

WAYNE STATE UNIVERSITY  ACADEMIC SENATE
Official Proceedings

October 7,

2009

Members Present: Nancy S. Barrett, Provost and Senior Vice President for Academic Affairs, Chair; Seymour J. Wolfson, President, Academic Senate; Joseph Artiss; Tyrone Austin; Ramona Benkert; Veronica Bielat; William Brusilow; Deborah Charbonneau; Alfred Cobbs; William Crossland; Victoria Dalas; Donald DeGracia; Cheryl Dove; Karen Feathers; Maria Ferreira; Judy Field; Judith Fouladbakhsh; Andre Furtado; Michael Horn; Patricia Jarosz; Barbara Jones; David Kessel; Jerry Ku; Rita Kumar; Liza Lagman-Sperl; Rodger MacArthur; James Martin; Lisa Maruca; Tej Mattoo; Boris Mordukhovich; James Moseley; Karur Pamanabhan; Prahlad Parajuli; Regina Parnell; Charles Parrish; Frederic Pearson; Susil Putatunda; T. R. Reddy; Robert Reynolds; Louis Romano; Brad Roth; Linea Rydstedt; Alvin Saperstein; Nabil Sarhan; Mary Sengstock; Assia Shisheva; Naida Simon; Timothy Stemmler; David Thomas; Harley Tse; William Volz; Arun Wakade; Jianjun Wang; Judith Whittum-Hudson; Jeffrey Withey; James Woodyard; Russell Yamazaki; Earnestine Young

Members Absent with Notice: Agnes Acsadi; Ivan Avrutsky; Kingsley Browne; David Cinabro; Thomas Killion; Winston Koo; Janine Lanza; Jason Mateika; Michael McIntyre; Michele Ronnick; Bo Shen; Antoinette Somers; Anca Vlasopolos

Absent: Terrence Allen; Basim Asmar; Christopher Collins; Doreen Head; Debra Jozefowicz-Simbeni; Sean Peters; Aleksandar Popadic; Elizabeth Puscheck; Daniel Rappolee; Derek Wildman

Others Present: Johnnie Blunt, Academic Senate Office; Gloria Heppner, Associate Vice President for Research; Harvey Hollins, Vice President for Government and Community Affairs; Alan Jacobson, Office of Budget, Planning and Analysis; Robert Kohrman, Associate Vice President, Office of Budget, Planning and Analysis; Jay Noren, President; Howard Shapiro, Associate Vice President for Undergraduate Programs and General Education; Angela Wisniewski, Academic Senate Office

CALL TO ORDER: This regularly scheduled meeting of the Academic Senate was called to order by Provost Barrett at 1:33 p.m. The meeting was held in the Partrich Auditorium in the Law School.

I. OPEN FORUM WITH PRESIDENT NOREN

President Noren began by updating the members about the State budget for fiscal year 2009-2010. The State House of Representatives and the State Senate do not agree on funding for the Michigan Promise Scholarship. The President will form several task forces. A Student Success Task Force will be established to deal with questions of student retention, community college agreements, and student success. He will ask the Academic Senate to nominate faculty representatives.

A task force on research incentives will be formed to look at a University-wide plan for rewarding success in extramural research funding.

The Division of Research soon will announce the competition for research enhancement funding. The focus will be on urban and public health issues broadly defined.

The Budget Advisory Committee is meeting. It is looking for revenue sources, at multi-year budget planning, and at a multi-year tuition plan. Wayne State, the President said, needs to increase tuition. It is one of the three research universities in Michigan but eleven other state universities have higher tuition rates. Additional revenue, including a higher tuition rate, will provide funding to increase the number of tenure and tenure-track faculty.

The administration will hold forums about the strategic directions to get input from the various constituencies. Very preliminary analyses and recommendations have been made. These will be presented and discussed in the forums. A forum will be held for the Senate. Other forums will be held for volunteer groups, Deans, and the Foundation Board. A web site will allow people to submit their comments. The President's aim is to get broad-based consensus on strategic directions and quantitative measures.

The President entertained questions from the floor.

Ms. Simon asked what the University would do if the State did not fund the Michigan Promise Scholarship this fiscal year. She stated that other universities have taken action by starting to invoice the students. President Noren said that the University did not have a plan. He expected the legislature to do the right thing and fund the scholarships.

Mr. Woodyard noted that the number of administrators in higher education have increased over the past two decades. Some university presidents have announced plans to restructure the administration at their institutions. Mr. Woodyard asked the President for his plans to restructure the way WSU's administration works.

The President said that administrative positions were frozen. The highest paid 250 administrators will not receive a salary increase this year. Processes to improve the efficiency of administrative operations are in place.

