

WAYNE STATE UNIVERSITY  **ACADEMIC SENATE**
Official Proceedings
March 11, 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; Ivan Avrutsky; Sarah Bassett; Veronica Bielat; Tamara Bray; Kingsley Browne; David Cinabro; Alfred Cobbs; Christopher Collins; William Crossland; Victoria Dallas; Gina DeBlase; Donald DeGracia; Marcus Dickson; Cheryl Dove; Karen Feathers; Judy Field; Judith Fouladbakhsh; Andre Furtado; Hans Hummer; Patricia Jarosz; Barbara Jones; Loreleigh Keashly; James Martin; Lisa Maruca; Michael McIntyre; James Moseley; Prahlad Parajuli; Charles Parrish; Frederic Pearson; Elizabeth Puscheck; Susil Putatunda; Daniel Rappolee; Louis Romano; Michele Ronnick; Brad Roth; Anthony Sacco; Nabil Sarhan; Mary Sengstock; Bo Shen; Assia Shisheva; Antoinette Somers; Lothar Spang; Anca Vlasopolos; William Volz; Olivia Washington; Judith Whittum-Hudson; Derek Wildman; James Woodyard; Russell Yamazaki; Earnestine Young

Members Absent with Notice: Doreen Head; Winston Koo; Tej Mattoo; Regina Parnell; Vishwanath Sardesai; Naida Simon; Jianjun Wang; Barrett Watten; Mary Width

Members Absent: Terrence Allen; Muhammad Amjad; Basim Asmar; Monica Brockmeyer; Rick Cummins; Ravi Dhar; Brian Edwards; Poco Kernsmith; Thomas Killion; Jerry Ku; Gloria Kuhn; Sean Peters; Aleksandar Popadic; T. R. Reddy; Linea Rydstedt; Harley Tse; Renee Van Stavern; Arun Wakade; Antoinette Wozniak

Others Present: Jeffrey Block, Director, Special Events; Johnnie Blunt, Academic Senate Office; Linda Falkiewicz, University Registrar; Julie Miller, Secretary to the Board of Governors and Secretary of the University; Howard Shapiro, Associate Vice President for Undergraduate Programs and General Education; Kelley Skillin, Office of the Provost; Angela Wisniewski, Academic Senate Office

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

I. APPROVAL OF THE PROCEEDINGS OF THE
ACADEMIC SENATE

February 4, 2009

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

II. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

1. Member-at-large Election

Mr. Wolfson reminded members that voting in the member-at-large election continues until 5:00 p.m. March 12. It is expected that a run-off election will be held. Because of the size of the slate of candi-dates, for someone to be elected, he or she needs to receive a majority of the votes cast. The run-off election will be opened the week of March 16.

2. Election of the Senate President

The election of the President of the Academic Senate for the 2009-2010 academic year will take place at the April 8 Senate meeting. Interested persons should submit their names to the office secretary or to Mr. Woodyard, the Chair of the Elections Committee.

3. Strategic Thinking Retreat

Mr. Wolfson explained that the administration has been revising the most recent strategic plan. President Noren held what he called a Strategic Thinking Retreat on March 9 and 10. At the request of Mr. Wolfson and Mr. Volz, the Policy Committee was invited to attend. Also in attendance were the Deans, the President's Cabinet, as well as other administrators.

Earlier this year, six task forces were formed: exceptional learning experience; premier research university; enhance

the quality of campus life; promote university engagement in an urban environment; diversity of financial resources; and enrollment management. The members of the task forces have been developing objectives and goals for each area. Mr. Wolfson identified three themes: hire more faculty and help them succeed; research and teaching are compatible and ensure that research faculty are good teachers; and improve the service areas of the University.

During the retreat, the task forces described the ideas and goals they had identified. Suggestions were offered and the task forces revised their goals and objectives based on the discussions. The Office of Budget, Planning and Analysis will estimate the cost of carrying out the various goals. President Noren wants to engage the whole campus by holding forums between June and September. Policy Committee members pointed out that not many faculty are on campus during the summer and asked that some forums be held in September or October. The final report would be available at the end of the fall term 2009. From this effort, President Noren will develop priorities for the University.

