

WAYNE STATE UNIVERSITY – ACADEMIC SENATE
Official Proceedings
February 1, 2017

Members Present: Keith Whitfield, Provost; Louis J. Romano, President, Academic Senate; Robert Ackerman; Mary Anderson; Poonam Arya; Ivan Avrutsky; Douglas Barnett; Linda Beale; Paul Beavers; Cathryn Bock; Tamara Bray; Krista Brumley; Stephen Calkins; Margit Chadwell; Victoria Dallas; Donald DeGracia; Brian Edwards; Susan Eggly; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Ewa Golebiowska; Smiti Gupta; Jennifer Hart; Carolyn Herrington; Ellen Holmes; Michael Horn; Barbara Jones; Donna Kashian; Mahendra Kavdia; David Kessel; Fayetta Keys; Ashok Kumar; Stephen Lerner; Diane Levine; Leonard Lipovich; Karen MacDonell; Katheryn Maguire; Kypros Markou; Jason Mateika; Santanu Mitra; S. Asli Ozgun-Koca; Charles Parrish; Alexey Petrov; Lori Pile; Izabela Podgorski; Michele Porter; Elizabeth Puscheck; Jeffrey Rebudal; Robert Reynolds; Michele Ronnick; Brad Roth; Heather Sandlin; Bo Shen; Naida Simon; Richard Smith; Amanuel Tekleab; Ronald Thomas; Ellen Tisdale; Mark VanBerkum; William Volz; Jennifer Wareham; Barrett Watten; Jeffrey Withey; Xin Wu; Jinping Xu

Members Absent with Notice: Susan Davis; Peter Hook; Christopher Lund; Victoria Pardo; Gail Stanford; Sokol Todi

Members Absent: Nancy George; Daniel Golodner; Qin Lai; Todd Leff; Aaron Martin; Bryan Morrow; Susil Putatunda; T. R. Reddy; Anne Rothe; Beena Sood

Others Present: Thomas Anderson, Liberal Arts and Sciences; Andrew Feig, Associate Dean for Data Management, Graduate School; Tamica Dothard, Office of the Academic Senate; Robert Kohrman, Vice Dean of Fiscal Affairs, Medicine; Mathew Ouellett, Associate Provost and Director of the Office for Teaching and Learning; Karin Tarpennig, Liberal Arts and Sciences; Ricardo Villarosa, Dean of Students Office; Angela Wisniewski, Office of the Academic Senate

CALL TO ORDER: This regularly scheduled meeting of the Academic Senate was called to order by Provost Whitfield at 1:32 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. UPDATE ON THE BUDGET OF THE SCHOOL OF MEDICINE

Robert Kohrman, Vice Dean of Fiscal Affairs in the School of Medicine (SOM), provided an overview of the challenges and the changes that have occurred in the School's budget in the past year. He explained that the practice plans in the Medical School (the University Physician Group, Radiology, Pediatrics, Emergency Medicine, and Anesthesiology) generate

about \$250 million of clinical activity every year. Those entities are taxed and the money is deposited in the Fund for Medical Research and Education (FMRE), a separate 501c3 tax-exempt nonprofit organization. The revenue and expenses from the FMRE are referred to as the Dean's tax. They are transferred to the University through the Dean of Medicine's Office. In fiscal year 2016 and prior years, the tax was 8.7%. The entire 8.7% was transferred to the FMRE but an agreement with the practice plans "recycled" two-thirds of the tax back to the departments in the Medical School for their use. The effective rate the Dean received was about 2.9%.

The Board of Governors changed the rate for FY2017 to 5% and the recycling fee was eliminated. Every year the Board will determine the percentage of the FMRE that will be given to the Dean's Office.

At the end of FY2016 the University's general fund budget had a positive variance of almost \$17 million. However, the SOM had \$20 million more salary expenses than there was money in the FMRE reimbursable accounts. The University pays the salaries of the employees and the FMRE is supposed to reimburse the University for the amount paid. In FY2015 the FMRE owed the University about \$10 million. At the end of FY2016, the FMRE owed the University \$39.7 million. The positive variance in the University's budget of \$16.7 million was applied to the deficit in the FMRE resulting in a negative \$22.8 million. As a result, the University's assets dropped from \$84.5 million to \$61.6 million.

