

ACADEMIC SENATE – WAYNE STATE UNIVERSITY
Official Proceedings
January 9, 2013

Members Present: Phyllis I. Vroom, Deputy President; Louis J. Romano, President, Academic Senate; Lisa Alexander; Basim Asmar; Linda Beale; Paul Beavers; Jennifer Beebe-Dimmer; Abhjit Biswas; Tamara Bray; David Cinabro; Chardin Claybourne; Victoria Dallas; Nabanita Datta; Donald DeGracia; Heather Dillaway; Cheryl Dove; Karen Feathers; Jane Fitzgibbon; Judith Fouladbakhsh; Moira Fracassa; Judith Fry-McComish; Andre Furtado; Nancy George; Ewa Golebiowska; Avril Gene Holt; Renee Hoogland; Michael Horn; Li Hsieh; Maik Hutteman; David Kessel; Kafi Kumasi; Lawrence Lemke; Rodger MacArthur; Brian Madigan; Kypros Markou; James Martin; Jason Mateika; Howard Matthew; Michael McIntyre; James Moseley; Jennifer Sheridan Moss; Patrick Mueller; Abhilash Pandya; Victoria Pardo; Charles Parrish; Debra Patterson; Alexey Petrov; Jeffrey Potoff; Elizabeth Puscheck; T. R. Reddy; Michele Ronnick; Brad Roth; Linea Rydstedt; Heather Sandlin; Mary Sengstock; William Slater; Richard Smith; James Sondheimer; Senthil Sundaram; Ronald Thomas; Karen Tonso; Harley Tse; Richardo Villarosa; Anca Vlasopolos; William Volz; Judith Whittum-Hudson; Mary Width; Jeffrey Withey; James Woodyard

Members Absent with Notice: Ivan Avrutsky; Barbara Bosch; Maria Ferreira; Robert Reynolds; Ghulam Saydain; Naida Simon; Ellen Tisdale; Derek Wildman

Members Absent: Mary Cooney; Liza Lagman-Sperl; Bryan Morrow; Daniel Rappolee; Beena Sood; Lee Wurm

Others Present: Deborah Brazen, Facilities Planning and Management; Gloria Heppner, Associate Vice President for Research; Alan Jacobson, Budget, Planning, and Analysis; Tahrima Khanom, Office of the Academic Senate; Ambika Mathur, Interim Dean of the Graduate School; Timothy Michael, Associate Vice President, Business Operations; Richard Nork, Vice President, Finance and Business Operations; James Sears, Associate Vice President, Facilities Planning and Management; Cynthia Silveri, Silveri Architects, Angela Wisniewski, Office of the Academic Senate

CALL TO ORDER: This regularly scheduled meeting of the Academic Senate was called to order by Deputy President Phyllis Vroom at 1:35 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library,

I. FOUNTAIN COURT:

Deputy President Vroom introduced Deborah Brazen, Director, Estimating and Planning, Design Services, Facilities, Planning and Management (FPM). FPM is in the beginning stages of considering the possible redesign of the area referred to as the Fountain Court to

improve its functionality. The Fountain Committee, on which Mr. Romano serves, has been looking at the possible redesign and uses of that area. The Committee is seeking feedback from faculty, staff, and students. They are at the beginning of the process; they are not offering solutions. They will use the feedback to develop some solutions and then will return for comment on those plans.

Ms. Cynthia Silveri, principal architect with the firm Silveri Architects, gave the history of the project area. The project area includes the Fountain Court and the Governors' Fountain at the intersection of Williams Mall and Gullen Mall. The area is bounded by the Undergraduate Library, the Chatsworth apartment building, the Student Center Building, the Mort Harris Recreation and Fitness Center, Purdy Library, Deroy Auditorium, State Hall, and Linsell House. The Fountain Court area was originally called the War Memorial Plaza, which was replaced by the University Memorial Plaza. Gullen Mall was dedicated in 1978 and the University Memorial Plaza was rededicated at that same time. Gullen Mall and the University Memorial Plaza cost \$3 million with \$2 million from private donations and \$1 million from the Federal Jobs Program in the U.S. Department of Public Works.