Mr. Mordukhovich asked if the President would consider reducing the teaching load as an incentive to foster extramural research funding. President Noren said that he would. Research must come out of the time available. The research task force will look at how to balance a researcher's responsibilities.

Mr. Parrish had heard that one initiative would load onto grants a good deal of the salary of researchers. If this were done, he believed it would impede the researcher's ability to hire post-doctoral fellows and research assistants. President Noren said that off-loading a researcher's salary onto an extramural grant is a model used at other research universities to enhance the full-time faculty.

Mr. Parrish raised concerns about the number of faculty on the President's Budget Advisory Committee. He pointed out that administrators who have faculty retreat rights are not considered members of the faculty. It cannot be said that most of the members on the committee are faculty.

Mr. Parrish asked if the President would solicit names from the Policy Committee for faculty representatives to serve on the committees he is establishing. President Noren wanted all the Senate members to weigh in, not just the Policy Committee.

Mr. Parrish had heard that the President referred to the Policy Committee as eight people who do not represent the faculty. Mr. Parrish said that the Policy Committee is answerable to the Senate, which is elected by the faculty and academic staff. The Senate's Bylaws give to the Policy Committee the responsibility of nominating people to serve on committees

President Noren responded. He had said that the Academic Senate was the advisory body, not just the Policy Committee. The Senate, being a body of 80 people, was more representative of the faculty and academic staff than the Policy Committee. The Policy Committee acts on behalf of the Senate when the Senate is not able to act. The President said that he would ask the Senate President for nominations to committees and that the full Senate be consulted.

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 2009-2010 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 Louis Romano to serve as the Vice Chair. It was MOVED and SECONDED to CONFIRM Mr. Romano as the Vice Chair for the 2009-2010 academic year. PASSED.

IV. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

September 9, 2009

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of September 9, 2009. PASSED.

V. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcement

Mr. Wolfson had sent to Senate members by e-mail correspondence between President Noren and himself about the role of the Policy Committee in naming representatives to committees. Mr. Parrish noted that Policy Committee's role of naming people to committees was a practical one. The Committee takes into account the need for representation across the schools and colleges and the need to include women and minorities. Mr. MacArthur suggested that, when nominations are needed, Mr. Wolfson might send an e-mail message to Senate members with the caveat that nominations need to be made quickly.

Mr. Pearson asked about the selection of the Vice Chair of the Senate and if any Senate member had been removed

as the Chair of a committee or had his committee assignment changed because of positions he had taken on particular issues. Mr. Wolfson said that, according to the Bylaws, each year the Policy Committee selects the Vice Chair and reconstitutes the standing committees and selects the Chairs of the committees. Members are asked to select and rank three committees in which they would like to serve. The Policy Committee tries to assign members to their first choice but they cannot always do so because they try to balance the membership across the committees. The Policy Committee chooses people whom they believe will best serve the Senate. No one has been removed punitively.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of August 31, 2009, and September 14, 2009. They are attached to these Proceedings as Appendix A.

VI. MATTERS SUBMITTED BY THE POLICY COMMITTEE

A. Enrollment-Retention Update

Howard Shapiro, the Associate Vice President for Undergraduate Programs and General Education, made the presentation.

He reported that the head count and the number of credit hours for fall semester 2009 increased over fall 2008. The first time in any college student (FTIACS) population increased and a large percentage of them are full-time students. The number of students who transferred from community colleges and four-year institutions increased over fall 2008. The continuing undergraduate student population remains strong as well. The number of new graduate students for fall 2009 has increased over last year and the number of continuing graduate students is stable.

Mr. Shapiro explained two programs that Wayne State has with community colleges. *Wayne Direct* is an early admission program for students at community colleges who intend to transfer to the University. It is designed to increase the likelihood that students will complete the program at the community college and transfer to Wayne State. Advising between the two institutions is coordinated. Students have individual transfer plans. They have access to Wayne State events, Wayne's library services, one-card, and special orientations sessions. The program is in place at Wayne County Community College (WCCC), Macomb Community College, and Henry Ford Community College. The average transfer GPA of the students in the program is 2.93.

Mr. Shapiro mentioned recent undergraduate recruitment efforts. Many processes were redesigned and outreach efforts to high schools and community colleges were increased. The number of information sessions for parents were increased. Financial aid was enhanced with the University providing more financial aid to students, reducing their need to borrow money. The Financial Aid Office has improved its services to students. Financial Aid officers, advisors in the University Advising Center, and advisors in the schools and colleges worked hard to get students to register early.

