

WAYNE STATE UNIVERSITY  ACADEMIC SENATE

Official Proceedings

February 4, 2009

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Members Present: Nancy S. Barrett, Provost and Senior Vice President for Academic Affairs; Seymour J. Wolfson, President, Academic Senate; Terrence Allen; Joseph Artiss; Basim Asmar; Tyrone Austin; Ivan Avrutsky; Veronica Bielat; Tamara Bray; Monica Brockmeyer; Kingsley Browne; David Cinabro; Alfred Cobbs; William Crossland; Victoria Dallas; Gina DeBlase; Donald DeGracia; Marcus Dickson; Cheryl Dove; Karen Feathers; Judy Field; Andre Furtado; Doreen Head; Hans Hummer; Patricia Jarosz; Barbara Jones; Loreleigh Keashly; Thomas Killion; Winston Koo; Jerry Ku; James Martin; Tej Mattoo; James Moseley; Regina Parnell; Frederic Pearson; Sean Peters; Aleksander Popadic; Elizabeth Puscheck; Daniel Rappolee; T. R. Reddy; Michele Ronnick; Brad Roth; Anthony Sacco; Vishwanath Sardesai; Nabil Sarhan; Mary Sengstock; Bo Shen; Assis Shisheva; Naida Simon; Antoinette Somers; Lothar Spang; Harley Tse; Anca Vlasopolos; William Volz; Arun Wakade; Olivia Washington; Barrett Watten; Judith Whittum-Hudson; Mary Width; Derek Wildman; James Woodyard; Antoinette Wozniak; Russell Yamazaki; Earnestine Young

Members Absent with Notice: Christopher Collins; Ravi Dhar; Brian Edwards; Michael McIntyre; Prahlad Parajuli; Charles Parrish; Louis Romano; Linea Rydstedt; Renee Van Stavern; Jianjun Wang

Members Absent: Muhammad Amjad; Sarah Bassett; Rick Cummins; Poco Kernsmith; Gloria Kuhn; Lisa Maruca; Susil Putatunda

Others Present: James Barbret, Associate Vice President, Sponsored Program Administration; Johnnie Blunt, Academic Senate Office; Gloria Heppner, Associate Vice President for Research; Alan Jacobson, Office of Budget, Planning and Analysis; Kelley Skillin, Office of the Provost; Angela Wisniewski, Academic Senate Office; Michael Wright, Associate Vice President, Marketing and Communications

CALL TO ORDER: Provost Barrett called this regularly scheduled meeting of the Academic Senate to order at 1:35 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

December 10, 2008

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of December 10, 2008. PASSED.

II. REPORT FROM THE SENATE PRESIDENT

Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of December 1, 2008, December 8, 2008, December 15, 2008, and January 12, 2009 (Appendix A). Questions raised by Senate members follow.

December 8, 2008

A member asked about the status of the Institute for Materials Research (IMR) mentioned in item #5 of the Proceedings for December 8. Mr. Wolfson said that President Noren, Provost Barrett, Vice President Ratner and he met about the Policy Committee's recommendation for IMR. Three years ago the report of the Centers and Institutes Advisory Committee (CIAC) indicated that the Institute was not performing well and recommended a one-year extension of the charter. No changes were made. The most recent review by the CIAC reported similar problems. Policy Committee reviewed the reports and recommended that the charter for IMR be terminated. President Noren gave the Office of the Vice President for Research four to six months to hire a new director and submit a new plan showing that the Institute is viable. If that is done, it will continue to operate. If it is not done, it is President Noren's view that the Institute should be terminated.

December 15, 2008

Mr. DeGracia asked for more information about the discussion of faculty positions in the Medical School (item #1). Provost Barrett said the issue discussed was whether faculty hired in the basic science departments had to be paired with a clinical faculty member. This was true for the CTSA but it did not apply to all new faculty hired in the basic sciences.

Questions were raised about the changes in the academic calendar (item #6). Mr. Woodyard explained that the administration had changed the first day of classes for the fall 2009 term to the last Monday in August, one week before Labor Day because if classes were to begin the day after Labor Day, final examinations would be held on December 24. Policy Committee suggested that classes in the fall 2009 term begin the Thursday before Labor Day. Finals would not be held on December 24 and the University would not have to schedule Thursday classes on the Tuesday before Thanksgiving and Friday classes on the Wednesday before Thanksgiving. However, at the Senate meeting, Mr. Martin pointed out that starting classes on Thursday meant that classes would be scheduled for the evening before Thanksgiving. He suggested that classes might begin the Wednesday evening before Labor Day and the Thanksgiving break begin 6:00 p.m. the Wednesday before the holiday. The Provost will take this under consideration.

