

**WAYNE STATE UNIVERSITY**  **ACADEMIC SENATE**  
**Official Proceedings**  
December 2,

2009

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Members Present: Nancy S. Barret, Provost and Senior Vice President for Academic Affairs, Chair; Seymour J. Wolfson, President, Academic Senate; Agnes Acsadi; Terrence Allen; Joseph Artiss; Ramona Benkert; Veronica Bielat; Kingsley Browne; William Brusilow; Deborah Charbonneau; David Cinabro; Alfred Cobbs; Christopher Collins; William Crossland; Victoria Dallas; Donald DeGracia; Cheryl Dove; Frederick Florkowski; Judith Fouladbakhsh; Andre Furtado; Michael Horn; Patricia Jarosz; Barbara Jones; Debra Jozefowicz-Simbeni; David Kessel; Winston Koo; Rita Kumar; Liza Lagman-Sperl; Rodger MacArthur; Brian Madigan; James Martin; Lisa Maruca; Jason Mateika; Tej Mattoo; Boris Mordukhovich; James Moseley; Karur Pamanabhan; Charles Parrish; Elizabeth Puscheck; Susil Putatunda; Daniel Rappolee; Robert Reynolds; Louis Romano; Michele Ronnick; Brad Roth; Linea Rydstedt; Alvin Saperstein; Nabil Sarhan; Mary Sengstock; Bo Shen; Assia Shisheva; Naida Simon; David Thomas; Anca Vlasopolos; William Volz; Arun Wakade; Jianjun Wang; Judith Whittum-Hudson; Derek Wildman; Jeffrey Withey; James Woodyard; Russell Yamazaki; Earnestine Young

Members Absent with Notice: Tyrone Austin; Ivan Avrutsky; Karen Feathers; Judy Field; Doreen Head; Thomas Killion; Janine Lanza; Michael McIntyre; Prahlad Parajuli; Sean Peters; Aleksandar Popadic; T. R. Reddy

Members Absent: Basim Asmar; Maria Ferreira; Jerry Ku; Regina Parnell; Frederic Pearson; Antoinette Somers; Timothy Stemmler; Harley Tse

Others Present: Johnnie Blunt, Academic Senate Office; Beth Callahan, University Libraries; 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 for Budget, Planning and Analysis; Karen Liston, University Libraries; Jay Noren, President; Hilary Ratner, Vice President for Research; Howard Shapiro, Associate Vice President for Undergraduate Programs and General Education; Kelley Skillin, Office of the Provost; Lyke Thompson, Director, Center for Urban Studies; Angela Wisniewski, Academic Senate Office

CALL TO ORDER: Provost Barrett was delayed so Mr. Romano, the Vice Chair, called the meeting to order at 1:10 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

November 4, 2009

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of November 4, 2009. PASSED.

Provost Barrett arrived and assumed the Chair.

II. REPORT FROM THE SENATE PRESIDENT

A. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of October 19, 2009, November 2, 2009, November 9, 2009, and November 16, 2009 (Appendix A).

B. Statement

Mr. Wolfson made the following statement:

We are all aware that Provost Barrett is stepping down as Provost sometime near the end of this academic year.

She has had a remarkable seven years in her position at Wayne State University. You have read about the many exceptional things she has accomplished at Wayne State. I want to acknowledge and recognize her for protecting our academic enterprise. She has worked extremely well with the Academic Senate, the Policy

Committee, and the faculty of the entire University. She is cordial, insightful, and brings solutions to the table whenever problems appeared.

Primarily she has respected the faculty, faculty governance, our procedures, and worked well with us to help improve the academic enterprise of the University.

Please join me in thanking her for all she has done for Wayne State University.

Provost Barrett received a standing ovation. She thanked the Senate and added that we could not have accomplished all that has been done in the past six and one-half years without good leadership from the faculty. The Senate, she noted, deserved applause as well.

### III. LIBRARY JOURNALS

Dean of the Library System Sandra Yee said that the Library System would review its journal subscriptions over the next year. Every division needs to ensure that they are good stewards of the University and of their finances. The Library needs to look carefully to maximize the value of its resources.

