

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**  
October 5, 2016

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Members Present: Linda Beale, Chair Pro Tem; Louis J. Romano, President, Academic Senate; Poonam Arya; Ivan Avrutsky; Douglas Barnett; Paul Beavers; Cathryn Bock; Tamara Bray; Krista Brumley; Stephen Calkins; Margit Chadwell; Victoria Dallas; Susan Davis; Donald DeGracia; Brian Edwards; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Daniel Golodner; Smiti Gupta; Jennifer Hart; Carolyn Herrington; Ellen Holmes; renee hoogland; Peter Hook; Michael Horn; Patricia Jarosz; Barbara Jones; David Kessel; Fayette Keys; Qin Lai; Stephen Lerner; Diane Levine; Leonard Lipovich; Christopher Lund; Katheryn Maguire; Kypros Markou; Jason Mateika; Santanu Mitra; S. Asli Ozgun-Koca; Victoria Pardo; Charles Parrish; Alexey Petrov; Lori Pile; Izabela Podgorski; Michele Porter; T. R. Reddy; Robert Reynolds; Brad Roth; Heather Sandlin; Bo Shen; Naida Simon; Richard Smith; Beena Sood; Gail Stanford; Amanuel Tekleab; Ronald Thomas; Ellen Tisdale; Sokol Todi; Mark VanBerkum; Sandra VanBurkleo; William Volz; Jennifer Wareham; Barrett Watten; Jeffrey Withey

Members Absent with Notice: Susan Eggly; Ewa Golebiowska; Mahendra Kavdia; Ashok Kumar; Aaron Martin; Jeffrey Rebudal

Members Absent: Mary Anderson; Susan Cancelosi; Nancy George; Todd Leff; Karen MacDonell; Bryan Morrow; Elizabeth Puscheck; Susil Putatunda; Anne Rothe; Xin Wu

Others Present: Rita Casey, Psychology, Liberal Arts and Sciences; Ambika Mathur, Dean, Graduate School; Dawn Medley, Associate Vice President for Enrollment Management; Ricardo Villarosa, Dean of Students Office; Angela Wisniewski, Office of the Academic Senate; Sandra Yee, Dean, University Library System

CALL TO ORDER: Linda Beale, the Chair Pro Tem, 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. HIGHER LEARNING COMMISSION  
RE-AFFIRMATION

Sandra Yee, Dean of the University Library System, and Hilary Ratner, Professor, Merrill Palmer Skillman Institute and College of Liberal Arts and Sciences, co-chair the Higher Learning Commission (HLC) Accreditation team. Dean Yee updated the Academic Senate on the re-accreditation process. She reviewed the background, the preparation, the components of accreditation, the criteria, and how the faculty and staff can assist in the process.

Wayne State's last accreditation was in 2007 at which time the University was awarded a full ten-year re-affirmation of its accreditation. Since 2007 many changes have occurred related to the accrediting of universities. One change is the national accreditation reform agenda that requires accountability on the part of universities and colleges and on the accrediting bodies to be more attuned to the institution's accountability and quality. The accrediting bodies increased the requirements they place on colleges and universities to assure that the federal government would continue to accredit them.

Wayne State has faced many challenges in recent years, including changes in our executive leadership, a decrease in state funding, declining enrollment, and declining revenue. These challenges affected how we present ourselves for re-affirmation in 2017.

The University began preparing for the re-affirmation in 2014 when we identified the quality initiative. In 2015, Dean Yee and John Schiavone were appointed co-chairs of the steering committee for the accreditation visit. The steering committee was created in the 2015-2016 academic year.

There are four components to the re-affirmation of accreditation: (1) quality initiative; (2) assurance argument; (3) federal compliance filing; and (4) peer review.

Institutions that were allowed to have the ten-year accreditation site visit were able to select the quality initiative on which they would work. In August 2014, the University selected undergraduate advising. Our report to the HLC was due at the end of August 2016. The HLC reviewed the initiative to determine if we made an effort to work on it. The reviewers not only said that we had done what we said we would do but that we did it in an exemplary way. The University's submission and the remarks of the HLC are on the website [hlc.wayne.edu](http://hlc.wayne.edu).

