 credits per term. He also asked if our peer urban universities had the same percentage of students with a GPA below 2.0, and how our total 0 EFT population compared with the other public universities in Michigan. Ms. Garfield said that fewer than 10% of the students at the University of Michigan receive Pell Grants and they have very few 0 EFC students. For the upcoming year, students at Eastern Michigan University who are economically challenged or are Pell Grant eligible must also meet an academic requirement. Ms. Garfield will provide the number of students who have 0 EFT at Eastern Michigan and at Oakland University. In response to a question from Ms. Fitzgibbon, she will also get that information for Georgia State University.

Ms. Garfield responded to other questions. For the 2014-2015 aid year the University dispersed \$38 million in aid. In the prior fiscal year, we dispersed about \$42 million. Tuition is increasing at a higher rate than the Pell Grant is covering.

Students who graduate and have borrowed loans leave with about \$23,000 in debt. The biggest concern is how much debt the students have who do not graduate within a six-year period. A continuing undergraduate student who may have transferred from another institution may have borrowed up to \$57,500.

The PowerPoint presentation is attached to these Proceedings as Appendix B.

### III. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

February 4, 2015

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of February 4, 2015. PASSED.

### IV. REPORT FROM THE SENATE PRESIDENT

#### A. Report and Announcements

Mr. Romano reported that the search committee for the Vice President for Finance and Business Operations recommended three candidates to President Wilson. The candidates will visit campus next week for interviews. They will meet with the Policy Committee as well as with administrators. All of the candidates would serve the University well. They all have had experience in higher education.

Mr. Romano serves on a committee looking for potential sources of new revenue and savings for the Library System. Dean Yee made a presentation on the steps she has taken over the past several years to cut costs and to continue subscriptions to journals. Personnel costs were reduced substantially to bring our library in line with our peer libraries. It is a challenge to keep up with increasing costs.

A committee is being formed to look at the cost of parking and how the costs are distributed to undergraduate students. The cost and the availability of parking are of great concern to students. Members of the Senate have made a case to the administration that parking is one of the sources that leads to enrollment decline and reduced credit hours because students arrange their schedules so they have to come to campus only two days a week. Michael Wright, the President's Chief of Staff, will chair the committee.

Mr. Lipovich questioned the use of search firms. Mr. Romano said that without the search firm the three candidates for the Vice President would not have applied for the position. One issue, Provost Winters said, is that people who are looking for administrative positions do not apply directly for them. They have to be invited. In order to know whom to invite, the University uses the expertise of search firms. They have databases and often have personal relationships with the people who are asked to apply.

### B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of January 26, February 9, and February 16, 2015. They are attached to these Proceedings as Appendix C.

February 9, 2015

As stated in item 6.b. in the Proceedings of February 9, students from Brazil are participating in a study abroad program on campus. Mr. DeGracia asked for an update on the program. Provost Winters replied that the Brazilian government is continuing the program, which is for students in the STEM (science, technology, engineering, mathematics) fields. This is a year-to-year program. It appears that it will be extended for some students. The Brazilian government thinks highly of our program. A small group of students who were placed at other universities in the U.S. applied to transfer here. Their government pays the full out-of-state tuition. The tuition helps our budget, but the students do not figure in the head count.

February 16, 2015

In item 2.d. in the Proceedings of February 16, Mr. Romano advocated for the need to have students declare a major in their first year of study. Currently, students do not have to declare a major until they have 45 credits. Mr. Reynolds concurred with that suggestion and asked for more information. Mr. Romano said that universities with better retention and graduation rates have this requirement. He thinks the fear among some administrators is that the University would lose students if that were done. Currently, the College of Liberal Arts and Sciences requires students to select a field of study, not a major, in their first year. Advisors in departments are more knowledgeable about the courses students need, and can direct them to what they need to do to complete their degrees in a timely manner. Mr. Reynolds mentioned another benefit. When students declare a major, they inform the administration where to focus resources because they know where the demand is.

### V. COMMITTEE ANNOUNCEMENT

#### Elections Committee

Ms. Simon, the Chair of the Elections Committee, announced that the election of the Senate President for the 2015-2016 academic year will take place at the April 1 Senate meeting.

Anyone interested in running should contact Ms. Simon or the secretary.

#### VI. REPORT FROM THE CHAIR

Provost Winters introduced Marquita Chamblee, the Associate Provost for Diversity and Inclusion and Chief Diversity Officer. Ms. Chamblee expressed her pleasure at being at Wayne State. She was at George Mason University in Fairfax, Virginia prior to coming to Wayne State. One of her priorities is to improve the retention and graduation rates of students of color. She will work with Associate Provost Monica Brockmeyer in developing initiatives to support students, not only academically, but also in social and cultural areas and with other issues where they may need additional help. Ms. Chamblee looks forward to working with and on behalf of the faculty and staff to improve the retention and graduation rates of minority students.

The Provost announced that the Higher Learning Commission has scheduled their site visit for our re-accreditation for March 2017. By next month she will announce the leadership that will put together the self-study and the vast amount of material that has to be gathered on compliance issues. A committee will be formed and a structure for wide campus involvement will be set up. The Policy Committee has recommended faculty to serve on the steering committee.

Provost Winters met with the Deans and the people most involved in scheduling courses at the college level for a preliminary discussion how we can remove university-induced barriers to improve retention and to move students to graduation. They talked about the way courses are scheduled. There is far too much overlap of courses and often students cannot take two courses because the end of one overlaps the beginning of another. They will look if courses in a major are scheduled so students can take them in a logical progression and complete their majors.

The University-wide Tenure and Promotion Committee is meeting. There are 69 candidates. The Committee is reviewing the promotions for clinical faculty. Provost Winters sits with the Committee to hear the discussions.

Mr. Putatunda thinks the major reason students do not graduate in four years is that not many courses are offered in the summer. He has been told that not enough students would take the classes and so would not cover the cost of the faculty.

Provost Winters said that the summer program pays for itself. Not many courses are offered

because a department has to be able to cover the cost of instruction in the spring/summer term. She discussed summer course offerings with the Deans in their meeting about course scheduling. The courses offered in the summer must be courses students need to complete their degrees. An incentive program is being offered this year for students who have a 2.5 GPA in the winter and have completed 12 credits in both the fall and winter semesters. Their tuition will be reduced for the summer. Revenue will be lower but the University expects to attract many more students to summer courses.

Mr. Romano explained another problem with the allocation of summer tuition. Budgeting in the summer is different than in the fall and winter terms. Colleges get credit in the metrics for increasing enrollment and lose credit when enrollment decreases. If a department offers a course that has high enrollment in the summer it takes away enrollment from the academic year. A way to offer large course sections in the summer would be to offer them to students who are returning home from other universities and to students who are in the local area but whose universities do not offer the courses in the summer, and not move our students from the academic year to the summer term.

Mr. Putatunda also noted that he has seen a steady decline in the math competency of students. He has colleagues who have witnessed the same change. He asked why this has happened and how to improve the situation. The Provost said that students are coming to the University unprepared. We offer special programs to address the need. If those programs are not sufficient, others will be brought into play.

Mr. Moseley asked if the Senate had a report indicating the number of people participating in the Academic Voluntary Retirement Incentive Program and the amount of money saved. Policy Committee received the information on Monday, and it will be distributed to the full Senate.

#### VII. NEW BUSINESS

There was no new business.

ADJOURNMENT: It was MOVED and SECONDED to ADJOURN the meeting. PASSED. The meeting adjourned at 3:03 p.m.

Respectfully submitted,



Louis J. Romano  
President, Academic Senate