During 2008-2009 the Library System spent about \$5.8 million on journal subscriptions. That amount is about 69% of the Library's acquisitions budget, which is in line with the spending by other research universities. Science Direct costs about \$1.5 million per year, which gives the University access to over 3,000 subscriptions. Subscriptions range from \$4 to over \$24,000. The Library purchases about 10,000 subscriptions per year. With additional databases and aggregators, it has access to over 44,000 titles.

The Library System has joined consortiums and participates in interlibrary loan. One of the consortiums, Article Reach, includes twelve other research university libraries. The participants have agreed to share their journal resources at no cost to each other. Faculty make the requests themselves and the resources are sent directly to them.

Wayne State belongs to the Michigan Library Consortium. The members of the consortium, i.e., the other universities in the state, are able to purchase in large volumes. In addition, the Library System buys bundled packages such as Elsevier which increases the amount of material to which faculty have access.

Dean Yee explained the process for reviewing journal subscriptions. The Library spent the past year looking at best practices across the country. Many universities have faced significant budget reductions and have reduced their journal subscriptions. Beginning in January 2010, librarians will review with each department the subscriptions that are most appropriate for their teaching and research needs. Most departments have faculty who are liaisons to the Library. The librarian liaisons will work first with the department liaisons. Each department will receive lists of the journals that are specifically related to their department and the department will decide how to proceed with the review. Departments will be asked to prioritize the journals. The Library will provide the cost of the journals and, as much as possible, provide data on usage.

Some reductions will have to be made. The Library has to cut between \$600,000 and \$1 million or slightly more. This amount assumes that there will be no increases in the budget for acquisitions.

Dean Yee said that the Library has moved to electronic versions of almost all of the subscriptions that are available electronically. In some cases money has been saved, but the price for electronic subscriptions of other journals is the same as the hard copy. In some cases it is not appropriate to purchase the journals electronically.

Many faculty are engaged in multi-disciplinary work and some journals serve more than one department so titles may appear on more than one department's list. The Library will review all of the lists submitted by departments. The majority of the review will be done by the end of the winter term. When faculty return in fall 2010, the Library will have a list of journals to review with the faculty. The time frame for changes in subscription orders is January 2011. The Library is launching a web site for departments.

Dean Yee took questions from the floor.

Mr. MacArthur asked if the Dean had considered other ways to raise money to reduce the size of the cut. Dean Yee said that the review of subscriptions is one part of a wider analysis to ensure that the Library is maximizing its resources. The Library is reviewing all of its databases. Mr. MacArthur said that it is impossible to do research without access to journals. He suggested that there might be ways to get money from researchers without there being too great a burden on any individual.

Because the University has been able to provide adequate resources, the Library has not faced a cut of huge numbers of journals in the eight years that Dean Yee has been at the University. The Library has been able to reduce its expenses through other cuts. Dean Yee said that she has not presented an across-the-board percentage to be cut because she

wants to hear faculty members' ideas.

Mr. Woodyard asked about the total budget for the Library System. Dean Yee said that it is \$19 million with much of the budget being for personnel. The percentage increase for journals averages between 7% and 9% overall per year.

#### IV. STRATEGIC DIRECTIONS PRESENTATION

Four of the topics in the Strategic Directions were covered at the November 4 Academic Senate meeting. The last two presentations will be made at this meeting.

President Noren said that the University was at the beginning of the process for establishing Strategic Directions. The first annual progress report is due in May 2010. The seven goals are: student success, research, resource and revenue enhancement, increase the number of full-time tenure-track faculty, entrepreneurship, the mid-town Woodward corridor, and continuing pursuit of the strategic directions.

The task force for student success is charged with looking at factors to improve student retention and the graduation rate. The task force members will consider what we could do that we have not done thus far and examine how successful have been the actions that have been undertaken. The task force will look at admission standards and alternate pathways to Wayne State, specifically innovative approaches to community college articulation. The percentage of full-time FTIACS (first time in any college students) who entered the University in fall 2007 was 70%. In fall 2009 that percentage is 91%.

