

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**

January 14, 2016

---

Members Present: Margaret E. Winters, Provost and Senior Vice President for Academic Affairs, Chair; Louis J. Romano, President, Academic Senate; Robert Ackerman; Joseph Artiss; Poonam Arya; Ivan Avrutsky; Michael Barnes; Douglas Barnett; Linda Beale; Cathryn Bock; Tamara Bray; Frances Brockington; Krista Brumley; Donald DeGracia; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Ewa Golebiowska; Jeffrey Grynawski; renee hoogland; Peter Hook; Michael Horn; Patricia Jarosz; Barbara Jones; Mahendra Kavdia; Fayette Keys; Pramod Khosla; Qin Lai; Lawrence Lemke; Stephen Lerner; Diane Levine; Aaron Martin; James Martin; Boris Mordukhovich; S. Asli Ozgun-Koca; Victoria Pardo; Alexey Petrov; Lori Pile; John Porcerelli; Susil Putatunda; Jeffrey Rebudal; Robert Reynolds; Marsha Richmond; Brad Roth; Heather Sandlin; Naida Simon; Richard Smith; GERALYN STEPHENS; Ronald Thomas; Sokol Todi; Mark VanBerkum; Deborah Walker; Jianjun Wang; Barrett Watten; Jeffrey; Guojun Wu; Xin Wu

Members Absent with Notice: Abhijit Biswas; Randall Commissaris; Victoria Dallas; Susan Eggly; Ellen Holmes; Maik Huttemann; Ashok Kumar; Christopher Lund; Jason Mateika; Bryan Morrow; Joshua Neds-Fox; Elizabeth Puscheck; Linea Rydstedt; Beena Sood; Gail Stanford; Ellen Tisdale; William Volz

Members Absent: Mary Anderson; Nancy George; Daniel Golodner; Jennifer Hart; Avril Gene Holt; David Kessel; Todd Leff; Leonard Lipovich; Charles Parrish; T. R. Reddy

Others Present: Kim Dale, Office for Teaching and Learning; Tamica Dothard, Office of the Academic Senate; Gloria Heppner, Associate Vice President for Research; Alan Jacobson, Office for Budget, Planning and Analysis; Sara Kacin, Office for Teaching and Learning; Stephen Lanier, Vice President for Research; Kevin Miles, Office for Teaching and Learning; Latonya Motley, Office for Teaching and Learning; Mathew Ouellett, Associate Provost and Director of the Office for Teaching and Learning; Ligia Pamfilie, Office for Teaching and Learning; Carl Sorgen, Office for Teaching and Learning; John Vander Weg, Associate Provost for Academic Personnel; 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. OFFICE FOR TEACHING AND LEARNING

Mathew Ouellett, the Associate Provost and Director of the Office for Teaching and Learning (OTL), introduced the staff of the OTL: Carl Sorgen, Associate Director,

Sara Kacin, Assistant Director, LaTonya Motley, Instructional Designer, Ligia Pamfilie, Instructional Designer, Kim Dale, Program Coordinator, and Kevin Miles, Graduate Student Assistant. The staff consult with instructors on traditional, hybrid, and online courses. The staff work with any instructor, graduate student, part-time faculty member, tenured professor, and lecturer.

Mr. Ouellett gave the Senate an overview of the activities of the Office. The Office has a revised mission and vision statement that is aligned with the University's strategic plan. Its portfolio has expanded. It now supports hybrid and online teaching environments as well as traditional face-to-face teaching. The staff is very serious about assessing its work. This iteration of the OTL resulted from an external review that made concrete suggestions about the contribution the Office could make to the broader success of students and instructors. Two years ago the staff conducted a survey of a subset of the faculty to learn what they perceived to be the strengths and weaknesses of the Office. That survey was part of the Widening Implementation & Demonstration of Evidence-Based Reforms (WIDER) Grant funded through the National Science Foundation.

The OTL offers programs and workshops as well as other types of initiatives. It distributes teaching travel grants and the Educational Development Grants to full-time faculty. Asked about the availability of travel funds for part-time faculty, Associate Provost for Academic Personnel John Vander Weg said that the Provost's Office has funds available for part-time faculty who travel related to teaching.

Mr. Ouellett continued. The OTL assists individual instructors, departments, and colleges with assessment. They offer workshops that are content driven and that might only take an hour as well as faculty learning communities in which faculty engage with their colleagues over the academic year. Many resources are available on the OTL's web page.