Governors' Court was dedicated in 1987 at the same time that Williams Mall and several other buildings were dedicated. Governors' Court recognizes the autonomy of the University under the State constitution and acknowledges the contributions of the members of the Board of Governors. That fountain cost \$133,000.

Two sculptures near the Linsell House are on loan to the University. The sculptor, retired professor Tom Fitzgerald, is open to having them moved if changes were made to the area.

Ms. Silveri believes open spaces on campus can either attract or repel people. The key qualities of successful open space include accessibility (you can see it and physically access it); it's easy to get to and get through; a variety of activities take place in the space; it's comfortable, safe, clean, and has places to sit. Also, the space is sociable which results from its being comfortable and being the site of a variety of activities.

Ms. Silveri had drafted a vision statement:

To create a delightful place that is visible, clean, safe, and easy to access while providing for a variety of uses, including places to sit and places to socialize.

She asked Senate members if they thought other ideas should be included in the statement.

Some Senate members questioned the applicability of the statement to a university, finding it too general and applicable to any space, even shopping malls. Mr. Petrov thought the space would not be used very much because of the winter weather and because not many students are on campus in the summer. He did not see the area as being of much value to the University. Also, he asked how much renovating the space would cost and how that cost compared with the cost of a new instructional building.

Ms. Silveri said that the University and many student organizations have activities in the fountain area in the fall and spring and there are students on campus during the summer. Students congregate there in nice weather and some instructors use the space. The purpose is to improve the space and increase its functionality. Improving this area was one of the recommendations in the 2020 Master Plan. The uses and the redesign of the area will determine the cost. When plans have been developed, Ms. Silveri will return to the Senate to get feedback on that stage of the project. The area, she said, needs to be improved. The paving stones are not level putting people at risk of falling. Trees are dead and the fountain does not work.

Ms. Tonso asked that the vision statement and any plans note the importance of the campus to the Detroit area. The University is in the Midwest flyway for birds and is a very active bird watching area. There is an intact Cooper's hawk nest on campus where chicks were successfully raised the last two years. Campus is a primary food source for birds. Seventy-five species of birds have been identified on campus.

Ms. Beale thought the University was finding a solution before identifying the problem. The problem Mr. Nork identified is a deferred maintenance problem, which is different from completely restructuring the area. Mr. Romano said that Ms. Silveri's presentation would identify some of the problems and possible solutions. He asked Senate members to hold their questions until Ms. Silveri completed her presentation.

Ms. Silveri thanked the members for their comments and mentioned possible goals for the area. It should be functional for daily use and for special events. It should be aesthetically pleasing and should be barrier free. It should be easy to maintain. It should be respectful of the history of the place and surrounding buildings. It should maintain the view to the Fisher Building along Gullen Mall. It should be safe. If the Senate members have other goals, Ms. Silveri is interested in hearing them.

Program elements are developed from the goals. Ms. Silveri reminded the Senate that the elements she mentions may not be the final list. The elements are things that are on other campuses and in public places that people enjoy. They are gathering spaces for large and small groups, have electrical service and lighting, new kiosks and maps, benches, trash bins, containers for ashes, bike racks, emergency phones, and recycling bins. And, Ms. Silver said, we might want to keep in mind the habitat for birds. Ms. Silveri showed photographs of several campuses with elements that might be used at Wayne State.

The fountain area, Ms. Silveri said, looks and feels out of date and is in disrepair. The sidewalk is cracked, paving stones are missing and their unevenness is a tripping hazard. The Fountain Court, the Governors Court, and the area north of the Linsell House are not unified. There is no access to a power source. Trees are dead and missing and planters are empty or contain mulch and grass.

Despite the problems there are a lot of opportunities. It is an open space in a central location. There is easy access from Gullen and Williams Malls and it is close to the areas where students congregate: the Undergraduate Library, the Student Center Building, and the Recreation and Fitness Center. The 2020 Master Plan speaks to the need for an outdoor recreation area.