Mr. Shapiro noted that the number of FTIACS increased but the racial/ethnic makeup remained the same as last year. FTIAC enrollment from Macomb and Oakland counties and from Wayne County outside of Detroit increased but enrollment from the Detroit Public Schools (DPS) decreased. Mr. Shapiro believes this is due to the decrease in the number of students in DPS and the enrollment of 50 students in the Pathways Program at WCCC who otherwise would have been admitted to the Division of Community Education at WSU.

Mr. Shapiro said that the University attracted students with a slightly higher ACT profile. Thirty percent of the FTIACS in fall 2009 have ACT scores of 17 or less. Forty-four percent have ACT scores between 18 and 23. Twenty-one percent have ACT scores between 24 and 29, and 4% have ACT scores of 30 or more.

Mr. Shapiro stressed the importance of not only attracting students, but retaining them so they are successful and graduate. He identified initiatives to improve student retention. The University Advising Center and the advisors in the schools and colleges have coordinated their work. Advisors in the central office and in the schools/colleges see the same information about what the student needs to complete his/her degree when they access the electronic degree audit system. The *Register Now! Campaign* was designed to get students to register for the fall term before they left for the summer. The learning communities support students. More faculty, Mr. Shapiro said, are involved in the learning communities than in any other effort on campus. The Senate's Curriculum and Instruction Committee and the General Education Oversight Committee made substantial improvements in the general education curriculum. APEX (Academic Pathways for Excellence) focuses on best practices for specially-admitted students and at-risk students. The program has significantly increased both first and second year retention rates. The retention rate of African-American students increased 12.8% from fall 2007 to fall 2008. The retention rate of FTIACS in Chicano-Boricua Studies was 87.1%. The University made big gains in retaining students with lower ACT scores.

Another area of focus has been the Mathematics requirement. Students must place out of or pass Mathematics

0993. Many students have difficulty passing the course. The Math Lab has worked for some, but not all, students. The model of the Emerging Scholars Program was adapted for the Rising Scholars Program (RSP), a program of workshop intensive instruction and learning-based community instruction in Math.

The program is expensive but, Mr. Shapiro said, it pays off. One hundred students taking 11.5 credits brings in \$1 million each year in tuition. RSP costs \$900 per student. If the student graduates, the University has accomplished its goal and has received tuition for four or five years instead of one year. Every student does not need RSP. The Math Lab is more efficient, but if a student takes the lab class three or four times, that is not efficient.

In summary, Mr. Shapiro said that enrollment rebounded. Undergraduate enrollment is strong. The University did well in Wayne, Macomb, and Oakland counties. Enrollment of new graduate students is strong. The University's partnerships with community colleges are paying off. Retention of continuing students has improved. FTIACS are very strong.

Mr. Shapiro stressed that the University has to continually look at its retention rate and the rate of completion to see if it can improve. He encouraged the University community to focus on what has been accomplished and what can be done in the future. It is important to look at the relationship among ACT scores, retention, admission, and motivation and decide if we have the best policy for how students can succeed at Wayne State University. He wants data to study the problem and develop solutions to best meet WSU's mission and educate students.

Mr. Pearson thanked Mr. Shapiro for showing that it is possible to work on a problem and achieve favorable results. When he served on the Budget Committee, Mr. Person tried to make the point that there are elements of the administration that are effective and worthy of investment. Mr. Pearson asked if Mr. Shapiro knew why the University's retention rate for African-American students dropped between the years of 2003 and 2007. Mr. Shapiro could not be certain; data prior to 2003 was not very good.

Mr. MacArthur asked how it was determined which students with ACT scores of 17 or lower would succeed and how many students with these scores had graduated in the period after 2003. Mr. Shapiro said that the number of graduates in that era is extremely low. There is, he said, a correlation between ACT and grade point and between ACT and retention. ACT also can be correlated with socio-economic issues and other factors. Entering the University with an ACT score of 17 is different than entering with an ACT score of 11. The Division of Community Education administers diagnostic testing. Students seeking admission to the RSP are interviewed to determine if they are willing to make the necessary commitment. There are a number of factors that determine if students might succeed. Students admitted to the Pathways program are tested to determine if they have certain skills. Students who join learning communities are self-selected.

Mr. Furtado hypothesized that the retention rate dropped when the Mathematics requirement was changed. He believed that students with low ACT scores who are very motivated will succeed. Interviewing students gives one a good sense whether or not they will succeed. Participation in learning communities improves success. Mr. Furtado spoke in favor of the programs that Professor Kahn runs in the Mathematics Department. The programs are expensive but they are successful. They not only teach students Mathematics, they teach them how to be successful in the academic culture at the University. These programs do what the entire University should be doing.