Ms. Vlasopolos mentioned that at the retreat the Provost stressed that having an exceptional learning experience meant hiring and retaining faculty. Ms. Vlasopolos thought the Policy Committee played an important role at the retreat in promoting faculty governance.

Mr. Romano pointed out that Deans capture the salaries associated with vacant faculty positions to offset general needs in their colleges. How, he asked, could the Provost ensure that the Deans would not do the same with the additional faculty positions that were discussed at the retreat? Provost Barrett said that the colleges do not get the money until the position is filled. However, when a faculty member leaves, she cannot control how the Dean uses the money. She will not allow Deans to leave positions unfilled if they receive enhancement money.

Mr. Romano also thought Policy Committee's presence at the retreat aided the faculty. Most of the ideas will require large amounts of money, but it will be difficult to fund new initiatives in the current financial climate. At the retreat Mr. Romano and Mr. Wolfson pointed out that there appeared to be little interest in determining whether administrative units function effectively with the goal of saving money.

At the retreat, Mr. Woodyard was taken aback to learn that the past strategic plans were not reviewed to determine what had been done and how well the University was meeting those priorities. Some people in attendance did not appear to know what constituted an urban university and how Wayne State fit that mission. One vice president asked if WSU should be a research university.

Mr. McIntyre noted that the last time the University undertook a strategic planning process faculty were involved earlier in the discussions. It did not appear, however, that the last plan was used. Would, he asked, the Senate be involved in the drafting of the plan now under discussion, and would the plan drive future actions of the University?

Mr. Wolfson said that President Noren does not view the current work as a strategic plan. He refers to it as strategic thinking. He does not believe in having a static document. Rather, he thinks the document should be updated every year with the priorities being revised as needed. Mr. Wolfson said that everyone at the retreat recognized that if Wayne State is to be a premier research university, tuition has to be increased.

Mr. McIntyre spoke about the need for a strategic plan to have a budget related to revenue. The Provost said that the work is in the preliminary stage and the budget would be determined at a later date. The University has to decide what is needed before it can set a budget. She also mentioned that there was discussion at the retreat whether Wayne State's tuition should be set closer to the other research universities in Michigan. The President also mentioned an enhanced development effort to raise revenue from sources other than tuition.

Mr. Parrish said that the University cannot wait until the end of the planning process to approach the Board of Governors about the need for increased tuition.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of January 26, 2009, February 2, 2009, February 9, 2009, February 16, 2009, and February 23, 2009 (Appendix A). Questions and comments from Senate members follow.

February 23, 2009

Mr. Roth commented on item #6 regarding the Center for Academic Excellence. If the Policy Committee recommends that the program offered by the Center for Academic Excellence (CAE) be formalized and the academic nature of the program is set there should be a process by which the departments and faculty who are implicated by the program have an opportunity to be heard. It is possible to formalize the program in national security intelligence studies by an individual designating departments and courses that fulfill the criteria without the participation or knowledge of the faculty who teach the courses and the departments where the courses are housed. A number of faculty have raised

concerns about the effect on their reputations and scholarly work if they are thought to be connected to the program. Mr. Roth thinks that the CAE has not been able to produce a more formalized program because the faculty who are involved in the areas most naturally associated with national security intelligence studies do not support the program. Faculty members sent a letter to the Senate committees expressing that concern. Of the ten universities that have this type of program, the only other major research university is the University of Washington. There has been a great deal of ferment among faculty about this issue at that institution as well. A letter signed by 20 members of the faculty at their School of International Studies expressed the concern that the program will have a negative impact on their programs and research agenda. Mr. Roth hopes that there will be a process by which departments and faculty members will be heard on the question of whether their participation will be embodied in any formalization of the program.