Members expressed concern about the cost of the project. Ms. Brazen replied that cost is one of the key issues that FPM is considering. They are looking at the project to benefit not only the students, but the faculty, and staff. They are looking for input on how to improve the space.

Mr. MacArthur suggested that the planning include using materials other than concrete and stone so the seating would be more comfortable.

Ms. Vlasopolos noted that while the presentation focused on what students would like, she thinks what they would like are functional attractive bathrooms. Even after the remodeling and updating in State Hall the bathrooms are a disaster. It is a disgrace to have such facilities and it is demoralizing to students. While having an outdoor space for students to congregate is nice, it is a pleasant frivolity in the present circumstances when we do not have decent indoor plumbing. Ms. Brazen said that issue is one of deferred maintenance and offered to speak with Ms. Vlasopolos about it after the meeting.

Mr. Romano pointed out that there are obvious problems with the Fountain Court area that needed to be addressed even if the University did not proceed with

a major project. In addition to the problems others have mentioned, the University does not have a venue for outdoor events. The Fountain Court would be a good place for such events if there were a power source and water facilities. Mr. Romano understood that no one wanted to spend money but money is needed to solve the problems in the area. This is an ideal opportunity for Development to find a donor who would put their name on the renovated area.

Deputy President Vroom agreed with Mr. Romano and added that a delightful beautiful space on campus makes a delightful beautiful space for the city.

Ms. Brazen thanked the Senate for its time. She asked members to give Mr. Romano any additional comments they may have. She and Ms. Silveri will return to the Senate for additional feedback as the work of the committee with which they are working progresses. After plans are solidified, the Division of Development will try to secure funding.

II. 2020 MASTER PLAN

Rick Nork, Vice President for Finance and Business Operations, had been asked to explain to the Senate the process used to select the priorities in the 2013 Capital Outlay Plan. Each year, Mr. Nork said, the University submits to the State of Michigan a 5-year Capital Outlay Plan. The Plan is non-binding. It includes historical data about the University and a list of projects on which to work over the next five years.

The Plan also serves the larger purpose of determining which projects to prioritize and which to fund over the 5-year period. The University will be issuing new debt this year to finance in part the Multidisciplinary Biomedical Research Building (MBRB). The question that arose was, that as long the University was going to the capital markets for debt, should it try to balance the needs and ability to pay the debt service and debt capacity with other projects as well.

Mr. Nork mentioned the principles that guided the development of the recommendations. The administration wanted to support strategic priorities in the areas of technology, health sciences, and the arts. They wanted to address projects that could contribute to and enhance student success and faculty needs. They wanted to continue their focus on improving classrooms and to insure that the research infrastructure and other facilities would not be overlooked and would enhance student success and retention. The administration recognized that not all needs could be met, but they wanted to balance the near-term needs of all the schools, colleges, and divisions as well as the campus infrastructure with reasonable limitations and availability of funds.

President Gilmour charged Mr. Nork with updating the 2020 Master Plan that was developed in 2000-2001. That Plan was updated and resubmitted to the Board of Governors in 2008. The President and the Board thought the Plan should be updated again. The 2020 Plan served as a baseline for the Capital Outlay Plan. President Gilmour did not want to concentrate on facilities priorities identified in 2000. They wanted to look at engineering and the sciences to determine if there were needs that had not been considered in 2000 and if those needs should be moved up in the list of priorities. They were also to see if there were other initiatives throughout the University that would require investment in new facilities. Recommendations for the Capital Outlay Plan and for the projects for which to secure debt were submitted to the Board of Governors.

Mr. Nork reported that all of the top priorities in the 2008 Master Plan have been completed. He mentioned the work done in Manoogian Hall, the Danto Engineering Center, the Chemistry Building, and the construction of the Damon J. Keith Center for Civil Rights. Ten million dollars was spent over the last five years on the renovation of State Hall, addressing the most pressing needs in the building. He toured the building recently and found the restrooms to be fine and the classrooms and lecture rooms to be functional. Mr. Nork mentioned the buildings on which work is ongoing and the plans for the near future. He said that 87% of the general-purpose classrooms have been touched in some way in the last five years whether it was with new technology, painting, furniture, or carpeting.