### III. REPORTS FROM COMMITTEES

#### A. Faculty Forum: Financing Your Retirement in Turbulent Economic Times

William Crossland, the Chair of the Faculty Affairs Committee, reported that the forum sponsored by the Provost's Office and the Academic Senate was scheduled for February 25. Three experts and three retired faculty would speak to the attendees. Robert Bittner from TIAA-CREF would talk about pre-retirement financial planning. Daniel Thornton from Fidelity Investments would discuss managing finances in retirement, and Susan Cancelosi, from WSU's Law School, would discuss health care financing and options. James Low, a retiree from the Marketing Department in the School of Business Administration, who took the lump sum payment for health care, and Sheldon Alexander, a retiree from the Department of Psychology in the College of Liberal Arts and Sciences, who took the phased retirement option, will discuss their experiences. Al Glover, a retired portfolio manager from Raymond James, will speak to those attending the forum, as well. The session will be videotaped for posting on the Academic Senate's web site. Mr. Crossland urged members to attend and to tell their colleagues about the forum.

#### B. University-wide Survey on Research

Harley Tse, the Chair of the Research Committee, introduced the topic. Wayne State, he said, identifies itself as a national research university in an urban setting. Research is an integral part of the University's mission. Each year, grant agencies such as the National Science Foundation (NSF) rank research institutions based on the level of research spending by the institution. In 1997 NSF ranked Wayne State number 47 among public research institutions, placing it in the prestigious Carnegie I research classification. In 2002 WSU had reached 41 in the ranking, but the University's ranking dropped after that year. In 2006 WSU ranked 52. In 2007 it ranked 50, marginally regaining the status of a Carnegie I institution.

The Research Committee was charged with examining the University's research position and making recommendations to reverse the downward trend. The Committee carried out its work with the cooperation of the Office of the Vice President for Research. The Committee conducted a university-wide survey of faculty to better understand the research atmosphere. It tried to identify policies and mechanisms that hinder research activity.

Ivan Avrutsky, who chaired the sub-committee that designed the survey and analyzed the results, presented the survey findings (Appendix B). He highlighted some of the findings.

Sixty-seven percent of the respondents believed that the internal funding levels limited research opportunities and 83% of the respondents believe changes are needed to retain excellent faculty. Respondents indicated that more bridge funding was needed, that the percentage of ICR money returned to researchers should be increased, and that the percentage of the budget allocated to the academic units should be increased.

Ninety-four percent of the respondents agreed or strongly agreed that changes are needed to improve the accuracy of the research accounts and to insure appropriate use of funds. When Dashboard is functioning this problem should be resolved. The faculty responding agreed that Banner should be modified to present data in a form similar to conventional bank accounts; that, with each new record added to a research account, an e-mail should be sent automatically to the principal investigator indicating the content of the record and the Banner ID of the person who made it; and that a mechanism should be developed to help faculty get incorrect charges removed from their accounts.

The survey respondents thought the limit on procurement card purchases should be increased from \$1,000 to \$5,000 per transaction and that researchers should be able to purchase computers and other equipment categories that are allowed by the funding agencies.

Survey respondents believed that changes were needed to improve the timeliness of Sponsored Program Administration's (SPA) review of the internal forms associated with meeting grant submission deadlines, and that changes were needed to make the pre-award process easier. SPA personnel needed to increase their under-

standing of budget requirements for various project sponsors.

The respondents believed that the staff in SPA should be trained in more client-oriented approaches to their jobs and should be trained in alternative solutions to resolve budget issues in grant accounts.

Respondents believed the process for the Human Investigation Committee (HIC) would be improved if the HIC form was revised to remove redundant questions and if there were separate forms for behavioral and medical research. Respondents believe the HIC system should be totally online and designed to guide researchers through the forms and information needed. They also believed that if the continuation of research had been approved for the year, the next continuation form should only need to have amendments approved during the year.

Only a small number of people responded to questions about the Office of International Students and Scholars, but 37% of the respondents believed that changes were needed to enhance attracting and hiring more foreign nationals who are currently experiencing visa issues as post doctoral fellows or faculty.

This ended the formal presentation.

Ms. Washington, a member of the survey sub-committee, said there are about 43 pages of additional comments. The committee is now cataloging them.

Associate Vice President Heppner and Mr. Barbret commented. Ms. Heppner said that some of the issues raised in the survey have been addressed. Dashboard is available to some units and its use is expanding across campus. Dashboard will enable researchers to follow their grant activity better. Bridge funding was increased. Ms. Heppner said the Research Office agrees that more money is needed for research. However, funds are limited. She noted that funding programs in the arts and for urban research were not addressed in the survey; it might be useful to get feedback about them.