For the past several years, the money deposited into the FMRE has not equaled the expenses. Mr. Kohrman expects the three entities to break even by FY2019. In the future, the FMRE will be a repository the Dean will use to make strategic investments for such expenses as start-up funds. The FMRE will not be used to pay salaries as it was in the past. The \$29 million in salaries that was to be paid by the FMRE was moved to the University or to the UPG. About 76% of the salaries charged to the FMRE were associated with the clinical departments so the majority of the charges were moved to the UPG. About 21% were administrative costs and about 3% were basic science costs.

Mr. Kohrman explained how the administrative costs had affected the FMRE. Three or four years ago when the University experienced significant budget cuts, the SOM did not cut its budget. It just transferred

administrative salaries to the FMRE. This move reduced the amount the School charged to the general fund but the obligation to pay the salaries remained. Going forward, no salaries will be charged to the FMRE.

In the past year, steps were taken to reduce costs in the SOM, including separation agreements and retirements. These will continue in 2017-18. Administrative costs and processes were reduced and streamlined. A new policy was instituted reducing the stipends and attachments in the SOM. The administration is looking at all cost structures, optimizing incentive payment programs, and moving more salaries to grants. The amount of salaries charged to grants at Wayne State is very low compared with other universities.

Mr. Kahrman reviewed some of the enrollment management initiatives that have been made. The School generates about \$54 million in tuition revenue. Graduate enrollment increased by 5% this past year. In addition, the enrollment management process was revamped. Applications increased 17% over last year. The School increased the number of recruiters and the number of applicants has increased. The pool of applicants is more diverse and the qualifications of the applicants are higher. Last year we had 4700 applicants; this year 5800 people applied. Next year's goal is 8000 applicants.

Mr. Kahrman mentioned that Mr. Romano has spoken against the non-resident tuition rate for medical students from outside Michigan, which was much higher than the national average. The non-resident tuition and fees for medical students was almost \$68,000 per year. At the January 27 Board of Governors meeting, the Board reduced the amount to about \$59,000, which is closer to the national average.

Significant changes have been made in the budget processes in FY2016 and FY2017. Department Chairs have been involved in the discussions so they have a better understanding of the resources available to them and the challenges they face.

Mr. Kahrman took questions from the members.

In response to a question from Mr. DeGracia, Mr. Kahrman said that of the \$250 million in revenue from the clinical practices, about \$180 or \$190 million is from the UPG. The four other practice plans account for the remainder of the revenue. The practice plans now must give the University their financial statements.

Ms. Beale asked what specific actions had reduced administrative costs. Mr. Kahrman said that the division of information technology within the School had been restructured, reducing the staff from ten to

six. Staff positions in the Dean's Office and in fiscal affairs within the School were eliminated. Strategic investments were made in administrative areas. LCME cited the School for not having enough academic advisors; two additional advisors were hired. Additional recruiters were hired. Strategic investments have been made and processes have been improved and streamlined. For FY2016, the changes probably reduced the School's budget by \$200,000.

Mr. Reynolds questioned why the SOM reduced its IT staff when other health care facilities were increasing their staff. Mr. Kahrman said that the School had had its own stand-alone IT staff, facilities staff, and marketing staff. Those offices were restructured. They now are working more closely with the University's offices to provide the services. Positions in the Medical School were eliminated.

A member noted that although the changes in the distribution of the FMRE would result in the SOM as a whole receiving more money, the basic science departments have not benefited from the change. Under the previous allocation system when departments received some of the FMRE funds, the departments were fairly independent and were able to control their budgets. The only revenue the basic science departments now receive is from the indirect cost return.