The staff have devoted a lot of time to the Mid-semester Assessment Program (MAP). MAP is an opportunity for instructors to get aggregate student feedback in mid semester while there is still time for the instructor to make changes and corrections. MAP also gives students an opportunity to become aware of what works for them as a learner. It is formative, confidential, and free. The information is given only to the instructor, not to the Dean or Chair.

The OTL has done curriculum mapping with some academic departments. It works closely with the

Graduate School, the Dean of Students Office, Associate Deans, the Associate Provost for Diversity and Inclusion and Chief Diversity Officer, the School of Medicine, and the union for part-time faculty. The OTL provides opportunities for campus conversations about good teaching and it hosts external speakers.

In the 2013-2014 academic year, 454 unique users took advantage of the offerings of the OTL. That includes consultations, mid-semester assessment, and workshops. The participants were only counted once although they may have attended more than one activity. In 2014-2015, 732 individuals participated in the activities of the OTL.

Mr. Ouellett noted that teaching in a research university in an urban setting with an access mission is complicated. In every class whatever the discipline, the instructor has a range of students, some who are very well prepared and some who have had less access to the preparation that the instructor would prefer. The OTL tries to focus its efforts, workshops, and resource materials to teach in a multi-cultural inclusive way. They focus on assessment and on how to engage in a dialogue. Mr. Ouellett is committed to more opportunities for formative dialogue with students about what works in the classroom. EBTMS is an acronym for Evidence-based Teaching Methods. The OTL is responsible for staying on top of the research in teaching and learning and bring it to the University. The goal is to save faculty time so they do not have to experiment with everything to find what works.

The President's Council of Advisors on Science and Technology published a report in 2012. It is a massive review of the empirical research on pedagogy and learning. It identified about one dozen pedagogical strategies. Using these pedagogical strategies results in an uptick in student learning.

The OTL is committed to having multiple points of entry. There are campus-wide programs, department and college specific programs, and an annual hybrid and online teaching institute. It has a website and a blog. The OTL provides consultation services. It is involved in campus-wide peer review of teaching. Mr. Ouellett is committed to the peer review of teaching because it is a different way to have formative and confidential conversations about teaching and learning.

The WIDER research team is getting ready to rollout a new course observation tool where the staff will watch what is occurring behaviorally in a class. It will not involve content. The staff will look at ways to engage students. If faculty want this type of feedback they can contact the OTL. This feedback also is confidential; it is given only to the instructor. The OTL wants to hold workshops that are co-facilitated by a faculty member and an OTL staff member.

The student evaluation of teaching (SET) protocol was revised over the past two years. More work needs to be done on that initiative but the changes to date have resulted in an improved SET instrument.

The OTL collaborates with the Division of Computing and Information Technology and with the University Library System, looking at tools that can enhance student success.

The OTL continues to look for open educational resources. One of the major complaints of undergraduate students is the cost of textbooks. The more the OTL is able to explore open educational resources, the more they may be able to incorporate it into the teaching environment. Another project is finding support for teaching and learning initiatives. The first opportunity was the WIDER grant. Five faculty are supported by the grant. The initial grant was for \$250,000 and the second is for \$3 million for a grant known as the Student Success through Evidence-Based Pedagogies. Mr. Ouellett encouraged faculty to apply for support from the grant. Its focus is on undergraduate education in the STEM disciplines, but he believes there are interdisciplinary opportunities. Mr. Ouellett recently received a National Science Foundation grant for a national project bringing STEM education centers and centers for teaching together. Sara Cachin is a co-principal investigator of the Integrated Course in Biology and Physics of Radiation Oncology (IBPRO) Grant between the College of Education and the School of Medicine. The OTL is committed to supporting the Graduate School in the Broadening Experience in Scientific Training (BEST) Grant and in the Building Infrastructure Leading to Diversity (ReBUILD Detroit) Grant.

The staff contribute to the discipline. They have published one book chapter and three journal articles have been published in the last eight months. Two members have published eight manuscript reviews. The staff presents nationally. Mr. Ouellett is on an editorial board and three of the staff are on several advisory boards. Mr. Ouellett represents Wayne State on a fairly regular basis with invitations to other campuses. In the fall he gave four keynote addresses. The OTL and the University are more and more engaged in the national dialogue and national initiatives on teaching and learning.

This winter term the OTL is sponsoring the Mid-semester Assessment Program, Warrior Teaching Days, Photographing Teaching and Learning, the Annual Innovation in Teaching and Learning Luncheon, and the Hybrid and Online Teaching Institute.

Mr. Ouellett took questions from the members.

Mr. Romano asked if there was a plan to assess how the OTL's programs have improved student learning. Mr.