Mr. Barbret said that in the fall the Research Office underwent a peer review by the National Council of University Research Administrators. It identified similar issues and they have been addressed or are in the process of being addressed. The NCURA report is on the Research Office's web site.

Mr. Tse agreed that the results of the survey and the recommendations of NCURA are very similar. The significance of the Research Committee's work is that it comes from the faculty itself. In identifying the concerns, it is hoped that they can be addressed, allowing faculty to be more productive researchers.

Ms. Shisheva noted that there were no questions in the survey about animal research. Mr. Tse said that no one on the Research Committee had raised those questions. Mr. Tse has been a member of the Animal Investigation Committee (AIC) for a number of years and that Committee has been addressing researchers' concerns. The guidelines were improved, and faculty have been registering fewer complaints about the AIC.

Mr. Watten said that in the humanities the structure of research is different than in the sciences where internal funding is important. He asked if the responses to the survey could be correlated with different emphases to draw secondary conclusions that would be relevant to specific kinds of research. Mr. Avrutsky said that one could draw secondary conclusions and select a subset of people according to discipline. The responses are available for every participant on every issue.

#### IV. MATTERS SUBMITTED BY THE POLICY COMMITTEE

##### Marketing of the University

Michael Wright, Associate Vice President for Marketing and Communications, made the presentation. Marketing and Communications is responsible for public relations, advertising campaigns, and materials for recruitment. The unit's goals are: (1) raise the awareness and reputation of the University, particularly outside the tri-county area; (2) support the enrollment goals; (3) build pride among faculty, staff, students, and alumni; (4) support the funding initiatives; and (5) improve the University brand so there is a shared tonality and look in the marketplace.

After talking with people around the University, Mr. Wright formed a statement that sums up the University's brand: Wayne State University provides a richer, more relevant, more engaged educational experience that prepares students at all levels to reach a higher level of success. The key messages are that Wayne State is a university of opportunity, of engagement, of aspiration, of success. Marketing and Communications is seeking facts about the University and the stories that change people's minds.

Mr. Wright formed a Marketing Advisory Council that includes people from some of the schools and colleges to develop a message that would have an impact on the marketplace. They summed up that message in the

words ♦ Aim Higher. ♦ They thought those words brought out the ideas of aspiration, opportunity, excellence, and success. Mr. Wright thinks the slogan works for potential students, current students, and the faculty and staff.

Mr. Wright showed several videos including one for faculty recruitment. His office has also made versions of the longer videos for several colleges as well as ten-second versions for each school and college. He also projected some recent print ads.

Marketing and Communications is taking a bold and comparative tone without disparaging other universities. In print ads where you can have more depth they give the facts that can change minds such as the ranking of a school or college or a research breakthrough.

President Noren, he said, initiated an Enrollment Task Force with the charge to analyze all activities related to enrollment and find out how to optimize enrollment at both the undergraduate and graduate levels. The task force is looking at the full academic cycle from recruitment to enrollment, retention, and graduation. One recommendation is to expand recruitment efforts and to make the systems that potential students encounter more user friendly.

Recruitment and marketing have not always worked together because they are in separate administrative areas of the University. Howard Shapiro and Mr. Wright co-chair the Enrollment Task Force so the two areas are working more closely. They are looking at recruitment beyond the tri-county area, the recruitment of high academic achievers, and the use of faculty and alumni in recruitment.

Marketing is using more social technology to attract and connect with potential students, including videos, Facebook, Twitter, and Flickr. The University ♦s web page was redesigned to make it easier to find information. Word Warriors, a web site that is trying to reinstate words that are falling into disuse, was launched and created a lot of interest.

Mr. Wright said that last year the University had an ad with Crain ♦s showing how Wayne State is trying to make a difference through research, teaching, and community engagement. Each school and college had an ad. Marketing and Communications features faculty wherever it can. *Possibilities* is a recruitment magazine for high schools that contains stories about faculty, research, and students in a context that interests prospective students.

There may have been a tendency in the past, Mr. Wright said, for areas of Marketing to work in an isolated fashion without coordination and collaboration with academic units, but he is changing that. More can be accomplished if people work together. He believes that Wayne State has a unique and strong point of view.

Mr. Wright opened the floor for comment and questions.

Mr. Pearson suggested that a well-known alumnus would be a good spokesperson for the University.

Mr. Furtado thought it might be useful to market to the adults in Michigan who are not working. Mr. Wright said that the Enrollment Task Force is looking at how the University can assist displaced workers, returning veterans, and people who are seeking retraining.