Mr. Kahrman said that every basic science department and every clinical department is allocated money from the general fund. Last year, every Department Chair met with Dean Sobel, Mr. Kahrman, and Vice Dean for Clinical Affairs Lisa Keane and presented their budgetary needs for FY2017.

Mr. Edwards asked what savings were attributed to the reduction of unproductive faculty. Mr. Kahrman replied that money was not saved in FY2016 because the separation agreements had to be charged to the FY2016 budget even if the payments would be made in future years. That is why the SOM had a deficit of \$3.1 million in FY2016. Mr. Kahrman expects to have savings of \$2 million to \$3 million in FY2017 and probably an additional \$2 million in savings in FY2018. However, it is his understanding that Dean Sobel will allocate money to hire faculty for certain areas.

Mr. Romano asked why the Medical School had kept employees on the payroll when it did not have money to pay them resulting in another deficit of \$29 million. Mr. Kahrman explained that in FY2016, 390 people were paid with FMRE money. Approximately 340 were 12-month represented clinical faculty. All salaries have been moved to either the UPG payroll or the Medical School's general fund. A review is performed every payday to check if anyone's salary is being paid

from the FMRE. At the last check, two people were being paid from the FMRE. They were removed from the FMRE payroll and their salary was reimbursed retroactively to October 1, 2016.

Mr. Kohrman said that the Dean's tax generates about \$12.5 million. This year some of that money will cover the administrative costs that were moved from the SOM's general fund to the FMRE three or four years ago. In order to balance the budget next year, the Dean's tax will have to cover some of those costs. Some employees' salaries were moved from the University to the UPG five or six years ago. The UPG should not have been paying the salaries because the people worked for the University, not for the UPG. The Dean's tax is covering some of that, as well. It also is covering the deficit for this year in the amount of \$3.1 million.

Ms. Beale noted that in essence what happened is that the SOM transferred its budget cuts to the FMRE and because the University is now covering the deficits in FMRE to a tune of \$22 million, the SOM has essentially been held harmless while the rest of the schools and colleges have taken substantial cuts over the past four years. Mr. Kohrman responded that the SOM has taken some administrative reductions and some of the FMRE costs are now coming back to the SOM budget. These are the administrators who were moved to FMRE to accommodate the budget cuts and who are now coming back to the SOM general fund. Some of these expenses will be covered by the Dean's tax as a bridge over the next couple of years until we get the budget back to where it should be. The SOM has taken about \$8 million in budget cuts over the last four years.

Provost Whitfield thanked Mr. Kohrman for his presentation.

II. EFFORTS TO ENHANCE A STUDENT-CENTERED CLIMATE FOR TEACHING AND LEARNING

Mathew Ouellett, Associate Provost and Director of the Office for Teaching and Learning (OTL), and Andrew Feig, Professor of Chemistry and Associate Dean for Data Management in the Graduate School, made the presentation about the work being carried out in the OTL and the National Science Foundation's SSTEP grant.

Mr. Ouellett said that the OTL aligns its work with the University's Strategic Plan and with the priorities of the President's Office and the Provost's Office. Mr. Ouellett thanked the members of the OTL's Advisory Board for its work. He noted that the OTL has been offering programs in conjunction with the executive council of the Union of Part-Time Faculty.

On a regular basis the OTL has five or six staff members. The National Science Foundation's Student Success Through Evidence Based Pedagogies (SSTEP) grant provides funding for an additional position for five years.

Mr. Ouellett said that teaching at Wayne State should be a point of pride. It is done very well across the schools and colleges. The OTL works individually with graduate teaching assistants, post docs, part-time faculty, lecturers, and tenured faculty. It provides opportunities for instructors to reflect on their teaching and to enhance what they are doing. This is done using the mid-term assessment program and course observation. The staff conduct workshops tailored for departments and colleges and they hold campus-wide forums and conversations around good teaching.

Dr. Sandra McGuire, Director Emerita of the Center for Academic Success and retired Assistant Vice Chancellor at Louisiana State University, will lead a workshop on campus on March 28 entitled "Teach Students *How to Learn*."