One of President Gilmour's priorities was to address the near- and mid-term needs in the sciences and engineering. Mr. Nork reviewed those needs for the Senate and mentioned the long-term needs as well.

The cost of the projects that have been identified as worth doing in the next five years, i.e., those in the Capital Outlay Plan, those carried over from the 2008 Plan, the new needs in science and engineering, plus some other projects adds up to \$310 million. The University may not be able to afford to do them, but they need to be addressed. The University has funding available for some of the projects. Subtracting the available funding from the projected amount of \$310 million results in needing \$175 million for the projects.

Realistic philanthropy assumptions must be balanced with the debt capacity. The rating agencies review the University every year. Standard and Poors recently reaffirmed the University's credit rating as AA- with a stable outlook, the same rating the University has had for the last several years. They included in that assumption a debt issuance during fiscal year 2013 in the range of \$65 million to \$100 million. The Board of Governors approved issuing a debt of \$65 million for the

MBRB. The total bond debt would probably not be over \$100 million.

Mr. Nork believes that the projects that would be attractive to potential donors are the MBRB, the Hilberry Gateway project, the Student Center Building, and the Fountain Court project. But donations will not make up for the difference between the needed \$175 million and the \$100 million debt capacity. Some of the projects will have to be deferred.

The State did not accept new capital projects for fiscal year 2014. Wayne State may not get another project funded by the State until FY 2016 or 2017. At the end of last year, the legislature put a cap on the amount of debt service the State could allocate to capital projects.

Mr. Nork continued. The projects that the University is pursuing will not resolve space needs immediately because it will be two or three years before the projects are completed.

In summary, Mr. Nork said that he believes the proposal addressed needs across the broad spectrum of the University community. It addressed research, faculty needs, student success, and the arts. The University has to balance what it can do based on the funding available and on the highest priorities. Mr. Nork reviewed a version of today's presentation with the Board of Governors, the Deans, the Cabinet, and with the Senate's Facilities, Support Services and Technology (FSST) Committee.

If people have comments they may e-mail Mr. Nork at rick.nork@wayne.edu or give them to Mr. Romano, who will forward them to Mr. Nork.

Mr. Romano mentioned that the Budget Committee and the Policy Committee would meet with Mr. Nork and members of his staff at the end of February to discuss the planned projects.

Mr. McIntyre commented on the presentation. When the Master Plan was developed in 2000-2001, there was an enormous amount of consultation that involved many Senate members. The Master Plans of 2008 and 2012 did not have broad representation. Consultation with faculty has been nearly negligible. The presentation to the FSST Committee was perfunctory; it was made after the material was submitted to the State. It was not consultation. Consultation means that people's views are solicited before setting plans and, to the extent they are considered useful, they would be incorporated into the plan. Consultation is what the Senate is requesting and what is required under the Board of Governors Statute, not an informational report.

Mr. McIntyre then commented on the list of projects. It would appear, he said, that the University did not have an undergraduate program or had a tiny unimportant undergraduate program. Less than 5% of the money on the list will be spent on undergraduate education and that money is for things that should have been repaired under deferred maintenance.

In the past, the Budget Committee and others in the Senate have tried to get the University to recognize two fundamental points that form a strategic point of view. First, undergraduate education is crucial and it is in trouble. The University has an enormous retention problem and an enormous recruitment problem because of the demographics. We have to make Wayne State more attractive to undergraduates. Second, the University needs to be strategic, meaning that undergraduate needs must have a high priority. For years State Hall had been the highest priority after the Multidisciplinary Biomedical Research Building. Now it has dropped to last on the list.

