

## WAYNE STATE UNIVERSITY – ACADEMIC SENATE

### Official Proceedings

October 5, 2011

Members Present: Ronald T. Brown, Provost and Senior Vice President for Academic Affairs; Louis J. Romano, President, Academic Senate; George Alangaden; Ivan Avrutsky; Linda Beale; Paul Beavers; Ramona Benkert; Veronica Bielat; Abhijit Biswas; Tamara Bray; Kinglsey Browne; Anthony Cacace; David Cinabro; Chardin Claybourne; Mary Cooney; Victoria Dallas; Nabanita Datta; Donald DeGracia; Cheryl Dove; Karen Feathers; Maria Ferreira; Jane Fitzgibbon; Moira Fracassa; Judith Fry-McComish; Andre Furtado; Avril Genene Holt; Renee Hoogland; Michael Horn; Maik Hutteman; Barbara Jones; David Kessel; Rita Kumar; Kafi Kumasi; Liza Lagman-Sperl; Janine Lanza; Shawna Lee; Rodger MacArthur; Brian Madigan; Richard Marback; Jason Mateika; Santanu Mitra; Boris Mordukhovich; Bryan Morrow; James Moseley; Patrick Mueller; Abhilash Pandya; Victoria Pardo; Debra Patterson; Elizabeth Puscheck; Daniel Rappolee; Aaron Retish; Robert Reynolds; Michele Ronnick; Brad Roth; Linea Rydstedt; Heather Sandlin; Ghulam Saydain; Mary Sengstock; Naida Simon; William Slater; Senthil Sundaram; Ronald Thomas; Ellen Tisdale; William Volz; Judith Whittum-Hudson; Mary Width; Jeffrey Withy; Seymour Wolfson; James Woodyard; Lee Wurm

Members Absent with Notice: Jennifer Beebe-Dimmer; Judith Fouladbakhsh; Ewa Goliebiowska; Lawrence Lemke; Michael McIntyre; Jennifer Sheridan Moss; David Oupicky; James Sondheimer; Timothy Stemmler; Karen Tonso; Anca Vlasopolos

Members Absent: Basim Asmar; Barbara Bosch; Jerry Ku; Charles Parrish; Jeffrey Potoff; T. R. Reddy; Derek Wildman; Zhe Yang

Others Present: Bryan Atkinson, Fiscal Operations; James Barbret, Associate Vice President for Fiscal Operations and Controller; Scott Casey, Fiscal Operations; Gloria Heppner, Associate Vice President for Research; Geraldine Johnson, Academic Pathways for Excellence; Joseph Sawasky, Associate Vice President and Chief Information Officer; Angela Wisniewski, Academic Senate Office

#### I. PRESENTATION OF CONCUR – TRAVEL AND EXPENSE SYSTEM

Provost Brown introduced Associate Vice President James Barbret, who presented the new system for making travel arrangements and creating the expense report. Mr. Barbret stated that the problems related to the current travel system were related to a travel policy that was confusing and inconsistent. The policy is being rewritten to simplify it and to make it consistent and more easily applied. There were issues related to the reimbursement cycle for travel, and those are being addressed. The President's Cabinet is

reviewing the revised policy, and Mr. Barbret believes it will be given to the Policy Committee.

The government rates or GSA rates for meals have been incorporated into the system, which provides a higher reimbursement rate for high-priced cities.

Concur is an on-line system. It captures all aspects of a trip. Its two primary functions are making the travel arrangements and generating the expense report. The same sign-on will be used that is used for Pipeline and Blackboard. The University is negotiating with a new travel agency, and that agency's website will be built into the University's on-line system.

Mr. Barbret responded to questions during his presentation. He explained how travelers would book their flights. A member asked if first-class travel would be approved for all international flights. Mr. Barbret said that the guidelines stipulate when first-class travel would be permissible. It will be the responsibility of the Dean to approve first-class travel. The travel office no longer can reject a request for reimbursement if the Dean approved it. If someone traveling first class did not get the Dean's approval, s/he would be able to reimburse the University for the difference. Travelers can book outside of the University's system but get reimbursed through it. They can book directly with airlines. The University will not mandate that travelers book their airline tickets through Concur, but they will have to file the travel expense report through the system. If the arrangements are made through Concur, the information will be in the system when the traveler files the expense report.