The goal of the OTL is to make the undergraduate experience as successful as possible for the broadest range of students. There is a hybrid and online teaching institute. For the past two years, the OTL has had Warrior Teaching Days that provide an opportunity for instructors to attend a colleague's course and engage in informal conversations about teaching. This initiative is not connected to assessment. It is an opportunity to reflect and to observe how someone else might approach the teaching and learning experience. The OTL has a support relationship with the **REBUILD**Detroit grant, the BEST grant, the SSTEP grant, and the annual orientation program.

The OTL measures the success of its programs and services by the number of participants and the number of workshops held. There has been a huge uptick in individual consultations and the numbers of workshops and of unique participants have increased.

Mr. Ouellett explained that the mid-semester assessment program is an opportunity for instructors to get the students' perceptions of what is working in a course or what could be changed or improved mid-semester when there is still time for the instructor to consider changes. The number of participants in this program and the number of courses have increased in the last three years. The number of students that have been impacted has grown from 1032 in the 2013-14 academic year to 5283 in the 2015-16 academic year. This program transforms the students' perceptions that they have a voice in their learning experience in an aggregate level.

Mr. Feig presented information about the SSTEP program. SSTEP is a continuation of the National Science Foundation's "Widening Implementation and Dissemination of Evidence-Based Reforms" (WIDER) program. It is a faculty-led collaboration to engage colleagues in using the best pedagogies that research education identifies as helping students to learn. A team of WSU faculty was awarded a grant of \$3 million over a five-year period.

The largest amount of the grant is for the SSTEP Fellows program, which focuses on the way faculty teach students. Its purpose is to engage faculty to motivate their students, and it is a research project that looks at the changes in faculty attitudes and faculty practices. Feedback will be used to design and implement the work offered by the OTL. The increase in attendance at OTL workshops hopefully shows that they are providing the workshops that faculty want. The team facilitates workshops and the SSTEP fellows will be added to the team to use their expertise. They expanded the learning-assistance program that uses senior undergraduates as mentors in large format classes and they enhanced the graduate teaching assistant training program. They have done some reaching out to the two-year colleges to improve the success of transfer students.

Four two-year projects were funded in the 2016-2017 academic year. They are: reforming the basic engineering curriculum; Physics for the Life Sciences project; effective teaching of math for students interested in becoming math educators; and a project for math majors and the transition to abstract math. The SSTEP program provides the faculty with the opportunity to talk with each other about how similar the teaching is across all these disciplines. Christine Hartman is the instructional designer on the grant and works individually with the teams helping them learn how to use the technology.

The team conducts surveys to monitor the success of the program. They've seen changes in two departments that are deeply engaged in it. The changes are not statistically significant yet as they were over a short period of time. The faculty who were surveyed reported a much greater engagement with the OTL.

Mr. Feig concluded his presentation saying that the RFP for the 2017-2018 SSTEP Fellows program is due next week.

Mr. Ouellett announced that the OTL is launching a Thank-A-Teacher program, giving students the opportunity to sign a candy gram to send to an instructor. Another project encourages faculty to make a brief introductory video for their first and second year classes. In a minute or two the instructor is able to tell

students what they will study and how the class will be conducted. It warms up the classroom and gives the students a sense of who the faculty member is.

Mr. Reynolds asked Mr. Ouellett if his office had statistics about the participation of faculty in the OTL's programs who teach the courses identified as barrier courses. Mr. Ouellett said that they do not keep records on individual faculty and they do not report to the Dean or the Provost about individuals who participate in their programs. They want the services to be confidential. The OTL works closely with the SSTEP program and with Associate Provost for Student Success Monica Brockmeyer to reach out as diplomatically as possible to faculty who teach large introductory courses. Wayne State, Mr. Ouellett added, has a student body with a complex level of readiness for college.

Mr. Edwards asked if aggregate data from the student evaluation of teaching were available so faculty could compare their courses with others in the University. That information is available in the Office of Testing, Evaluation and Research Services (testing.wayne.edu) and in the Office of John Vander Weg, the Associate Provost for Faculty Relations.