The second component of the accreditation is the assurance argument. The University will submit its report into the HLC's priority online system called the assurance argument system. The report cannot be more than 35,000 words. The evidence will be in separate files hyperlinked to the assurance argument. Pictures and charts will be in the evidence file, not in the assurance argument. The assurance argument will be put into the HLC's online system no later than February 1. We will not be able to change information after that date. The peer reviewers will have

access to the report and to all the evidence we have presented. The reviewers will be able to ask questions about what we have provided and to ask for additional evidence. The University will be able to respond to their inquiries.

The third component of the accreditation visit is the federal compliance filing. Every year the University submits financial information and information about the student body to the federal government, assuring that we are in compliance with Title IX and are meeting all federal requirements. These documents will be completed close to the end of the fall semester so we have the most up-to-date statistics. This information will be entered into an online system.

The fourth component is the on-site peer review. The review team will visit campus on March 6 and 7, 2017. The team will have six to ten members who have been trained as peer reviewers. The team will document the evidence the University has provided and make certain that we have done what we said we would do. Dean Yee expects the peer review team to meet with faculty, the Academic Senate, and students. They likely will hold an open forum about the criteria. During their visit, they may ask for additional information or additional evidence.

The current five criteria for accreditation went into effect in January 2013. The criteria have sub-components and core components. The core components touch on (1) mission; (2) integrity: ethics and responsible conduct; (3) teaching and learning: quality, resources, and support; (4) teaching and learning: evaluation and improvement; and (5) resources, planning and institutional effectiveness. Criterion 4 refers to assessment. In Criterion 5 we explain our financial base, how we use planning and outcomes to inform our planning and our budget allocations. Each of the 21 core components is rated. The ratings are: met; met with concerns; and not met. If any component of a criterion is rated other than met, the entire criterion gets that same rating. There is no specific number of "met" or "met with concerns" ratings in the core components that mean the University would not to re-affirmed. The HLC Board would make that determination after it receives the report from the reviewers.

Dean Yee noted that we have excellence across the University. The potential gaps are in transparency. The HLC is now much more student focused than it was in the past. It is looking at accreditation from the view of the students. Is the information students need readily available? Is it accessible and easy to find?

Systematic and integrated planning have been a struggle over the last ten years. In some cases, our data have not been as robust as they might be. We did not collect some data early enough to have the longitudinal view that the HLC may want. We may have difficulty identifying and providing evidence of data-driven continuous improvement.

Our accrediting team does not believe we face any risk in what we are doing. There may be concerns about the length of time that we have been doing some things and the depth of some of our data analysis. We must have clear and documented links to action from the analysis. The team continues to look for additional evidence from departments.

Dean Yee mentioned the ways in which faculty and academic staff can help. The team is making presentations to every school and college and at many other meetings. The Division of Marketing and Communications is creating a video. Information about the visit will be available all over campus. The HLC insists it is important for the entire campus to know that we have an accreditation underway and that everyone knows our mission. In December our accreditation team will seek public comment. They will publish both on line and in a print newspaper the opportunity for the public to make comments about Wayne State directly to the HLC.

In January Dean of Students David Strauss will work with the team to ensure that students know about the accreditation and how they can participate in the visit. In mid-January, our assurance argument will be on-line for public comment. If there are errors, they will be corrected prior to submitting the report to the HLC.

The HLC will send a survey to all students. It will tabulate the results and report them to the reviewers and to the University. In early February the HLC will notify us of the students' comments.

Faculty and staff are asked to be available on campus on March 6 and 7. Dean Yee asked Senate members to inform their colleagues and students about the accreditation visit and the need for everyone to know the mission of the University. The reviewers may approach people at random and ask them about our mission.

Criterion 1 is the mission; it guides the institution's operation. We want to embody the mission and to live it. Our mission is: Create and advance knowledge, prepare a diverse student body to thrive, and positively impact local and global communities.

The accrediting bodies are interested in knowing that all universities and colleges are working on

continuous improvement. We assess our student learning outcomes and we work to improve our quality for our University and for our student body.