Ms. Shisheva asked if there was more information available about the concern that the School of Medicine's Dean's office was taking indirect cost return funds from the departments for use by the School (item #10). Provost Barrett said that she asked the Dean of the Medical School, who said the ICR funds had not been taken. There is a plan, she noted, to tax departments but not take the ICR funds. Some Senate members noted that the tax equals the amount the departments have in their ICR accounts.

Mr. Woodyard did not believe one college could have a different rule regarding ICR funds than the rest of the campus. If one Dean was able to capture the money, other Deans might do so as well. Mr. Woodyard believes this is an important issue for all faculty; they cannot stand by while departments in the Medical School lose their ICR funds. ICR money, he said, is very important to colleges, departments and principal investigators.

III. REPORTS FROM COMMITTEES

A. The Faculty Forum: Financing Your Retirement in Troubling Times

Mr. Crossland, the Chair of the Faculty Affairs Committee, reported on the forum. Robert Bittner from TIAA-CREF talked about the importance of having a plan for retirement, taking inventory of your assets, and determining how much money you will need. Daniel Thornton, representing Fidelity Investments, talked about how to handle investments after retiring so your money will last. Retirees need to diversify investments, to monitor inflation and health care costs, and to cover expenses by permanent sources of income such as Social Security, pensions and annuities. Mr. Thornton suggested that retirees keep permanent expenses and discretionary expenses separate. Susan Cancelosi, a faculty member in the Law School, talked about organizing health expenses in retirement into three categories: medical bills for doctors and hospitals, which are usually covered by Medicare A and B; prescription costs that are covered by Medicare part D or private insurance; and long-term care. Ms. Cancelosi stressed the importance of long-term care. The likelihood that a retiree will need long-term care is about 50%.

Three retirees spoke about their experiences. James Low from Marketing in the School of Business Administration emphasized the importance of consulting with both the staff in the Total Compensation and Wellness Office and an outside professional advisor. Mr. Low spoke about the need to evaluate one's needs for medical care during the retirement years because they may change. Sheldon Alexander from Psychology in the College of Liberal Arts and Sciences told how he allocated his savings for retirement. He took the three-year phased retirement plan. Al Glover is a retiree from Raymond James Associates and his wife is a retired librarian from Eastern Michigan University. Mr. Glover stressed the need to determine what you need to retire and then to follow through. He explained his plan for financial security.

Members of the audience had a number of questions. Brett Green and Mary Ann Wilson from Total Compensation and Wellness attended the forum and responded to questions as did the panelists.

Twenty-two people returned evaluation forms. On a scale of 1 to 5, 1 being poor and 5 being excellent, the forum was rated 3.9. Eighty percent of the people thought the questions were answered effectively. Ninety percent of those who attended thought the forum was helpful for their retirement. All thought there should be some replication of the forums in the future.

Mr. Martin mentioned that there was discussion at the forum about the phased retirement program. It was suggested that it might be changed to a five-year program as many other schools have. Another concern raised at the forum was that people who work half-time cannot be replaced. Mr. Martin thought this was an issue that the AAUP-AFT and the administration might consider in upcoming bargaining sessions.

IV. MATTERS SUBMITTED BY THE POLICY COMMITTEE

A. Revised Commencement Procedures

Jeffrey Block, Director of Special Events, and Julie Miller, the Secretary to the Board of Governors and the Secretary of the University, informed the Senate of the changes to Commencement that have been made for this year.

Commencement has been held on campus for the past few years. Last year, Mr. Block said, 3,190 students and 13,000 guests attended the ceremony. It was decided to hold four Commencement ceremonies over two days to make the event more manageable. Each ceremony is designed for about 1,000 students and 5,000 guests.