The research incentive task force is expected to report at the end of the winter semester.

Resource and revenue enhancement is a major challenge. Michigan's tax revenues as measured by percent over total state-wide personal income has diminished greatly in the last decade leaving the state with far fewer resources to fund education and human services. The Michigan Business Leadership Group argues that the state's budget structure needs to be revised.

Wayne State is far behind other research institutions in the number of full-time faculty. President Noren believes this is the most critical issue, and it is tied to available revenue.

In terms of entrepreneurship and economic stimulus, the University is doing very well. Tech Town has grown from 40 start-up companies 18 months ago to almost 150 companies and is seen as a major national leader in entrepreneurship development.

The University is very involved in the improvement of the Woodward corridor and midtown. The Hudson-Webber Foundation and the Kresge Foundation have made clear that the key to Detroit's revitalization is the Woodward corridor and the key to the Woodward corridor is Wayne State. The University is working closely with the Detroit Medical Center and the Henry Ford Health System on a variety of issues including security and the employment of students.

Thirty-three percent of WSU's revenue is from tuition and fees, 25% state appropriation, and 25% extra-mural grants and contracts. Both head count and credit hour enrollments have increased.

Wayne State has very low tuition, which provides more students with access to higher education, but it affects the resources available. As justification for increases in tuition are developed over the next several years, the University also will have to increase financial aid so that barriers to access are not developed.

Research is increasing at a rate of 5% to 6% each year. President Noren wants that type of increase to continue.

President Noren believes the strategic initiatives need quantitative objective measures that are continuously monitored and revised as needed. He does not refer to the process as strategic planning because that term is perceived as a process that is carried out every five years and then filed. He wants the strategic initiative process to be continuous.

After setting the goals and getting input from the forums and via the web site, the task forces are looking at an annual set of quantitative objectives. In the spring, the group that met for a retreat in the fall will reconvene and additional forums will be held.

#### Urban Engagement

Lyke Thompson presented the information on urban engagement. He listed the University's strengths, weaknesses, and threats. The first strategy is to extend the University's reach into nearby communities through increasing research on urban issues, expanding efforts to improve the midtown area, and increasing entrepreneurship and economic development through TechTown and related programs. Mr. Thompson mentioned some of the areas of urban research in which the University is currently involved and new areas of involvement, such as improving public safety,

transportation, employment for students, telecommunications, housing and retail, arts and culture, and community and business development.

Another plan is to work more closely with the Detroit Public School System to improve student performance. Mr. Thompson noted that there are 126 start-up companies in TechTown, which have created approximately 350 jobs. The objective is to create 400 new companies over the next three years. Wayne State has supported TechTown with a \$13 million loan. President Noren chairs its board of community and corporate leaders.

The second strategy is to further engage with local, state and national governments, non-profit organizations, and foundations by creating a Center for Urban Engagement, Research and Education, by expanding student internships, and creating a learning environment that incorporates outreach, cooperative and community engagement activities into academic programs for all students.

### Enhancing and Diversifying University Resources

Mr. Kohrman presented some of the strengths, weaknesses, opportunities, and challenges for this goal. Among the strengths are the faculty and a stable undergraduate enrollment. One of the weaknesses is the heavy reliance on part-time faculty. There are opportunities to engage, promote, and enhance research. The biggest challenge is the increasing competition for high school graduates.

The task force developed the following objectives. One, tuition rates need to reflect the role and mission of the University. Two, enhance and maximize state and federal resource opportunities. Three, continue the success of fundraising. Four, explore alternative revenue generating ideas. Five, ensure efficient utilization of existing resources.

The task force examined the impact of retention programs on tuition revenue. Every one percentage point increase in the retention rate of freshmen to the sophomore year generates an additional \$250,000 of permanent money to the base budget. The goal is to increase the retention rate of freshmen to sophomores by 1% every year for the next five years, which would bring WSU's retention rate up to 80%. Mr. Kohrman compared the amount of tuition charged by Wayne State and that of the University of Michigan and Michigan State University. He reviewed how WSU has fared in the past 16 years with the state appropriation.