## II. CONFIRMATION OF THE VICE CHAIR

The Bylaws of the Academic Senate gives to the Policy Committee the responsibility of electing the Vice Chair and submitting the choice to the full Senate for confirmation. The Policy Committee elected Linda Beale to serve as the Vice Chair. It was MOVED and SECONDED to CONFIRM Ms. Beale as the Vice Chair for the 2016-2017 academic year. PASSED.

## III. CONFIRMATION OF THE PARLIAMENTARIAN

The Bylaws gives to the Policy Committee the responsibility of electing the Parliamentarian and submitting the choice to the full Senate for confirmation. The Policy Committee elected Brad Roth to serve as parliamentarian. It was MOVED and SECONDED to CONFIRM Mr. Roth as the Parliamentarian for the 2016-2017 academic year. PASSED.

## IV. ENROLLMENT SERVICES

In July Dawn Medley joined the University as the Associate Vice President for Enrollment Management. She has experience in universities in the areas of marketing, admissions, and financial aid. She oversees Undergraduate Admissions, all areas of financial aid, and the Student Service Center. Enrollment Services works with the customer relationship management software Salesforce.

Ms. Medley first addressed issues related to admissions. Ericka Jackson was appointed Director of Undergraduate Admissions in February 2016. She previously served as Director of Admissions in the Law School.

The University needs to look at geo-demographic analyses to find areas where we may be able to attract students. A goal in the strategic plan is to grow enrollment. In planning for enrollment, one looks at the birthrate 18 years ago. The birthrate in Michigan is declining, which means a decline in the number of high school graduates. In the last three years, 90 percent of our undergraduate students were recruited within 30 miles of Wayne State and 98% lived within a 100 radius. That model is not sustainable if we want to grow as an institution. We have to be thoughtful and careful in our recruiting efforts because we have to manage our resources well.

We need to develop a communication plan and a communication cycle. After students apply, we should change the way we communicate with them. In the

past, students who applied would continue to get the same messages as students who did not apply for admission. The communications to applicants should be more personalized.

The Enrollment Services Office is revamping tours for prospective students. Ms. Medley stressed the importance of students connecting with faculty. The Admissions Office is revising the open house schedule.

Turning to financial aid, Ms. Medley said that Catherine Kay, a long-time employee in the Office of Student Financial Aid, has been named the Director of Student Financial Aid (OSFA). The OSFA has begun processing the FASFA forms for fall 2017. The Vice President for Finance and Business Operations and the OFSA are revising the structure we use to distribute scholarships and financial aid packages. Last year the University had a large deficit because some students were given more money than it cost to attend.

More staff are needed in the OSFA. In a recent review, the Department of Education (DOE) found the OSFA to be short 19 employees. The DOE will continue to monitor our Financial Aid Office as long as it is understaffed.

The OSFA holds FASFA Fridays in the Undergraduate Library. A staff member from OSFA provides guidance and support while students fill out their application for financial aid.

The DOE requires that the University have a participation verification process. Instructors must verify that students who enrolled in their courses have participated in the classes. We must return money to the DOE for students who did not participate in classes Ms. Medley thanked the faculty for their reporting students' participation. The process was instituted late and the majority of the faculty made it work.

Gayle Reynolds is the Director of the Student Service Center (SSC). This Center was established as a one-stop shop where students can get answers to their questions. Some problems need to be resolved. Ms. Medley's Office will continue to improve the service.

Enrollment Management is working on tele-counseling. The Office is partnering with Associate Provost for Student Success Monica Brockmeyer to improve retention and to implement the EAB system to insure that the information collected at the SSC is sent to advisors, faculty, and others who have support systems for students.

The Enrollment Management Office oversees the CRM software that some colleges use. It is expanding the

software to broaden its outreach and communication with both prospective and current students.

Ms. Medley wants faculty to be comfortable approaching visitors. The members of tour groups wear lanyards and name tags. In large institutions we need to make sure that students feel connected with the members of the institution. She encouraged faculty to approach tour groups, to introduce themselves and welcome the visitors. It makes, she said, a huge difference to visitors if faculty engage with them.