On May 7 the College of Liberal Arts and Sciences will hold its ceremony at 10:00 a.m. and the College of Education and the College of Fine, Performing and Communications Arts will hold their ceremony at 3:00 p.m. On May 8, the School of Business Administration and the College of Engineering will hold their ceremony at 10:00 a.m. and the Library and Information Science Program, the College of Nursing, the Eugene Applebaum College of Pharmacy and Health Sciences, the School of Social Work, and the awarding of the Ph.D. and Master's Degrees in the School of Medicine will take place at 3:00 p.m. All will be held at the Tom Adams Field at the Matthaei Athletics Complex. Mr. Block reviewed the order of the program and the layout for the ceremonies.

This year a student from the oldest school in each group will address the assembly. That honor will rotate among the schools in following years. Students on whom the Ph.D. or the Ed.D. will be conferred will receive their degrees with their schools and their advisors will participate in the hooding ceremony. Individual students' names will be read as they cross the stage. For 2009 the Law School and the School of Medicine will hold their Commencement exercises at their traditional locations. In 2010 they will be moved to the main campus.

Ms. Sengstock asked which Commencement ceremony the persons would attend who are receiving honorary degrees and distinguished alumni awards. Ms. Miller said that President Noren will decide at which ceremony the recipients of honorary degrees will be recognized based upon their background and the recommendation of the dean if a dean submitted a recommendation.

After this year's Commencement ceremonies, Mr. Block's office will conduct a survey to evaluate the changes.

Mr. Wolfson asked Mr. Block to tell the Senate about the plans for President Noren's inauguration, which will take place April 7 at the Detroit Institute of Arts. Mr. Block said that the inauguration will take place at 1:30 p.m. with a reception following. At 4:00 p.m. a performance by alumni, faculty, and students of the College of Fine, Performing and Communication Arts will take place.

B. Enrollment and Retention Reports

Linda Falkiewicz, the University Registrar, began by saying that winter enrollment dramatically improved over the fall enrollment. The fall 2008 term had a 4.7% overall decline in enrollment compared with fall 2007. Winter 2009 enrollment decreased by 1.9% compared to winter 2008. If the medical interns and residents, who do not pay tuition, are removed from the calculations the overall decline is 1.4%. Undergraduate enrollment decreased 1.2%, graduate enrollment decreased 2.6%, and the graduate/professional enrollment decreased 4.8%.

Over the last ten years, WSU has had a 12% increase or 2,000 more undergraduate students. There has been almost an 11% decrease in graduate student enrollment. The graduate/professional student enrollment has not varied much. The number of transfer students was down the past two years, but this winter that number has increased. Graduate student enrollment has fluctuated over the years.

The ten-year history of credit hours shows that students are taking more credits. There is almost a 12% increase in credit hours. Ten years ago Wayne State had 7,800 full-time undergraduates; now there are almost 11,000. There are fewer part-time undergraduate students than 10 years ago. There are 28% more full-time graduate students than ten years ago. The enrollment decline is in the students who attend part-time.

Ninety percent of WSU's students are Michigan residents, and 90% of them are from the tri-county area with 54% from Wayne County, 27% from Oakland County, and 19% from Macomb County. The number of students from foreign countries dropped, but the number of students from other states increased so that the non-resident population has remained steady at about 10% of the total enrollment.

Mr. Volz asked about the number of students who register after classes begin. Ms. Falkiewicz said last fall it appeared that students who register late had decided not to return. She said some research indicates there is no noticeable difference in academic performance between students who register early and those who register late. A lot of the students who register late do so because they were unable to pay prior bills. When registration is opened, about 60% of the students are able to register and 40% are not.

Associate Vice President for Undergraduate Programs and General Education Howard Shapiro commented that Wayne State students have a pattern of registering late. Ultimately, they pay their old bills and register. The problem is that they have not had advising in a timely way. Mr. Shapiro's office conducted a small experiment in the fall term pushing the students to meet with an advisor in November for the winter term. He believes that, in part, is why the drop in enrollment for the winter term was lower than expected. A task force within the Student Services area is looking at ways to get students who have financial difficulties to prepare for registration for the fall 2009 term. The task force is working with the Accounts Receivable office to get the students registered.

Ms. Falkiewicz said that in the second week of classes in the winter 2008 term 3,800 students added classes and in the second week of classes in the fall 2008 term about 2,500 students added classes.