Fiscal Operations will negotiate with some hotel chains to serve as the preferred vendors, but travelers will not have to use those hotels.

Mr. Barbret showed how to create the travel expense report. New travel credit cards will be issued. They will record expenses as they are used and the expenses will be in the system when the traveler fills out the expense report.

After completing the travel expense report, approval is needed at the department or college level. The University's travel office will not be the approver. Mr. Barbret said that once the expenses are approved, in 99 out of 100 cases, payment will be set up automatically. Payment can be deposited directly into a bank account in the next two or three business days.

In the current system, meal expenses are based on actual receipts up to a limit but the traveler does not

have to submit the receipts. This, Mr. Barbret said, is a bad policy. People are using the limit as a flat per diem. Because expenses were higher than the per diem, the travel office did not dispute the charges. Mr. Barbret wants to rewrite the policy and make it more usable. In the current draft the government rate will be used not as a per diem but as a limit. There was discussion about the difficulty, and in some cases the inability, of getting a receipt for meals. Provost Brown will discuss the issue with Vice President Nork and President Gilmour to get an exception for academic employees having to submit receipts for meals. Mr. Barbret asked people to notify him if aspects of the new policy are not practicable.

If people will not seek reimbursement for a trip, they do not have to complete a Travel Authorization and Expense Report, but, as a courtesy, they should notify their department chair or dean and state how their University responsibilities will be covered during their absence.

While it may sound like the new system would increase the faculty's workload, a secretary or an assistant could input the information into the system.

Provost Brown stressed that the new system is a major improvement over the current one. Some issues have to be resolved. The system should be on-line in January. A pilot program will be conducted and if problems develop, they can be resolved. If people have suggestions and questions, they can direct them to Mr. Barbret.

## II. CONFIRMATION OF THE PARLIAMENTARIAN

The Bylaws of the Academic Senate gives to the Policy Committee the responsibility of electing the Parliamentarian and submitting the choice to the full Senate for confirmation. Policy Committee elected Mary Sengstock. It was MOVED and SECONDED to CONFIRM Ms. Sengstock as the Parliamentarian for the 2011-2012 academic year. PASSED.

## III. CONFIRMATION OF THE VICE CHAIR

The Bylaws gives to the Policy Committee the responsibility of electing the Vice Chair of the Senate and submitting the choice to the full Senate for confirmation. The Vice Chair presides over the Policy Committee and the Senate in the absence of the Chair and performs the duties of the Senate President when he or she is unable to serve. The Policy Committee elected Rodger MacArthur to serve as the Vice Chair. It was MOVED and SECONDED to CONFIRM Mr. MacArthur as the Vice Chair for the 2011-2012 academic year. PASSED.

## IV. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE MEETING

September 7, 2011

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of September 7, 2011. PASSED.

## V. REPORT FROM THE SENATE PRESIDENT

### A. Report and Announcements

#### 1. Evaluation of On-line Courses

Recently Provost Brown and the Policy Committee discussed the establishment of a committee to evaluate and make suggestions for on-line courses. The Provost agreed to use the Curriculum and Instruction Committee for this work, but later he decided not to use the Senate committee. In 2010 then Provost Barrett formed an on-line task force chaired by the Associate Vice President for Educational Outreach and International Programs. Provost Brown decided to use that task force for the evaluation. That 2010 task force was "charged with establishing the parameters to support the development, delivery, and review of online courses and programs." Two faculty on the task force had been nominated by the Policy Committee: Maryfran Barber from Chemistry and Lisa Maruca from English. Policy Committee asked that Veronica Bielat, the current Chair of the Curriculum and Instruction (C&I) Committee, be added to the task force to serve as a liaison. Mr. Romano wants the Senate committees to be involved in the process so the Senate can make its own evaluation. Ms. Bielat will take the committees' recommendations to the task force. Mr. Reynolds noted that he also serves on the task force and is a member of the Student Affairs Committee.