Mr. Nork responded that the Capital Outlay Plan is a non-binding planning document that can be changed at any time. The real decision point will be next month when the Board determines the amount of bond debt to issue and the projects to pursue. Mr. Nork welcomed any comments about the priorities prior to the Board meeting. He said that the process to select the projects was intense and comprehensive and involved many people. The Student Center Building, the Science and Engineering Library classroom building, and the Hilberry Theatre will serve undergraduate students. These projects cover more than one-half of the money, not 5%.

Several Senate members reported problems in the buildings in which they teach and have their offices. Ms. Fitzgibbon appreciated the work done on the first floor of Manoogian Hall, but there are still many problems with the building. The second floor is filthy and the furniture is in poor condition. The furniture is falling apart and is ergonomically a disaster. The heating vent in the classroom where she teaches has not been cleaned for many years. Ms. Sheridan Moss added that the electrical outlets are so old plugs fall out. The chalkboards are old and scratched. The building has poor lighting. The automatic light switches broke immediately after they were installed and now the lights cannot be turned off. Ms. Beale informed Mr. Nork about problems in the Damon J. Keith Center for Civil Rights, which was listed as a completed project on Mr. Nork's chart. The building is new but one-half of the electrical outlets do not work and carpet covers a hole in the wall to access something. There are not enough white boards and there are no digital boards. Wayne State does not have well-maintained facilities. The facilities do not accommodate classrooms comfortably so students can learn. Construction should focus on

creating good working classrooms that serve today's digital age.

Mr. Sears, Associate Vice President for Facilities, Planning and Management, thanked the members for their comments about the first floor in Manoogian. He agreed with their comments about the second floor and the basement. There are plans to address the African-American room this year. He continues to seek funding to complete the work on the building. Mr. Sears will look into the concerns about the cleanliness of the building.

Mr. Romano responded to Mr. Nork's comments about serving undergraduate students. He acknowledged that students would benefit from some of the work that is planned but questioned the necessity of some of the priorities. It appears as if no one considered what projects would best serve undergraduate students and best present the University. Students spend most of their time in classrooms. The major classroom buildings are Manoogian, State Hall, and Old Main, and they are in horrible condition. Mr. Romano thinks a more in-depth analysis of the needs should be made. Perhaps, he said, a joint administration-faculty committee should be formed to analyze what is needed in terms of classrooms and other facilities.

Mr. MacArthur asked how the process developed. Mr. Nork said that they talked with people to learn the needs, tried to prioritize them, and to identify which ones could be supported and which could be deferred.

Mr. Petrov argued for the need for a new science building for teaching. The Physics building does not meet the fire code and should not house laboratories for teaching. The original plan was to have two physics buildings with teaching laboratories in the second building. In addition, he said, the Physics Building's colloquium room is the worst in the country. Research buildings, he added, are built partially with funding from the National Science Foundation.

Mr. Romano believes that money should be spent where it will have the most impact. A new physics building will not impact that many students compared with the numbers attending class in State Hall, Manoogian, and Old Main. That should be the highest priority. Mr. Romano pointed out that the Physics Building could be upgraded to meet the required codes. An in-depth study should be done to evaluate WSU's classrooms and how they compare with other universities.

Ms. Tonso reported that the radiators in her classroom in Education have to be turned on with pliers. About 35 to 40 minutes after she turns on the radiators the room is warm enough so students can remove their coats.

Ms. Tonso suggested that a comprehensive list of problems in classrooms be created. While administrators are thinking in larger terms, they need to deal with the smaller issues that faculty find in the classrooms.

Mr. Romano asked that anyone who has an issue with a classroom or suggestions for what should be done related to Mr. Nork's presentation to send them to him and when the Budget Committee meets with Mr. Nork and his staff on January 28, he will bring them to their attention.

III. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

1. Mr. Romano mentioned that Provost Ronald Brown is on leave from the University working at the National Institutes of Health. Deputy President Vroom has assumed the duties of the Provost in addition to her other responsibilities.

2. Deputy President Vroom notified Mr. Romano that the President's Cabinet discussed whether the Graduate School should be a separate entity or part of the Division of Research. Based on the report of the Huron Consulting Group, interviews with the Deans and with faculty, it was decided to keep the Graduate School separate.