If the University continues to increase its revenues from research at the rate it has in the past 12 years, i.e., 6% per year, federal resources would increase from \$265 million to \$376 million, generating an additional \$20 million in indirect cost recovery money.

The University will build upon the *Wayne First Campaign* seeking additional philanthropic support. It will raise money to support students and will seek funding to increase the number of endowed chairs.

The task force is exploring alternative revenue-generating ideas. One of these would return a large amount of the tuition revenue generated in the extension centers and from on-line courses to the schools and colleges.

Mr. Kohrman mentioned the steps Wayne State has taken over the past several years to cut costs by \$50 million. The Colleges of Liberal Arts and Sciences were combined, the College of Urban, Labor and Metropolitan Affairs was disbanded, there was a reorganization and consolidation of two vice presidential positions, and cuts were made in non-academic positions. The University will continue to re-allocate existing resources in order to provide funding for strategic initiatives. It will examine current administrative structures and business processes and provide a transparent budget process.

To fund strategic initiatives during these difficult financial times, Mr. Kohrman said that adjustments would be made with as little impact as possible on the academic and research missions of the University. He noted that budgetary planning would be difficult in fiscal year 2011, but there would be opportunities for additional revenue in FY 2012 through FY 2015 to fund initiatives. The amount invested in the strategic directions will be adjusted according to the revenue stream.

### Questions from the Members

All of the presenters of the strategic initiatives were present to respond to questions.

Mr. Furtado asked if the task force had considered marketing Wayne State outside of the state. Mr. Kohrman said that the University is aggressively marketing outside of Michigan and that on-line programs are growing, also. Mr. Herron said that with the financial crisis in California, marketing efforts are being made in some areas of California. There is an Anthony Wayne Scholarship that provides \$9,000 per year, which would eliminate the difference between in-state and out-of-state tuition. Provost Barrett is encouraging Deans to develop expedited Masters degree programs, which could be attractive to students outside of the University's traditional recruitment areas. If more out-of-state students attended

WSU, additional housing for undergraduates would be needed, and plans for that are under consideration.

Ms. Vlasopolos was skeptical that the University could increase tuition 12% each year for the next five years with the economic devastation that the state is experiencing. Mr. Kohrman said that the administration is looking at different tuition scenarios, ranging from 5% upward. The University has to plan multi-year budgets. It has to see what the state will do with the appropriation for higher education. Officials are talking about reducing the appropriation to higher education by 20%. For Wayne State that is about \$42 million. If tuition is not increased, sacrifices and adjustments will have to be made internally. Mr. Kohrman would prefer small to moderate increases to offset the reduction in the state appropriation. He has heard that some universities are considering increases of 30%.

Mr. Parrish said that it was one thing to raise tuition in a year when the state cuts its appropriation by \$42 million, but another to put together a project that will cost \$350 million based on the idea that the Board of Governors will raise tuition for five years at a level at which they have never raised tuition in the past. He asked if there was any commitment from the Board to the administration that they will enact high tuition increases.

Mr. Kohrman said there was no such commitment, but the administration would have to make the case to the Board. Increasing the number of full-time faculty is the highest priority. The only revenue source available to hire full-time faculty is tuition. If enrollment increases, the University will fall farther behind in its ratio of full-time faculty to students. If there are other revenue sources that could be used to hire full-time faculty, the administration, Mr. Kohrman said, would listen.

Mr. Parrish said that another way to deal with the problem is to examine if there are ways to focus programs within the resources that the University is likely to have. Mr. Kohrman pointed out that he had mentioned that the University not only needed to look at a tuition strategy but also look at the resources available to the University and how to best utilize them.

Mr. Parrish directed comments to Vice President Ratner about the research enterprise. In 2002, the University was bringing in about \$166 million in external research funding and there was an additional \$47 million in internal research expenditures. In 2009, the University had \$176 million in external funding and a projected additional \$97 million of internal funding with some of the internal funding due to changes in accounting calculations. Over this seven-year period, there has been an investment between \$250 million and \$300 million in real money into the research effort. The increase from \$166 million to \$176 million is not an increase of 5% per year but an increase of 5% overall in seven years. Mr. Parrish asked Vice President Ratner why the investment has not paid off better.