The Provost said that the On-line Task Force is looking at what the University should do regarding on-line programs. Wayne State is behind other universities in its on-line program offerings. On-line offerings could cover whole programs, individual courses offered on-line, and courses that are a combination of in-class and on-line sessions. The University has many committees, and the Provost believes the task force formed when Nancy Barrett was Provost should complete its work under the charge she gave it. He added Ms. Bielat and some other individuals to the task force. The task force's recommendations will be given to the Policy Committee, the C&I Committee, and to the entire Senate. The recommendations could be revised, could have additions, or could be eliminated.

Ms. Beale had understood that one of the priorities of the task force was to serve as an advocate for on-line education. As educators faculty worry about assessment that starts with a foregone conclusion that it will be an advocate rather than an assessment that strives to understand the possibilities and how those possibilities might have good or bad potential. The Provost said that he would check if the word "advocate" is used in the charge that Provost Barrett gave to the task force. Provost Brown is an advocate for using on-line supplements to regular didactic information. He will not meet with the task force; he does not want to bias their deliberations. He believes WSU needs to look very carefully at totally on-line instruction. The University probably needs to do some of it but he wants to see the data.

## 2. Rumble Fellowships

Mr. Romano continued with his report. The Graduate School, he said, has implemented a new policy for the awarding of Rumble Fellowships for the 2012-2013 academic year. Former Dean of the Graduate School Mark Wardell instituted the University Graduate Research Fellowship (UGRF), a competition among departments to attract very good students to the University. The program was not well received. The Policy Committee and department graduate officers advocated for revisions to the program, to which Dean Wardell agreed.

The new administration in the Graduate School has decided to abandon the UGRF and move all scholarships into the Rumble Fellowships. The fellowships would be awarded to departments and they would decide who will receive the awards. The fellowships could be used to recruit new students, to support students already in the Ph.D. program, or to encourage current students to complete their dissertations. The controversial aspect of the program is the distribution of the fellowships. They will be distributed based on the number of Ph.D. graduates a department has had in the past five years. That percentage may change each year.

The Colleges of Liberal Arts and Sciences and Engineering have the highest number of Ph.D. graduates and would receive the most fellowships. The fellowships would be allocated to the departments based on the Ph.D.s the departments graduate. The Dean may ask that the allocations be changed but he or she must provide rationale for doing so. Mr. Romano thought other criteria might also be used to determine the number of fellowships departments receive.

## 3. Enrollment Data

Mr. Romano reported that overall enrollment (undergraduate, graduate, and professional) is down 2.7% for fall term 2011 compared with fall 2010. Undergraduate enrollment is down 2.4%, graduate enrollment is down 4.2%, and enrollment in the professional schools is down 2.3%. It is not easy to calculate how much tuition revenue was lost because there are several different tuition rates: lower division undergraduate; upper division undergraduate; and graduate. In addition, some colleges charge differential tuition. Mr. Romano estimated that the enrollment decline resulted in a loss of \$3.5 million dollars in tuition revenue. This is the largest drop in enrollment since 2008, but that was offset by increased enrollment in the winter term 2009.

Provost Brown said that there are several reasons for the drop in enrollment. High schools are graduating fewer students and there is increased competition. Marketing needs to be improved and new programs developed or older programs updated. The University, the Provost said, cannot afford programs that graduate very few students and are expensive but for which we charge low tuition. He anticipates closing some programs at the undergraduate level that have low enrollment. He will notify the Policy Committee about the proposed closures. The University, he added, needs to spend its resources in the areas where it can excel.

Mr. Wolfson asked the Provost how the University would make up the loss in tuition revenue. Provost Brown said that Robert Kohrman, Associate Vice President for Budget, Planning and Analysis, thought the loss in revenue was not as great as Mr. Romano calculated. Mr. MacArthur noted that financial aid might change the amount of the shortfall. The Provost said that there are no planned uniform cuts to the schools and colleges. The University experienced a savings of about \$4 million from the Special Retirement Incentive Program. The administration will look carefully at requests to replace the non-academic personnel who retired.

