

WAYNE STATE UNIVERSITY – ACADEMIC SENATE
Official Proceedings
April 1, 2015

Members Present: Margaret E. Winters, Provost and Senior Vice President for Academic Affairs, Chair; Louis J. Romano, President; Robert Ackerman; Mary Anderson; Ivan Avrutsky; Douglas Barnett; Linda Beale; Abhijit Biswas; Frances Brockington; David Cinabro; Victoria Dallas; Donald DeGracia; Heather Dillaway; Jane Fitzgibbon; Moira Fracassa; Jeffrey Grynawski; Smiti Gupta; Ellen Holmes; Avril Geneene Holt; renee hoogland; Michael Horn; Zhengqing Hu; Maik Huttemann; Barbara Jones; David Kessel; Kafi Kumasi; Lawrence Lemke; Stephen Lerner; Leonard Lipovich; Kypros Markou; Aaron Martin; Fayette Martin; James Martin; Jason Mateika; Howard Matthew; Boris Mordukhovich; James Moseley; Joshua Neds-Fox; Victoria Pardo; Charles Parrish; Alexey Petrov; Lori Pile; John Porcerelli; Susil Putatunda; Elizabeth Puscheck; T. R. Reddy; Robert Reynolds; Marsha Richmond; Michele Ronnick; Brad Roth; Linea Rydstedt; Heather Sandlin; Naida Simon; Richard Smith; Beena Sood; Gail Stanford; Ronald Thomas; Sokol Todi; Mark VanBerkum; William Volz; Jianjun Wang; Casey Westerman; King-Hay Yang

Members Absent with Notice: Joseph Artiss; Poonam Arya; Michael Barnes; Cathryn Bock; Randall Commissaris; Maria Ferreira; Robert N. Frank; Nancy George; Patricia Jarosz; Willane Krell; Elen Tisdale; Deborah Walker; Barrett Watten; Jeffrey Withey

Members Absent: Andrew Fribley; Qin Lai; Bryan Morrow; Philip Pellett; Lobelia Samavati; Andrea Sankar; Ryan Standfest

Others Present: Kenneth Doherty, Assistant Vice President, Procurement and Strategic Sourcing; Tamica Dothard, Office of the Academic Senate; Gloria Heppner, Associate Vice President for Research; Alan Jacobson, Office for Budget, Planning and Analysis; Kenneth Largent, Senior Client Manager for the National Higher Education Practice, Xerox Corporation; Ricardo Villarosa, Dean of Students Office; Angela Wisniewski, Office of the Academic Senate

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

I. REPORT FROM THE FACULTY ATHLETIC REPRESENTATIVE

Robert Ackerman is the Wayne State University Faculty Athletic Representative to the National Collegiate Athletic Association (NCAA). The NCAA

recommends that the representative report annually to the University's Academic Senate. Mr. Ackerman began by attempting to dispel myths about athletic programs on campus. Many people believe that student athletes have little interest in getting an education and that college athletes are really professionals who should be compensated for competing. To the extent that those concerns may be accurate, they only apply to about 60 schools out of some 350 Division I programs. The overwhelming majority of college athletes participate in non-revenue sports in Division II, which has 300 schools, and Division III, which has 450 schools. Scholarships limited to tuition are given out in Division II. No scholarships are given in Division III.

In fall 2014 Mr. Ackerman attended the Faculty Athletic Institute. He is concerned about the issues on which the National Collegiate Athletic Association (NCAA) focuses its attention, but the Institute somewhat changed his perception of the NCAA. The NCAA has the welfare of Division II athletes at heart. Concussions dominated the discussions. As required by the NCAA, Wayne State has a concussion management plan that has specific language how to treat students who sustain a concussion. The plan states when students can return to playing the sport and when they are ready to resume their academic work. The plan is given to all student athletes at the beginning of the season.

Mr. Ackerman responded to questions. One involved the graduation rate of student athletes compared with the student body at large. Under the federal formula for computing the rates, for the entering cohorts from 2003-2006, the student body at large had a graduation rate of 48% and student athletes had a graduation rate of 54%. The six-year graduation rate of our student athletes is about 30% higher than for the student body as a whole.

Mr. Lemke finds the student athletes to be focused and dedicated in the classroom. He expressed his appreciation for Mr. Ackerman's attention to the students' welfare, including academic welfare. The interest of the coaches in following students' academic progress contributes to their success. Mr. Horn explained how the coaches follow up with students who have lower than satisfactory grades to keep them on track to complete their degree.