Vice President Ratner did not think that research expenditures were the best reflection of investment. Since 2006 the increase in research funding that the University has received is about twice the percentage of the increased investment.

Mr. Parrish asked how much general fund money has been invested in research. He noted that some of the increase in expenditures was due to changes in accounting. Vice President Ratner said that the increase was not only in accounting but in impuding indirect costs. The general fund research expenditure in 2001 was about \$26.7 million. In 2007 it was \$25.5 million. Between 2007 and 2008 expenditures rose to \$32 million. There was a \$9 million increase between 2006 and 2008. Research funding between 2006 and 2008 rose from \$122 million to \$128 million and in 2009 to \$146 million. Vice President Ratner stated that she did not believe that research expenditures as reported by the National Science Foundation was the best way to determine a return on investment. However, she said, if you look at the increase in internal institutional expenditures between 2006 and 2008 and the increase in research expenditures there is a two and one-half times return on the money. If you look at general fund expenditures, which are correlated but not identical to the investments, you get about the same rate. Vice President Ratner expects the University to receive an increase in funding of twice the amount that it will invest in the strategic directions initiatives proposed for research.

Mr. Parrish pointed out that with what the University is spending funding has increased only 5% in terms of the grants reported. Would doubling the amount the University invests make a difference or would cutting it in half make a difference?

Vice President Ratner said that most of the money proposed in the strategic directions for research is in faculty investment, both salaries and start-up costs. When reporting research and general fund expenditures, faculty salaries are including as instructional costs. When you remove the faculty investments you are talking about \$3.5 million per year for increases in graduate program enhancement, the research enhancement program, research administration, and post doctoral support. From that relatively modest increase she projected that the University could bring in twice that amount in funding.

Mr. Woodyard questioned if it was realistic to expect to increase enrollment to 35,000 students in five years and to increase the number of students with higher ACT scores in the current economic climate in Michigan. The families leaving the state tend to be those where the head of the household is a professional.

Mr. Herron said that achieving an enrollment of 35,000 students in five years means an increase of 300 FTIACS or 60 FTIACS per year for five years. He is confident that with aggressive marketing and reaching out to areas that are outside

its traditional marketing area, the University will reach that goal and that students will meet the criteria the University would like. The target for transfer students is 600 over the span of five years. The five community colleges that are the major feeders to Wayne State collectively have 100,000 students. Eighty percent of those students say they would like to get a four-year degree.

Mr. Putatunda asked if the Research Office planned to have a program that would allow faculty to compete for small grant funding that would provide seed money to researchers to develop preliminary data and serve as a basis for submitting a proposal to outside agencies for funding.

Vice President Ratner said that the Research Office has a number of internal funding programs and takes requests for seed money, as well. The Research Office is proposing that internal funding be increased as part of the strategic directions initiative.

Mr. Wolfson had a comment about the strategic directions initiatives in general. With a continually changing project, he said, there are no goals. Early in the year, he had understood that the goal of the strategic initiatives was to hire 125 new faculty, hiring about 21 new faculty each year over a five-year period. Recently he heard that would not be done, that the University may have to wait five years and might be able to hire all 125 faculty in the fifth year. Some of the initiatives are very good, but they need to be filtered through economic reality. The University, he said, should pursue those projects that can be funded.

Mr. Wolfson thanked the presenters.

#### V. PROMOTING FACULTY OUTSIDE OF THE UNIVERSITY

Michael Wright, Associate Vice President for Marketing and Communications, addressed the meeting to seek advice from the Senate on how to bring the achievements and work of the faculty to the awareness of people outside the University in a way that is interesting. One of Wayne State's best assets is its faculty and he wants to make that information available to admissions counselors, recruiters, and parents of prospective students. He wants to use what the faculty do to build pride and knowledge around the University.