Mr. Shapiro said that there is a strong focus on Math and English because they are fundamental to all other academic courses. In the learning communities students learn how to study, how to think critically, and how to be successful. There is a lot of data showing that if you focus on these areas students perform better across the curriculum.

Ms. Maruca addressed issues related to the preparedness of transfer students. The average GPA of students in the Wayne Direct program who transferred from community colleges is 2.93. She has found that a grade of A in one institution is not necessarily the same as an A in another institution. She would like to see Wayne State attract community college students who have higher GPAs. Also, she asked, if community colleges are allowed to grant four-year degrees, how will Wayne State be affected.

Mr. Shapiro said that with respect to the GPA, he hoped to get data analyzing how well students from individual community colleges perform at Wayne State and how their performance related to the grades with which they entered the University. With respect to the Wayne Direct program, he said, that if we want students to meet certain specifications we may need to have more faculty to faculty interaction with the people teaching in community colleges to ensure that their curriculum will prepare students for the University. In response to community colleges offering four-year degrees, Mr. Shapiro said that regulations now limit the degrees they can offer. If those regulations were changed, he did not know how the University could compete.

Mr. Parrish asked for information about the Rising Scholars Program: how many students participate in the program; how much does it cost; how are students selected. Mr. Shapiro said that last year there were 200 students in the program. This year there will be 300, and the number eventually will be increased to 400. The cost is about \$1000

per student. There is overhead with the program. When it is at capacity, the per person price will drop. Students are referred by advisors, by staff in the DCE program, and are selected by the RSP staff. The Provost said that DCE had a budget of over \$1 million. That money has been re-allocated to the learning communities and the Rising Scholars Program.

B. December Commencement Plans

Julie Miller, Secretary to the Board of Governors and Executive Assistant to the President, explained that after the Commencement in May, President Noren expressed concern that not having a ceremony in December prevented a good number of students from participating in Commencement. He asked Ms. Miller and Jeffrey Block, Assistant Vice President for Special Events, to determine what would be needed to bring the December Commencement back. A plan was developed.

Mr. Block explained that the fall Commencement ceremonies would be held on Saturday, December 12, and Sunday, December 13, in the Matthaehi Athletic complex. Two ceremonies will be held each day. Recipients of doctoral degrees will walk with their school/college. The hooding ceremony for doctoral recipients will continue. Graduate Expo for students will be November 3, 4, and 5 at the Welcome Center and the Bookstore.

Mr. Block and Ms. Miller responded to questions. Students who have conflicts because of religious beliefs will have the opportunity to attend on the other day, i.e., if they can not attend on Saturday, they will be able to attend the Sunday ceremony. They will not walk with their school or college but will have the opportunity to participate in Commencement.

Honorary degree candidates will be honored in both December and May. When the Commencement exercises were changed from one large ceremony to four ceremonies, it was decided not to have an outside speaker but to have a student speak at each ceremony. The schools and colleges select a student speaker on a rotating basis. The school/college at each ceremony that was established first selected the first speaker and the others will follow in order.

As Commencement exercises are revised, an outside speaker may be included in the ceremony if there were a larger facility. Some speakers command a large stipend. Commencement is supported by graduation fees.

May Commencement exercises will be held on two days and will be indoors. It has not yet been determined on which days of the week they will be held.

VII. REPORT FROM THE CHAIR

Provost Barrett is very pleased with fall enrollment and with the retention rate. Her Office is developing a motor city semester for students who attend other universities to spend one semester studying in Detroit. This is the result of interest shown by students from other universities. A group of students from the University of Michigan came to Detroit last spring for the experience of working and doing research in the city. They lived in our residence halls and some took the City Course. A group of students from Vanderbilt University came to Detroit for alternative spring break to help people in what they viewed as a poverty stricken city. WSU students in the community service program were also involved in alternative spring break. The Wayne State students adopted the students from Vanderbilt and proudly showed them the city. The Provost was very impressed with our students. Our students could mentor the students in the motor city course. Another group of students who might be interested are those from the Detroit area who attend colleges in other states. The Provost said that if faculty had ideas about the program or have a course that might be appropriate for a motor city semester, to contact Howard Shapiro, the Dean of the Honors College Jerry Herron, or her.

Mr. Saperstein noted that much of the discussion at today's meeting provided information about the University and the community. When traveling, faculty are often asked for details about the students and the University. Years ago, the administration printed wallet-sized cards with a succinct cross-section of information about the University and the city. He suggested that they be printed again. The Provost thought the idea was very good and said that it would be done.

VIII. NEW BUSINESS

There was no new business.

ADJOURNMENT: The meeting adjourned at 3:14 p.m.

Respectfully submitted,

Seymour J. Wolfson
President, Academic Senate