Ouellett said that the 2N SET Committee continues to look for ways to assess student learning. He agrees that the SET does not measure learning gains.

Ms. Beale asked if the OTL is involved in the monitoring of online courses, such as the quality of the courses and exams and verification that the person who takes the exam is the student who gets the grade for the course. Mr. Ouellett supported academic integrity through C&IT and through BlackBoard. The minute there appears to be a method of solving such problems, someone already has found a way around it. In terms of overall quality of courses, particularly in the online environment, the OTL has become a member of Quality Matters, a national group out of the University of Maryland. It brings Wayne State into national dialogue about quality in the teaching and learning environment that covers the range from course design and planning to academic integrity. The best way, he said, to prevent cheating is to have examinations that are unique and are driven by what the instructor has done in the class so the student has to submit his/her own work. This summer the OTL will convene a faculty working group to perform a peer review of online courses. It will be formative and voluntary. If faculty would like feedback, they should attend and the staff will work with them.

Mr. DeGracia congratulated Mr. Ouellett on his obtaining extramural funding.

## II. RESEARCH

Vice President for Research Stephen Lanier highlighted how the University stands in extramural research funding and brought the Senate up-to-date on IBIO, in particular the hiring of faculty.

He presented information about grant support. He noted that the measurement of research activity he was presenting did not encompass all the activities in creative and scholarly work that do not fall into the category of extramural funding. There was a decline in funding in fiscal year 2013. Funding stabilized in 2014, and there was a significant increase in 2015. The major funding agency is the National Institutes of Health. There was about a 9% increase in funding from NIH in FY 2015 and about a 30% increase in funding from the National Science Foundation in 2015. There was a significant uptick in funding from the State of Michigan. There is an uptick of about \$20 million in research funding.

About 50% of the indirect cost for research funding goes into the general fund so the whole University benefits from research funding. The Research Office revised the methodology used to capture clinical trial awards in FY 2015. The adjustment accounted only for \$2 million or \$3 million of the \$31 million increase but it is a move in the right direction.

The Vice President turned the Senate's attention to IBIO. The plan was to occupy one-half of the building now and use the rest of the building to attract new faculty. Although faculty have been pretty successful in getting grant support for individual investigator projects, they have been not very effective in competing for larger programmatic grants around thematic-based areas. The building was planned for conducting thematic-based research that involves more than one college or one department.

Vice President Lanier mentioned the programmatic initiatives that are being targeted for research activities: an Institute for Translational Sciences and Urban Health with several foci. One focus is the Interface of Genes, Environment, Ethnicity and Health that involves several colleges. WSU's Center for Environmental Health Sciences (CURES) is an example of this focus. It is funded by the National Institute of Environmental Health Sciences. Another focus is Urban Life Span that includes the Perinatal Research Branch, Children's Hospital, the Merrill Palmer Skillman Institute, and the Institute of Gerontology. The third and fourth foci are the challenges around health care in the city of Detroit and metabolic diseases including diabetes and obesity. Each of these thrusts would have a discovery-driven component, a translational component, a community component, and an implementation-science component that would consist of teams from different colleges with different areas of expertise. Under each of these areas would be a support system, advanced technologies, and research support platforms in biosystems and engineering. The IBIO Building is the setting for launching this programmatic concept.

Vice President Lanier next described the layout of the building. One key point in effectively recruiting quality researchers is the space in which they would conduct research. He mentioned the advanced technologies that were installed in the building.

There have been a number of symposia in the building on various topics. A lot of effort has been made to involve the community in the sessions. One of the expectations of the building is to connect to the community. In the first week in May, a health disparity summit in partnership with the City of Detroit will be held in the building.

In fall 2015 the University published an advertisement for recruitment and programmatic development in integrative biosciences. It announced the hiring of 30 faculty in the next few years. It also gave people information about what is happening at the University and in the City of Detroit. The individuals hired likely will have appointments across colleges. In addition to the ad, there has been an effort for targeted recruiting to reach out to people who might align with the foci. About

112 people now occupy the building. There likely will be about 400 when it is fully occupied. The Research Office received about 100 applications; the qualifications of the applicants vary. The Vice President is establishing a committee of people from different colleges to help guide recruitment. The goal is to recruit six to eight faculty of different rank each year over the next three years. It is necessary to involve people from different disciplines in the hiring of faculty. The Vice President has met with most of the Chairs in Liberal Arts and Sciences, Pharmacy and Health Sciences, and the School of Medicine. His Office has to work closely with the Chairs and Deans to ensure that the areas in which the Research Office is recruiting align with the departments' or the Deans' areas of interest. The Henry Ford Health System has discussed joining the University in recruiting around several themes.