The University, Mr. Wright said, does market outside the tri-county area but marketing in the traditional way through the media is expensive. Distributing brochures is not as effective in reaching prospective students as it was in the past. Distribution of brochures will continue, but prospective students live in the web and are more likely to watch a YouTube video and pass it on to their friends than to read a brochure. Using social networks on the web is easy provided the content is good. The University has blogs and web sites, and sends videos and information via the social networks. Mr. Wright would like to engage more faculty in producing content for the videos and in outreach. K through 12 teachers might like to show their classes a video of a professor talking about a topic related to the subject they are teaching. The University also could feed the videos to the press.

Mr. Wright reviewed some of the ideas that his office has suggested for reaching prospective students and their parents. He acknowledged that some people might consider the material on YouTube to be superficial, but prospective students spend a lot of time on such web sites. Although some material may seem very academic and arcane, some people have the ability to make those same subjects fascinating and interesting. Videos can be intellectual and engaging. They can be in response to current events. Mr. Wright has a list of faculty to contact as experts, but he would like to increase the number of faculty on the list.

The College of Liberal Arts and Sciences has made short videos. Some universities put their course listings and full courses on iTunes U. Mr. Wright recognized that some people are uncomfortable putting a course on line, but it is a way to capture people's attention. Some students at MIT indicated that their ability to watch course lectures on iTunes U influenced their decision to attend MIT.

Mr. Wright showed some "one minute professor" videos, which demonstrated how academics can be connected with popular culture. Such videos have links to more information about the University and to applications.

Mr. Wright would like faculty to volunteer to create videos on subject matter of their interest, on current events, or on cultural phenomena and he would like faculty to allow their lectures to be shared on video. With the right coaching, heavy subjects can be engaging to a young audience.

Mr. Wright entertained questions and comments from the floor.

Mr. Saperstein did not want the University to abandon trying to reach the older student, and Mr. Wright said that his office is building content in videos for a more intellectually savvy audience. Mr. Saperstein mentioned that at one time WDET radio had comments from faculty on current events. He also knows a President of one University who has a weekly radio program on which he discusses issues with faculty members. Mr. Wright thought the suggestions were good ones.

Ms. Whittum-Hudson thought videos might also attract donors. She would like to see more information about faculty and students in the traditional media. Mr. Wright said that his office pitches many stories to the media that do not get into news programs. Employees in his office run the University's Twitter site. News reporters as well as students use Twitter.

Ms. Vlasopolos mentioned that at one time the University had a speakers' bureau of faculty who would give lectures at high schools or undergraduate universities to attract undergraduate and graduate students. Mr. Wright said that he did not handle undergraduate recruitment, but that the University was trying to use more faculty and alumni in recruitment.

Mr. Artiss spoke of the need to increase promotion of faculty within the University. Mr. Wright said that the purpose of the on line *Life at Wayne* was to share information with everyone on campus, but many people do not read it. He is trying to find a way to share information that includes faculty videos and stories about students with an interactive calendar. Mr. Wolfson thought the printed internal newspaper that the University had in the past was a better means of communication.

The Provost thanked Mr. Wright for his presentation.

## VI. LIBRARY JOURNALS

Dean Yee took more questions from the floor about the review of library journals.

Mr. Wolfson asked if the switch to on line journals would result in a reduction of staff in the Library System. If so, those savings could help to cover the cost of journals. Dean Yee said that the Library may not need as many staff to re-shelve materials but staff are needed to assure that electronic journals are accessible and that the links are working. Also, some volumes are not available on line. The Library, she said, is looking into alternative methods of securing articles.

Mr. Shapiro mentioned that he had been at another institution that did such a review. If the review is a collegial activity, he said, it may result in the University having a more robust and useful set of tools.

The Library, Dean Yee said, is not ruling out purchasing new subscriptions. One reason for the review is to make sure that the University has the right subscriptions. A major review has not been done for some time. The review will be on-going and will make the Library a better resource in the long run.

ADJOURNMENT: The meeting adjourned at 3:30 p.m.

Respectfully submitted,

Seymour J. Wolfson  
President, Academic Senate

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