3. The Presidential Search Committee held its second meeting. Advertisements have been placed in the Chronicle of Higher Education. At Mr. Romano's urging, the sentence "Previous higher education experience desired" was included in the advertisement and on the online description of the position.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of November 26, 2012, and December 3, 2012.

November 26, 2012

Mr. McIntyre commented on the report of Professor Emeritus and former Vice President for Research John Oliver about the University's research ranking (item #1 in the Proceedings of November 26). Mr. Oliver's data show that the research function decreased enormously. The University, Mr. McIntyre said, should be very worried about the decline.

Mr. Romano mentioned that, at the December Senate meeting, Mr. Petrov presented information about the decline in research including some of Mr.

Oliver's data. The Senate members also discussed the issue with Associate Vice President Gloria Heppner at that December meeting. Mr. Petrov said that he would be meeting with Ms. Heppner to discuss the recommendations.

Mr. Roth believes the University must be a more attractive and hospitable place for the kind of faculty who will make us competitive nationally. If that happens, other matters will fall into place. As reported in the Policy Committee Proceedings, he understands Mr. Oliver's remarks to mean that if the University denied tenure to some faculty they would be replaced with better faculty, but that does not follow.

Mr. Romano did not believe that anyone thought the University would get better faculty by denying tenure to other faculty. He does think the Medical School needs to fill the open faculty positions for which it has received authorization. If the School hired tenured and tenure-track faculty who do basic research, the University would be able to get large grants in the areas the National Institutes of Health (NIH) wants to fund. Recently the Medical School has emphasized hiring clinicians. The decline in funding in the Medical School parallels the decline in funding in the entire University and it may be the driving force for the University's decline. Hiring young untenured faculty and mid-career faculty who have grants would be one way to increase quickly the University's funding and visibility.

Mr. Parrish mentioned that when a new Dean for the Medical School is hired, the President allocates faculty positions for him or her to fill. The positions in the Medical School have not been filled. The University cannot improve its research standing without increased funding from NIH. The majority of funded research is in the sciences, engineering, and medicine. The University reached high standing in research because of research in the Medical School.

IV. REPORT FROM THE CHAIR

Deputy President Vroom's report began with a discussion of the appointment of an Interim Provost. Asked about the process for the appointment, she said that she and President Gilmour had not yet discussed the issue but they would do so soon. A member suggested that a faculty-dominant committee be formed to advise on the appointment, but the Deputy President was not convinced that a committee was needed. Dr. Vroom is the Deputy President and she now has assumed the duties of Acting Provost until an Interim Provost is appointed.

Deputy President Vroom said that no changes would be made regarding the staff in the Provost's Office. They will continue to carry out their responsibilities. No Deans or Directors will be replaced.

Mr. McIntyre believes that the reason there was so little consultation on the Capital Outlay Plan was because Provost Brown was not involved in the process. There is also a tendency for the Academic Senate to be out of the loop. He asked the Deputy President if she could be helpful in advancing the consultation process between the administration and the Academic Senate. Dr. Vroom said that the Provost was involved in decision-making. When she meets with President Gilmour she will be mindful whether consultation with the faculty is needed. She and Mr. Romano will meet regularly and she will meet with the Policy Committee. She will also meet with Deans, with the Provost's staff, and with Directors.

The preliminary report on enrollment for the winter term indicates that enrollment is down slightly. The final count is on January 18. Deputy President Vroom will meet with Corinne Webb, Associate Vice President for Enrollment Services, to look at what faculty can do to support enrollment and retention because they have a major role in student retention.

Matthew Ouellett will join the University in June as Associate Provost and Director of the Office for Teaching and Learning. Also joining the University as Director of the Cohn-Haddow Center for Judaic Studies is Howard Lipovitch. Mr. Lipovitch is well-known in the metropolitan area.

In closing, Deputy President Vroom said that it is an exhilarating time at the University. She is pleased to be back and looks forward to working with the Academic Senate.

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

Respectfully submitted,



Louis J. Romano
President, Academic Senate