Mr. Furtado asked if the students who registered in the second week of classes were new registrants for the term or if they were registering to substitute a class for one that had been canceled. Ms. Falkiewicz said that in the fall nearly 100 students had difficulty finding a class to substitute for one that had been canceled.

Mr. Pearson asked Mr. Shapiro to comment on the decline of part-time student enrollment and if the decline might be due in part to part-time students becoming full-time students because of a lack of employment opportunities. Mr. Shapiro said that he does not have analysis to show if students have switched from part-time to full-time. It is known that part-time students are more susceptible to an economic downturn. Community college enrollments have increased greatly in the last few semesters, and it is assumed students have opted to take courses at those institutions because the tuition is lower.

Mr. Wolfson and Mr. Artiss noted that the charts Ms. Falkiewicz displayed showed enrollment having increased over a ten-year period but having decreased over the past five years. Mr. Wolfson asked what led her to believe the downward trend was turning around and that enrollment would be increasing. Ms. Falkiewicz said that overall in looking at the past ten years, the trend is going up. Her office always uses the prior year as a bench-mark. Provost Barrett said the key to increasing enrollment is retaining students.

Mr. Shapiro addressed the issue of retention. He showed data for the cohorts of FTIACS (first time in any college students). The University's retention rate has been decreasing progressively, but this year we retained a higher percentage of students.

At the end of October, and during the months of November and December, the Advising Office, Financial Aid, the Registrar's Office, Accounts Receivable, and the schools and colleges worked hard to get the FTIACS to return for the winter term. The number that returned is higher than 2002, the time period for which Mr. Shapiro has data.

In 2006 the University had 17 learning communities, in 2007 it had 24, and in 2008 it had 28. There were 1,743 students in the learning communities with 1,180 being FTIACS. Mr. Shapiro has received proposals for 35 learning communities for fall 2009. Learning communities generally have a peer mentor and are based on a major or an area of interest. The membership of the learning communities includes students of all academic abilities ranging from honors students to those who enter the University through special programs. The students choose to participate in the communities. From the fall 2007 term to the fall 2008 term the retention rate of students in the learning communities was 79.4%. From fall 2008 to winter 2009, the retention rate is 88.9%. The overall retention rate was 69%.

Mr. Shapiro said that several initiatives have contributed to the improved retention of students. The President's Faculty Task Force on Retention co-chaired by Lisa Rapport and Joseph Dunbar made its recommendations. The Provost endorsed all of the recommendations and her office is in the process of implementing them. A faculty conference was held in October 2008 with the main topics being the Scholarship of Teaching and Learning, Assessing Learning, and the Objectives of General Education. iStart, the program for new students, was expanded in fall 2008, with 1,200 students participating. Six hundred six students completed the iStart program and participated in the volunteer service opportunity on the last day. One thousand six hundred people, i.e., students and their guests, attended Convocation Day.

Ninety-five students participated in a pilot program, the Rising Scholars Program (RSP) for Mathematics 0993. The RSP is modeled after the Emerging Scholars Program. Eighty four percent of the students in the pilot program passed the course. In the regular computer based sections of the course, 45% pass. Although the RSP is an expensive program, it is expected to help the University retain students.

In fall 2008 all FTIACS in Liberal Arts and Sciences and Fine, Performing and Communication Arts were assigned an advisor in the University Advising Office. Improvements were made in the early assessment program. The student services area was very proactive in contacting students. They offered help with registration and financial aid.

Mr. Shapiro noted that President Noren has said that Wayne State, as a research university, should develop innovative ways to enhance student success and should be engaged with the community. *Pathways*, a new initiative, is a partnership with community colleges for student access and success. If Wayne State finds students it

cannot teach because they are not prepared academically, the students would enter the *Pathways* program, which will prepare them to be high achievers when they transfer from the community college to the University. Wayne State, Mr. Shapiro said, has to work with the community to help more people reach the goal of a four-year degree. The University is developing the program with Wayne County Community College. Fifty students will enter the pilot program in fall 2009.