The OTL's annual reports for the 2013-2014, the 2014-2015, and the 2015-2016 academic years are posted at otl.wayne.edu/about/history.php.

Asked about the possibility of videotaping the OTL's workshops and programs, Mr. Ouellett said that is in the future. The Office has a small staff and there is the necessity of getting approval from the participants of the workshops to show the videos. The Office is working on a set of podcasts and they are putting more materials on the website.

Asked whether the OTL had evidence to show that the SSTEP program was affecting student learning, Mr. Ouellett thinks they can claim a secondary impact on student learning outcomes. The goal of the SSTEP program is to work with faculty, the primary assessors of student learning who can mark the progression of learning over the semester. The OTL has been trying to make known to instructors as ubiquitous as possible what are the evidence-driven pedagogical strategies that have the greatest value. The OTL also has been working with teams of faculty through grants to get them to focus on learning outcome goals in a disciplined and course specific way.

Mr. Feig said that they are looking at the longitudinal success of students. Mr. Ouellett said that the student success initiative would help faculty monitor who is doing well and who is not and at what point, so

interventions could be tailored to the needs of the students.

The OTL has asked faculty what changes they made in their pedagogical strategy based on workshops, consultations, and other OTL initiatives. The grant recipients have a COPUS (Classroom Observation Protocol for Undergraduate STEM), to monitor the efficacy of their implementing the technique. Faculty have to adopt the technique effectively before you can measure if students benefited from the change. The program is predicated on the idea that the evidence-based reforms have been studied in thousands of cases and when used effectively, you don't have to measure the student. If the instructor did the technique properly that shows in the student efficacy. Measuring every student would be a laborious task. Mr. Ouellett said that NSF believes we know how humans learn and what works. If we use those methods, learning will happen. A number of disciplines have learning inventories that are well vetted. The OTL is trying to create a climate in which faculty are encouraged and rewarded for giving time and attention to these endeavors.

The PowerPoint presentation is attached to these Proceedings as Appendix A.

Provost Whitfield thanked Mr. Ouellett and Mr. Feig for their presentations.

III. PROCEEDINGS OF THE ACADEMIC SENATE

January 11, 2017

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of January 11, 2017. PASSED.

IV. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

Mr. Romano reported that, at the Board of Governors meeting on January 27, the Board authorized the President or his/her designee to amend the Student Code of Conduct to state explicitly that a student's unauthorized use of his or her own original material in more than one course is a violation of the Code. The Student Senate opposed the amendment. Members of the Policy Committee informed them that in the U.S. this is universally considered academic misconduct. In fact, some universities consider it plagiarism. An email will be sent to the students informing them that it is misconduct. Mr. Romano recommended that faculty inform their students of the amendment to the Code.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of December 19, 2016, and January 9, 2017. They are attached to these Proceedings as Appendix B.

December 19, 2016

Item 3.a. in the December 19 Proceedings, states that the OTL created videos about student belonging, study skills, and financial literacy as part of the University's efforts to improve student success. Mr. Reynolds asked Mr. Ouellett how they might get students to watch them. Mr. Ouellett said that the videos are brief, only one or two minutes each and will be available on YouTube. Links to the videos will be sent to students after the University makes the offer but before they have accepted, when the students come to campus for orientation, and right after they arrive for their first semester.

V. REPORT FROM THE CHAIR

Provost Whitfield reported that at the Board of Governors meeting a graduate certificate in Entrepreneurship and Innovation was established.

He updated the Senate regarding the searches for Deans. The search committee for the Dean of the University Library System will meet next week. The Dean of Social Work will step down at the end of the summer. A national search will be conducted. The search for the Dean of the Law School is in progress. To date, 18 applications have been received. This is a reasonable number of applicants for a Law School Dean. However, it is likely that we will receive more applications.

ADJOURNMENT: The meeting adjourned at 3:10 p.m.

Respectively submitted,



Louis J. Romano
President, Academic Senate