II. COLLEGE OF ENGINEERING

Dean of Engineering Farshad Fotouhi presented information about the College. The College's strategic plan of 2012-2015 identified five high impact practices for student success: experiential learning, hands-on experience, global perspective, undergraduate research, and the awarding of scholarships. Internships, co-operative education, summer-term positions, and part-time positions are the types of experiential learning opportunities for students. In hands-on experiences, students take the knowledge they learned in the classroom to local, national, and international competitions. They have opportunities to study and do research abroad. The College is working to establish internships abroad. The College funds 20 undergraduate research projects per year. Two hundred scholarships are given to students per year to help them complete their degrees.

Enrollment has grown over 50% since 2010, with undergraduate enrollment increasing 69% and graduate enrollment increasing 27%. In 2011, the Department of Computer Science moved to the College of Engineering. Based on the number of applications for the fall 2015 term, the College expects to see double-digit enrollment increases of both graduate and undergraduate students. The number of degrees granted has increased 23% since 2009-2010.

The College's first to second year retention rate is higher than the University as a whole. Ninety percent of the graduates are employed in Michigan. The College has had a 15% increase in tenure and tenure-track faculty since 2009, but with the increase in students, the student to tenure-track faculty ratio has increased.

The faculty in Engineering are involved in multi-disciplinary research with colleagues across campus. In addition, the College is working to increase the number of research projects in which faculty are involved with industry. The College recently began new programs in nanoengineering and in big data and business analytics. In fall 2014, the College of Engineering established a living and learning community of about 30 undergraduate students in Ghafari Hall. The students were given computers and they have mentors and advisors available. These students' academic progress will be followed to see if this environment increases academic success. The College is working with industry to provide capstone design projects. In May the College will have its first annual innovation and design day. They are inviting industries to look at student projects showcasing undergraduate research.

Last year the College received a \$25 million gift from James Anderson to establish the James and Patricia Anderson Engineering Ventures Institute to promote innovation and entrepreneurship in the College. The College engages with the community through summer enrichment programs, the Detroit Area Pre-College Engineering Program (DAPCEP), the University Prep High School, and partnerships with C² pipeline and the Michigan Council of Women in Technology.

The College's goal is to raise \$50 million in the capital campaign. It has raised \$35 million to date. The Board of Visitors has given the College a target of \$75 million.

Mr. Fotouhi ended his presentation noting some of the issues the College faces, including the challenges resulting from the rapid growth in enrollment in the last six years.

He took questions from the floor.

Asked why the College has experienced the large increase in enrollment, Mr. Fotouhi said that one reason for the interest in engineering is because industry in the U.S., as well as globally, needs engineers, and the salaries are higher than in many other careers. The College also has promoted the achievements of its faculty and students. In addition, the College has promoted itself in various ways; it has not depended upon the University to do so.

In response to other questions, Mr. Fotouhi said that the six-year graduation rate in Engineering is the same or very close to the rate for the University as a whole. The College has about 10% or 12% African-American students and about 30% of the students are women. These figures include both graduate and undergraduate students.

III. XEROX PRINTING CONTRACT

Kenneth Doherty, the Assistant Vice President for Procurement and Strategic Sourcing, introduced Paula Reyes, the Associate Director, and Robert Kuhn, the Senior Buyer who handles copiers, printers, and business equipment. Mr. Doherty said that in the early 2000s, Procurement tried to put in place managed print or cost-per-copy print as a more effective approach to printing. That was not possible at the time, and the idea was shelved until 2012 when the University began strategic sourcing initiatives. One of the more complex initiatives was the managed print services agreement. A focus group was set up to provide information to Procurement and to review vendors' proposals. The School of Business Administration, the Law School, the Office of Educational Outreach, and the Colleges of Nursing and

Engineering provided input. The Procurement Office and the committee agreed that Xerox was by far the best choice.

Mr. Kendrick Largent, Senior Client Manager for the National Higher Education Practice at Xerox, provided an overview of the program. Xerox realizes that the schools with which they work need to see a financial benefit, an environmental benefit, and flexibility that allows for unique elements in colleges and departments, and enhanced services. Economically, because the University is aggregating spending on print and subsequently the volume, its costs will decline. Conservatively, operating expenses will be reduced 20%, but Mr. Largent expects costs to be 20% to 40% lower. All future capital expenses for purchasing or renting equipment will be eliminated. The model for Wayne State is called "print as a utility." In this model, the University does not buy the infrastructure; it only pays for the output, eliminating a fairly sizeable mid to high figure investment. Technology is connected to centralized tool sets and the help desk so the devices and the program will provide a high level of service. The model of managed print at a macro level provides flexibility. Each department will have a customized solution based on their needs. Environmentally, the University's footprint will decrease by about 40% because the new program will deliver print more efficiently.