Ms. Medley asked faculty to contact her Office if they need assistance with and for students. Even if the person who can solve the problem is not in her Office, they will locate the responsible party. She also urged people to give contact information for her staff to parents of high school students who are interested in Wayne State and to the contacts they have in secondary schools. Departments that host summer programs should give the Admissions Office the contact information of the participants so they can follow up with the students.

The majority of the slight increase in enrollment this fall was not due to an increase in first-time-in-any-college students. It was due to an increase in graduate students and transfer students.

The staff in Enrollment Services have had to deal with many changes over the past few years. Despite problems, they carried out their work for Wayne State. Ms. Medley's goal is to get the staff the support and resources they need. Any support that faculty can give to the staff over the next year while more changes are made would be greatly appreciated. What the staff have done and what they are able to do relies greatly on the encouragement from faculty and other members of the University community.

Enrollment Services has adopted the concept of "radical hospitality." Every staff member has the opportunity to recognize every other staff member. When interacting with others on campus who may be difficult, Ms. Medley asked that we show the people radical hospitality, which means to do a bit more than what the people expect. This practice in Enrollment Management has made people feel a little better about their work and their colleagues.

Ms. Medley instituted "porch visits." The name comes from the way in which people would stop by their neighbor's house and sit on the porch and talk. She has asked every staff member in her division to schedule a porch visit with her. She talks with the person about anything they want, such as their goals, their struggles, and how they see their position moving forward. Ms. Medley invited faculty to schedule such

visits with her to talk about improving and increasing our recruiting efforts and how they want to work with the division to meet their goals.

Ms. Medley took questions and comments from the Senate members.

Faculty have told Mr. Romano that when their children have applied to Wayne State and other schools, the other schools make numerous contacts with these students to encourage them to enroll, but Wayne State does very little or nothing to close the deal. He asked how that problem would be addressed.

Ms. Medley understood that Wayne State was doing nothing to close the deal. Even after students were admitted, we continued to send them invitations to open houses. Prior to Ms. Medley's arrival, the University hired Royall and Company to conduct a yield analysis study. They found that some students felt the University of Michigan and Michigan State University wanted them more than we did because of the way we communicated with them.

We now have a tele-counseling program. Students are called in the evening when they are home, not during the day when they in school. We are creating a communication cycle. Letters from the President and from the Deans will be sent to the students. Students will be invited to targeted events to bring them to campus. We need to continue to reach out to them. There was an assumption that once the student had applied, we had done all we could. Ms. Medley wants to have a 19 to 22 point communication cycle that links paper mail and text messages inviting them to campus for specific events. There are many ways, she said, in which we can increase our yield.

Senate members made several suggestions regarding student recruitment. One was that Enrollment Services inform Department Chairs about the services they provide to departments to assist with recruitment. A second suggestion was to provide guidelines for departments to follow, particularly in coordinating their efforts with Enrollment Services. A third suggestion was to have currently-enrolled students accompany a faculty member or a recruitment officer to their high school alma mater. Students believe their peers are more credible than adults.

Ms. Beale thanked Ms. Medley for her presentation.

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

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of September 14, 2016. PASSED.

## VI. REPORT FROM THE SENATE PRESIDENT

### A. Report and Announcements

Mr. Romano chairs the FTIAC Parking Assessment Committee, which is looking at metrics to determine if enrollment, yield, and credit hours increase if students do not have to pay for parking every time they come to campus. They want to know if students come to campus more days during the week and if attendance in large lecture courses has improved. The Committee also will survey students to get their opinions of the pilot program.

The Budget Planning Council that Vice President Decatur started is in the process of setting its agenda. The Council will do deep data dives in many areas. Mr. Romano believes we need to look at our tuition structure. Changing that structure to incentivize students to take more credits would result in their graduating sooner. The Council will do long-range planning to set budget priorities. It will devise a plan to move from our current historical budget model to an all-funds model and then to an RCM model over the next few years.

The search for the Associate Vice President for Budgets and Planning continues.