Mr. Volz asked if the University had identified the variables that indicate whether or not a student will succeed. Mr. Shapiro said that best predictor is the ACT score.

In response to a comment, Mr. Shapiro said that the special admission programs were reorganized under a new program called APEX (Academic Pathways for Excellence), which has a broader charge than the individual programs. APEX is looking at best practices and various models to help students achieve academically.

Mr. DeGracia suggested that the University look to federal and foundation support for this type of research. Mr. Shapiro agreed and he encouraged faculty to develop proposals for funding.

Mr. Wolfson asked what had been done to get students to re-enroll in the winter term. Mr. Shapiro said that a tuition grace program was put in place. If students owed between \$200 and \$1,500, they were offered advising, financial aid counseling, and were allowed to register. Of those who did that, only nine had to drop out. The other students were able to pay what was owed and to continue their educations. Advising was very proactive and the Division of Community Education (DCE) called every one of its students. DCE's enrollment increased by 20 points over winter 2008. Mr. Shapiro believes the message is getting to students that they should take care of registration and financial aid early. Ms. Dallas believes the fact that people contacted the students made the difference.

Mr. Furtado is pleased with the work Mr. Shapiro is doing. He did not think the ACT score should be the sole determinant in assessing a student's potential. There are, he said, several levels of risk, such as the high school the student attended, the high school grade point average, ACT score, WSU grade point average, and whether the student is on probation. In the Rising Scholars Program students who have up to three risk factors can be successful. Students with four or more risk factors are not easily helped. Mr. Furtado also liked the *Pathways* program, but said the faculty have to be involved in that pedagogical effort.

V. REPORT FROM THE CHAIR

Provost Barrett reported that there is a lot of talk in Lansing about the economic stimulus money for higher education. Informal proposals have been made that would provide a substantial amount of money for higher education in the 2010 and 2011 fiscal years. The stimulus money would be about \$20 million each year. However, Governor Granholm does not want universities to raise tuition. If Wayne State does not raise tuition, it will have a gap of \$40 million in its permanent budget at the beginning of the 2012 fiscal year. The University needs a 3% increase in its budget to cover increases in utilities and in compensation. Half of the University's budget comes from the state appropriation. If the state does not provide a permanent increase of 3%, the University has to increase tuition by 6% to cover what it does not get from the state. A tuition increase of 6% would generate between \$18 million and \$20 million. If the state were to cut WSU's budget, we would need a larger tuition increase.

The Presidents Council, which is the association of the 15 state universities, is strongly opposed to the tuition freeze, arguing that the universities need permanent funding.

Wayne State has tried to reposition itself within the university research group in the hope of getting better funding. However, the Provost expects all of the state universities will receive the same percentage of funding.

Mr. Woodyard asked the Provost to explain a change that was announced in financial aid. She said that Wayne State was not meeting all of the financial needs of the students with the greatest financial need, i.e., those who have no financial contribution from their families. The students receive \$5300 in grants and the University was adding \$1500 to that amount. However, students were still short about \$1500 per year and had to take out loans. The University is increasing its financial aid by another \$1500 for a total of \$3000 to fill the gap so students should not have to secure loans.

There are two sources for the money. The University has a financial aid account for state and federal matches for loan programs, but it no longer participates in the programs to the extent that it once did. That money has been accumulating and it will be added to the pool for need-based scholarships. The University remains short about \$1.5 million a year. If enrollment increases one-half percent as a result of the increased support for needy students, it will pay for itself. The Provost does not think the additional financial aid will cost the University.

The Provost said that WSU has one of the lowest contributions of institutional financial aid among the state universities. It has the highest rate of Pell grant eligibility of the state universities and it has many more of the students who need financial assistance.

ADJOURNMENT: The meeting adjourned at 3:33 p.m.

Respectfully submitted,

Seymour J. Wolfson
President, Academic Senate