Currently, the University has over 900 model types and over 20 manufacturers' devices. There is no standardization. It is difficult to support such a model from operational and financial standpoints. Xerox will employ a simple pricing structure. The price for black and white impressions will be \$0.169 per copy and the price for color impressions will be \$.0598 per copy. These prices include equipment, service, supplies, and the ongoing support for the devices. This is possible because Xerox will standardize technology to about eight devices and standardize a set of software tools. The devices will be connected to a standard set of tools that communicate to a central server that gives status updates of supplies and maintenance, and whether assistance is needed. If assistance is needed, it sends an automatic service chain request or supply chain out. Xerox's dedicated Level 1 Help Desk will be able to fulfill the transaction. Thirty-nine percent of the time, a Xerox employee does not have to go to the University to service the device, resulting in lower costs. In higher education, the preferred ratio of users to output devices is five to one. Wayne State's ratio is almost one to one.

The presenters took questions from Senate members. Ms. Beale asked how long it would take for a service person to get to the University if there were a problem and a device could not be made functional remotely.

Mr. Largent replied that a dedicated on-site technician will be on campus, and that technician should be at an office within an hour. Having a device communicate intelligently to the central office is the first level of response. The second step is for the service technician to determine if a remote triage is possible; this is within the first 30 to 45 minutes.

Several members were concerned about security if they do not have a copier on their desks and the printing is sent to a central office where others would see it. Among the areas where confidentiality is needed are financial information, letters of recommendation, and patient records. Mr. Largent said that issues relating to confidentiality would be considered in analyzing the needs of the faculty and staff. The person printing a job would send it to a printer, but the documents would not print until the person who sent the job entered their password.

It will take 24 to 36 months to assess all the units and to prepare recommendations. Mr. Largent expects that some units may have both current and new technology. The units will be able to weigh in on the recommendations. If a department decides not to participate in the program, Strategic Sourcing will handle it. Xerox has completed cost analysis with select groups and performed comparative benchmarking within their higher education database. The price for black and white and for color printing is significantly less than the University currently is paying. Some departments pay less for equipment than others. One of the challenges for the University is that there is no consistency in the purchasing process and no standardization of pricing across-the-board.

Mr. Doherty said that when Procurement sought bids, they asked for bids for both purchasing the devices and for managed print. Procurement performed test scenarios with Xerox and with Ricoh.

If a machine needs service outside normal business hours, Xerox would direct the staff or faculty member to another device within their department. The devices are connected by a network across campus. When the University has a complete fleet on campus, people will be able to use any device.

Mr. Doherty said that the industry, not Xerox, has found that if people have printers on their desks the cost is between \$.05 and \$.06 per sheet for black and white prints. The price is based on the toner. Under the contract with Xerox, the cost for IT support would shift to Xerox, freeing department IT personnel to work on more complex problems. People would be allowed to keep the printers they now have, but it is recommended that Xerox be the device of choice throughout the campus. Xerox would provide maintenance and

consumables for the device even if it were not a Xerox product. Xerox would charge for the toner. The contract price does not include the cost of paper. The University's footprint for desktop and inkjet printers is large. The volume they produce is minimal, but they are cost prohibitive. Mr. Largent said that, with this program, they see a 15% reduction in the print volume in the first year because people realize they do not need to print as many documents as they were printing. Mr. Romano countered that people print what they need and would not reduce their printing. The program, Mr. Largent said, is not designed to inconvenience faculty or administrators, but to reduce the University's footprint. There is a cost associated with having devices connected to data jacks and personal computers because they use energy.

Provost Winters noted that in the humanities and the social sciences the standard start-up and equipment costs for faculty are for a computer and a printer. It may be counterproductive to persuade faculty that the one piece of equipment they get, which is standard for their discipline, will be taken away.

Mr. Largent said that the focus is not specifically on the print devices for faculty and administrators. They look at the administrative functions of the University as a whole because in many administrative areas the technology is redundant.

People will still be able to purchase printers using a Procard.

Student printing is handled by Business Operations, which is considering a proposal for student printing. Mr. Largent said that it is important that the cost of print for students remains the same as it is now or that it be lower.

IV. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of March 4, 2015. An error was corrected, and the Proceedings were APPROVED AS CORRECTED.

V. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

IBio Building

The Policy Committee toured the IBio Building on March 30. Construction will be completed in the summer. It has about 55,000 square feet of bench space. Henry Ford Hospital will occupy a portion of the building. About one-half of the

building is slated to be occupied by current faculty, mostly from the School of Medicine. The remainder of the building is for new faculty working in multi-disciplinary areas.

Mr. Lipovich asked how it was decided which faculty would move to the building. Mr. Romano responded that consultants the University hired to advise on our research activities set the criteria. They recommended that faculty who are involved in multi-disciplinary research be housed in the building.

University Libraries

Mr. Romano serves on a task force looking for a new funding model for purchasing library materials. College and unit budgets, including the budget of the Libraries, have been cut 3% to 5% over the past several years, but library materials have increased due to inflation. This is unsustainable and a new model is needed. The task force is considering a model where student fees or other non-general fund sources would be used to pay for a portion of the purchased library materials.

Retirement Incentive

At the last Senate meeting, a member had asked for the number of people who are participating in the Academic Voluntary Retirement Incentive Program and the amount of money that will be saved. That report is attached to these Proceedings as Appendix A.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of February 23, 2015, and March 9, 2015 (Appendix B).

February 23, 2015

Item #2 in the Policy Committee Proceedings states, "Questions were raised about the oversight of online graduate programs." Mr. Neds-Fox asked what issues were of concern. Provost Winters said that the issue centered on the process for approving online graduate programs, in particular if the graduate program is an online version of an existing graduate program. Unless the policy is changed, the online version would not have to be approved.

VI. ELECTION OF THE PRESIDENT OF THE ACADEMIC SENATE

Ms. Simon, the Chair of the Elections Committee, conducted the election. Mr. Romano was nominated

and accepted the nomination prior to the Senate meeting. Ms. Simon called for additional nominations from the floor. There were none. It was MOVED and SECONDED to CLOSE NOMINATIONS. PASSED. It was MOVED and SECONDED to ELECT Mr. Romano by ACCLAMATION. PASSED.

Mr. Romano thanked the Senate members for their continued confidence. He appreciates the members' hard work, and in particular he thanked the Chairs of the committees. He is impressed with President Wilson. Last week, the Policy Committee met with the President's Cabinet. The Committee made suggestions to which the President listened.

VII. REPORT FROM THE CHAIR

Provost Winters congratulated Mr. Romano on his re-election.

Data Summit

An invitation only data summit was held April 1. The people who were invited were identified as being very involved with big data and the application of data analytics to student success. There was a lively discussion about our strengths and our opportunities for improvement. The consensus was that we have all the data we need in overlapping areas that don't communicate with each other and we don't always trust the data. Even when we trust it, we need to improve how we use it to help students succeed. The Provost will prepare a report of the data summit for faculty and academic staff.

Ms. Fitzgibbon asked if students were involved in the data summit. The Provost said that students would be involved in the discussions when the working groups are formed. The participants in the initial meeting included faculty, academic advisors, staff from enrollment management, from C&IT, and from the Provost's Office.

Mr. Reynolds suggested that the Provost might form an advisory board of people from outside the University. In the fall Provost Winters plans to bring speakers to campus from other universities for presentations and to work with different groups.

Mr. Villarosa cautioned how big data are used to steer students away from a major. In particular, he was concerned how the data might be used in the advising of minority students.

Budget Hearings

President Wilson's budget hearings will begin in two weeks. Each school, college, and administrative unit

will meet with a presidential committee to present their budget for fiscal year 2016 and the areas they recommend for cuts. In addition to the President, the other members of the committee are the Provost, the Vice President for Finance and Business Operations, the Vice President for Research, the Associate Vice President for Budget, Planning and Analysis, and a representative from the Academic Senate. Mr. Romano serves as the representative from the Senate. The school/college budget director and a representative of the unit's budget advisory committee accompany the Deans to the meeting. The Vice Presidents and the heads of some large administrative units, such as Computing and Information Technology, also have hearings.

Returning to the discussion about the changes proposed for printing, Mr. Putatunda objected to the loss of secretarial support in departments. Without their assistance, the faculty have to perform some of the work, such as photocopying, that the secretaries carried out. Such work takes time away from research. Mr. Putatunda believes the University should improve services to faculty by providing the assistance they need. Decisions about staff support, Provost Winters said, are made within the department or college. It is a budgetary decision.

Closing

In closing, the Provost wished Senate members a Happy Easter and a kosher Passover.

Respectfully submitted,



Louis J. Romano
President, Academic Senate