The Provost was asked how the claim by some state legislators that Wayne State did not comply with the intent of the law in setting its tuition for the current academic year would affect the budget. Provost Brown said that the University administration believed it had interpreted the regulations correctly and Governor Snyder and State Budget Director John Nixon agreed. A bill recently was introduced in the state legislature that would

require the University to pay the difference between the University's computations and that of the legislature. If that bill were to pass, Wayne State would have to pay nearly \$12.8 million.

Mr. Romano continued with his report. Undergraduate credit hours have increased every year for the past ten years except for one year. Graduate enrollment for the past ten years has stayed even or has declined. It is down 17% over the past ten years. Undergraduate enrollment increased more than that over the same period. The Policy Committee has raised concerns about graduate enrollment for years, and Mr. Romano believes it is time for the University to address the problem. The Colleges of Engineering and Education have experienced large declines in credit hours. Increasing graduate enrollment, he said, should be a priority. The decline could be reversed with improved recruiting efforts and good management.

#### VI. REPORT FROM THE CHAIR

Provost Brown agreed that to survive Wayne State must increase enrollment. The schools and colleges are budgeted the same today as they were 20 years ago. The Provost is holding Deans responsible for enrollment in their colleges. They need to be creative in increasing enrollment.

Mr. Woodyard said that the market played an enormous role in the decline in enrollment in Engineering and in Education. At one time WSU's College of Engineering had the largest Masters program in the country with companies supporting students to get their degrees. Differential tuition was introduced during that period. Now the market is down and differential tuition makes Wayne State more expensive than the other universities in the area. Over the past three years the Policy Committee has talked about revisiting differential tuition and making changes but nothing has been done.

Mr. Wolfson thought it was important to see the enrollment data for each of the ten years. That would show whether a college whose enrollment had declined was now improving.

Provost Brown said there was no incentive for colleges to recruit more students or to create new programs to attract students because budgets are the same whether or not that was done. College budgets for fiscal year 2013 will be based on enrollment and research. He noted that the College of Engineering has a lot of research support.

Monica Brockmeyer is the Interim Associate Provost for Academic Success and will oversee the implementation of the recommendations in the retention report that was approved by the Board of Governors to improve undergraduate retention. Each school and college is to identify a person to oversee their retention efforts. Deans will be evaluated on their retention efforts. The decline in graduate enrollment is at the Masters level. Vice President for Research Hilary Ratner is working with the colleges and Deans to ensure they have a marketing plan for their Masters programs.

Provost Brown said that the University is improving its systems for travel reimbursement, accounts payable, purchasing, and human resources. The University is negotiating new contracts to get better pricing on purchases. Customer service is improving. Vice President for Finance and Business Operations Rick Nork is supervising the changes.

The search for the Dean of Liberal Arts and Sciences is underway. Dean of Nursing Barbara Redman is chairing the search committee and the firm Heidrick and Struggles International is assisting with the search. It is hoped that the new Dean will join the University in July or September 2011. The search for the Dean of Social Work is underway also. Cheryl Waites is serving as Interim Dean. Dean of the Honors College Jerry Herron is chairing that search. The University is searching for an Associate Provost for Teaching and Learning. Forty-five new advisors will be hired over the next three years. Consultants will visit campus in October to look at the University's advising system before the new advisors are hired.

President Gilmour is reviewing the Student Success Report. That report will be given to the Policy Committee and to the full Senate.

The Provost has set up a mentorship program for Department Chairs led by Margaret Winters, the Chair of the Department of Classical and Modern Languages, Literatures and Cultures. The Provost wants to ensure that all junior faculty have support in submitting grant applications and publications and that they are successful.

The Provost thanked the faculty for their support and for their work on the various committees. They will continue to work together to improve the quality of life at the University.

#### VII. PROCEEDINGS OF THE POLICY COMMITTEE

It was MOVED and SECONDED to APPROVE the Proceedings of the Policy Committee meetings of August 22, 2011, and September 12, 2011. PASSED.

VII. NEW BUSINESS

There was no new business.

ADJOURNMENT: The meeting adjourned at 3:40 P.M.

Respectfully submitted,

Louis J. Romano  
President, Academic Senate