Ms. Shisheva mentioned an approach that she observed where a university was distributing information at a local festival that featured a group performing from the area where the university is located. Mr. Wright said that marketers attend many events and distribute literature. They evaluate upcoming events to determine where they can be most effective.

Ms. Dallas asked how marketers work with counselors at the high schools from which students are recruited. That, Mr. Wright said, was not under the auspices of Marketing and Communications, but he mentioned that there is an event on campus later in February to which high school counselors have been invited. The Provost said that she speaks to the counselors at the event.

Senate members said that faculty needed to be involved in student recruitment. It was suggested that faculty accompany admissions counselors to high school recruitment fairs. At one time there was a speakers bureau of faculty who attended recruitment nights and spoke with high school students. It was suggested that the speakers bureau be reinstated. Mr. Wright believes that faculty are the best recruiters.

In response to a question about the recruitment of international students, Mr. Wright said Associate Vice President Ahmad Ezzeddine has a plan and Mr. Wright ♦s office will work with him to develop it.

Mr. Woodyard asked what the overall budget was for Marketing and Communications including staff and media and how their budget compared with the budgets at other institutions. What metrics, he asked, determine whether marketing strategies are producing results?

Mr. Wright said that it is difficult to measure one institution ♦s expenditures with another institution ♦s because that information is not publicized. Measurement is done by observation, i.e., someone watches the ads of another institution

and estimates the costs based on their knowledge. Those estimates are used as a guideline. Using that guideline, until this year, Wayne State had been outspent by a significant amount. The measured media as reported for WSU was between \$200,000 and \$500,000 total versus well over \$1 million for some other universities advertising in the area. Wayne State is between the bottom third to the middle of the pack as far as total expenditures. The advertising, marketing, and communications budget is about \$1.25 million. To measure effectiveness, people in communications measure image. There is a baseline image of Wayne State, and they try to measure change. Do people feel better about Wayne State? They measure how many applications are received. Enrollment is the number one measure. The Provost added that the University's ability to attract faculty is another measure.

While Mr. Wolfson thought the videos were nice, they seemed more appropriate for recruiting faculty rather than students. Students, he said, want to see that the University is a place where they will get a good education. He did not think the cameo shots of deans or vice presidents would help recruit students. Rather, he thought prospective students would want to see students involved in activities. Mr. Wolfson thought the University needed to get more advertising that projected the image of its being a great place to get an education. More faculty, he said, needed to be involved in the marketing of the University to students.

#### V. REPORT FROM THE CHAIR

Provost Barrett talked about enrollment for the winter term. In the past, she said, medical residents were included in the enrollment figures. This did not affect overall enrollment figures because the number of residents remained the same from year to year. However, because of the difficulties of some residency programs with the Detroit Medical Center, there has been a drop of 25% in medical residents. Residents do not pay tuition. They are paid by the hospitals. Provost Barrett has removed the residents from the enrollment statistics.

Enrollment for the winter term 2009 is down 1.3% from winter term 2008 without the medical residents and it is down 1.9% if the residents are included in the calculation. The administration had predicted an enrollment decline of about 4.7% for the winter term. Wayne State's enrollment is volatile. Last year enrollment was higher than predicted; this year it is lower than predicted.

Two-thirds of the decline in headcount was attributed to part-time students. Full-time students are more likely to persist toward a degree. Credit hours have increased for undergraduate students. There was a small decline in credit hours for graduate students. The headcount drop was 374 students. The College of Education and the College of Fine, Performing and Communication Arts suffered the largest declines. Every other college had an increase in enrollment or had an insignificant decline. Provost Barrett expects enrollment for the spring/summer term to remain stable.

Governor Granholm has stated that she does not want state universities to increase tuition. However, the universities do not expect an increase in the appropriation. In fact, the appropriation is likely to be cut between 1% and 2%.

To cover compensation increases and increases in the cost of utilities, the University needs a 3% increase in its budget. If the state freezes tuition and does not increase the appropriation, the University cannot maintain its current level of operation. If the University had a 6% tuition increase, it would have an additional \$18 million in revenues. If the state cut WSU by 1%, the University would lose \$2 million.

The Provost wants to publicize the positive things occurring at the University, such as the creation of the School of Library and Information Science and the research being done by faculty. She asked faculty to send information about the activities in which they and their colleagues are involved to Mr. Wright.

Mr. Pearson asked if money from the federal stimulus package would offset a tuition freeze, but the Provost said the stimulus money is one-time money for buildings. That money was not a substitute for tuition money that goes into the base budget.

#### VI. NEW BUSINESS

There was no new business.

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

Respectfully submitted,

Seymour J. Wolfson  
President, Academic Senate