The Wayne State Foundation has undergone some changes. In the past, an advisor recommended to the Foundation Board and to other members of the University where to make investments. The Foundation did not have to take the advice. That model has not worked well in the recent past. In the recession of 2008, the University had a good return on investments because the investments were conservative. But, it did not change its portfolio to take advantage of the large bounce that occurred in 2009 and 2010. Vice President Decatur recommended that the University be more aggressive in its investments. The Foundation hired the Strategic Investment Group to take over our investments and select the areas where we should invest and the amount we should invest in each area. The goal is to garner ~8% return on investments. Even at 8%, the rate of growth would be low for our portfolio. We return 4.5% to the recipients of the gifts. We have to account for inflation; the long-range rate of inflation is projected to be 2.5%, leaving 1% for growth. Currently, the payout is still 5% even though the Foundation voted one year ago to lower the rate to 4.5%. The rate of the payout will be lowered this year.

Mr. Romano and Ms. Beale reviewed the plans for housing that will be located on the west side of Anthony Wayne Drive across from the DeRoy Apartments. The new building will replace the DeRoy Apartments. The University is partnering with a private company, Corvias Campus Living, LLC., to assume the construction and management of our housing facilities, including the bonding of the new facility. Corvias will get a percentage of the income the University receives from all student housing.

## VI. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of August 22, 2016, September 12, 2016, and September 19, 2016 (Appendix A).

### August 22, 2016

A Senate member asked for additional information about the Policy Committee's working with the administration to attract students and to counter negative publicity about the University (item #3.1.). Mr. Roth, who had suggested the meeting, replied that the purpose of the meeting with Vice President for Marketing and Communications Michael Wright was to explore ways to involve faculty and students, who would be recruited by faculty, in changing the image that is sometimes portrayed in the media. The rebuttal to the negative images would apply to all public universities in Michigan, not only to Wayne State. Mr. Roth added that the Policy Committee is looking for opportunities to meet with guidance counselors in high schools and other fora to counter the negative messages and to introduce people to our students and to the positive experiences they have.

### September 12, 2016

Referring to item #1 in the Proceedings of the Policy Committee meeting of September 12, Ms. Hoogland asked for information about the size and the selection of the members of the General Education Oversight Committee (GEOC). Mr. Romano explained that the membership is mandated by the Board of Governors Statute *General Education Program; Requirements*. Members are selected according to the procedures in Article XXX of the Agreement between the University and the AAUP-AFT. Colleges submit two names for each position they have on the GEOC. The Deans control the nomination process; the Academic Senate is not involved in the nomination process. From the slate of nominees, the Provost and the Policy Committee jointly select the faculty who serve on the Committee.

VII. MATTERS SUBMITTED BY THE POLICY COMMITTEE

A proposal to amend the Bylaws was presented to the Senate at its meeting of September 14. As required by the Bylaws, the proposal was tabled.

It was MOVED and SECONDED to REMOVE the proposed amendment from the table. The vote to remove the amendment from the table PASSED.

It was MOVED and SECONDED to APPROVE the proposed amendment.

Mr. Romano reminded members that the proposal resulted from a request by the Union of Part-Time Faculty for representation on the Senate. After meeting with representatives from the Union, Policy Committee proposed that they serve as liaisons to the Senate's standing committees except for the Policy Committee and the Elections Committee. They agreed.

The vote to AMEND the Bylaws was taken. PASSED UNANIMOUSLY.

The changes to Article VII, Section 3 of the Bylaws are noted in bold type below:

Each standing committee except the Elections Committee and the Policy Committee shall maintain communication through liaisons with the University Administration, the Wayne State University Chapter of the American Association of University Professors, the Student Council, **and** the Policy Committee, **and the Union of Part-Time Faculty**. The liaisons with the University Administration will be appointed by the President of the University or his/her designee. The remaining liaisons will be appointed by their corresponding organizations.

VIII. NEW BUSINESS

Senate members mentioned problems with the wait listing for courses. Ms. Beale said that the Policy Committee would discuss the situation with the Provost. She also reported that Vice President Decatur is assessing Banner to see which modules we are using and which ones we are not using.

ADJOURNMENT: It was MOVED and SECONDED to ADJOURN. The meeting adjourned at 3:20 p.m.

Respectively submitted,



Louis J. Romano  
President, Academic Senate