Vice President Lanier is pleased with the progress that has been made but more hard work is needed. The Vice President took questions from the floor. The questions and comments centered around the hiring of faculty and ways in which that might be accomplished.

The Senate thanked the Vice President for his presentation.

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

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of December 2, 2015. PASSED.

### IV. REPORT FROM THE SENATE PRESIDENT

#### A. Report and Announcements

##### Search for the Provost

The search committee for the Provost is near the point where it will select the candidates for the initial interviews. There are some very good candidates.

##### Organizational Changes

Organizational changes are being made in the University. Robert Kohrman, the Associate Vice President for Budget, Planning and Analysis, is assuming the position of Vice Dean of Fiscal Affairs of the School of Medicine. He will have dotted line oversight of the Fund for Medical Research and Education (FMRE) and have a relationship with the practice plans. New budget officers will be hired to oversee the FMRE and the University Physician Group (UPG). Mr. Kohrman will continue as the budget officer for the University for several months while the University searches for a new director of

the Budget Office. Provost Winters added that the reporting line of the Budget Office is being moved from the Office of the Provost to the Office of the Vice President for Finance and Business Operations. As long as there are open and frequent conversations between the two divisions there won't be major changes for Academic Affairs. The transition will occur gradually over the winter semester.

Mr. DeGracia asked about the relationship of the Chief Operating Officer of the UPG with the Medical School. Provost Winters responded. Lisa Keane has been appointed Vice Dean of Clinical Affairs for the School of Medicine. She is also President and Chief Operating Officer of the UPG. Provost Winters said that with Ms. Keane's appointment there would be more communication between the UPG and the School of Medicine.

##### Xerox Program

Mr. Romano informed the Senate about the contract with the Xerox Corporation. Xerox has an exclusive ten-year contract with the University for all copying and printing. Any printer or copier that is bought with a purchase order must be purchased from Xerox. There are two programs. One is an opt-in program where the department or unit contracts with Xerox to do all of their printing and copying for which they pay a per page charge. Black and white pages cost 1.6 cents per page and color copies are 5 or 6 cents per copy. The department does not have to buy a printer/copier. It will be supplied by Xerox, which would determine the needs of the department. The department would not have to buy toner, but it would have to buy paper. The purpose, Mr. Romano said, is to reduce the number of machines in the University. The Xerox machines will be placed in central locations in a unit. A department could opt-out of the program, but it would have to purchase the printer and toner from Xerox and pay for maintenance.

Mr. Romano explained that if faculty are in a department that opts in, and the department or the University's general fund is supporting the faculty member's program, the department could require the faculty to be part of the program. However, if faculty have indirect cost funds or grant funds, they may opt out of the program and may use a Procard or WayneBuy to purchase a copier or printer from any manufacturer if the cost of the equipment is lower than the limit that the University has set for purchases using a Procard or WayneBuy.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of November 23, 2015, and December 7, 2015. They are attached to these Senate Proceedings as Appendix A. November 23, 2015

Mr. Watten asked about the criteria for graduate faculty status. In particular, he was concerned about the requirement that faculty publish four articles in five years in refereed journals. Mr. Romano said the Graduate School originally proposed that all faculty publish three articles in four years to retain graduate faculty status. The Academic Senate objected and the Graduate School revised the proposal and set a period of time in which departments and units could make a request to the Dean of the Graduate School that their unit use different criteria. If the Graduate Dean did not approve the criteria, the department could appeal to the Provost, who would make the final decision. The time period to request different criteria has passed. If a department did not submit a request, it is no longer able to do so. Departments that don't meet the current criteria may submit an ad hoc request to use other criteria. Mr. Watten was aware of the issue but his department did not discuss requesting alternative criteria. Ms. Hoogland, who chairs the Faculty Affairs Committee, said that the Committee is looking into the issue.

V. REPORT FROM THE CHAIR

College of Education

Provost Winters announced that she has appointed R. Douglas Whitman permanent Dean of the College of Education. He will serve for several years, after which a national search will be held. He has been serving as Interim Dean.

Enrollment Services

Provost Winters is beginning the search for an Associate Provost for Enrollment Management.

Report about the School of Medicine

Mr. DeGracia would like the slides that Vice President for Health Affairs David Hefner presented to the Academic Senate in December be made available publicly. Provost Winters will ask Mr. Hefner about that possibility.

ADJOURNMENT: The meeting adjourned at 3:15 p.m.

Respectfully submitted,



Louis J. Romano  
President, Academic Senate