

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**

April 4, 2012

Members Present: Ronald T. Brown, Provost and Senior Vice President for Academic Affairs, Chair; Louis J. Romano, President, Academic Senate; Lisa Alexander; Basim Asmar; Ivan Avrutsky; Linda Beale; Paul Beavers; Ramona Benkert; Veronica Bielat; Barbara Bosch; Tamara Bray; Kingsley Browne; Chardin Claybourne; Mary Cooney; Victoria Dallas; Nabanita Datta; Donald DeGracia; Cheryl Dove; Maria Ferreira; Jane Fitzgibbon; Judith Fouladbakhsh; Moira Fracassa; Andre Furtado; Avril Genee Holt; Michael Horn; Maik Huttemann; Barbara Jones; David Kessel; Rita Kumar; Liza Lagman-Sperl; Janine Lanza; Lawrence Lemke; Rodger MacArthur; Brian Madigan; James Martin; Jason Mateika; Michael McIntyre; Boris Mordukhovich; Bryan Morrow; James Moseley; Jennifer Sheridan Moss; Patrick Mueller; David Oupicky; Abhilash Pandya; Victoria Pardo; Charles Parrish; Debra Patterson; Jeffrey Potoff; Aaron Retish; Robert Reynolds; Michele Ronnick; Brad Roth; Linea Rydstedt; Heather Sandlin; Mary Sengstock; Naida Simon; William Slater; James Sondheimer; Senthil Sundaram; Ronald Thomas; Ellen Tisdale; Karen Tonso; Harley Tse; Anca Vlasopolos; William Volz; Mary Width; Derek Wildman; Jeffrey Whitey; James Woodyard

Members Absent with Notice: Jennifer Beebe-Dimmer; Abhijit Biswas; David Cinabro; Judith Fry-McComish; Ewa Golebiowska; Kafi Kumasi; Judith Whittum-Hudson, Seymour Wolfson

Members Absent: Anthony Cacace; Karen Feathers; Jerry Ku; Shawna Lee; Richard Marback; Elizabeth Puscheck; Daniel Rappolee; T. R. Reddy; Timothy Stemmler; Lee Wurm; Zhe Yang

Others Present: Gloria Heppner, Associate Vice President for Research; Anthony Holt, Chief of Police; Geraldine Johnson, TRIO; Tahrira Khanom, Academic Senate Office; Bonita Stanton, Vice Dean for Research, Medicine; Angela Wisniewski, Academic Senate Office

CALL TO ORDER: This regularly scheduled meeting of the Academic Senate was called to order by Provost Brown at 1:33 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

March 7, 2012

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of March 7, 2012. PASSED.

II. ELECTION OF THE ACADEMIC SENATE PRESIDENT FOR THE 2012-2013 ACADEMIC YEAR

Mr. Woodyard, the Chair of the Elections Committee, conducted the election. Mr. Romano had been nominated for re-election prior to the meeting. Mr. Woodyard opened the floor for additional nominations. There were none, and it was MOVED, SECONDED, and PASSED to CLOSE NOMINATIONS. Mr. Woodyard asked Mr. Romano to speak to the Senate.

Mr. Romano pledged to continue to work hard for the University. The Academic Senate is insisting that the faculty and academic staff have a voice in making decisions. He expressed his appreciation for the support of the Senate in carrying out his duties. He added that when faculty and staff are asked to serve on committees, he hoped they would accept the responsibility as the members of the Policy Committee have done.

Ms. Beale MOVED that Mr. Romano be ELECTED BY ACCLAMATION. SECONDED. PASSED.

III. MATTERS SUBMITTED BY THE POLICY COMMITTEE

A. Graduate Faculty Criteria

Revisions to the Graduate Faculty Criteria were discussed at the Academic Senate meetings of November 2, 2011, December 14, 2011, and February 8, 2012. On February 15, 2012, the Graduate Council approved the Graduate Faculty Criteria statement and Associate Dean of the Graduate School Ambika Mathur forwarded it to the Academic Senate. The statement is attached to these Proceedings as Appendix A.

Mr. Romano noted that a compromise had been reached between the Graduate Council and the Policy Committee on the controversial wording in the statement approved by the Council earlier in the academic year. The controversy was over who would decide the criteria for a department or school/college if the Dean of the Graduate School and the Dean of a school or college disagreed about the criteria for a discipline. Originally, the statement read that the Dean of the Graduate School would make the decision. The Academic Senate wanted the Provost to be the person to whom the school/college would appeal and who would make the final decision if there were disagreement between two Deans. The document before the Senate was the compromise.

It was MOVED and SECONDED to ENDORSE the Graduate Faculty Criteria Statement.

Mr. Roth believed the Academic Senate should have discussed the proposed Graduate Faculty Criteria in all of its details because by his reading of the University Statutes it was within the scope of the Senate's competence. He thought the basic framework of the document was deeply flawed in that it was not sensitive to the differences among disciplines and the difficulty getting published in peer-reviewed journals. The statement set an arbitrary basic standard and was insensitive to the problems it would impose on Ph.D. programs. If the document was rigidly implemented, Mr. Roth thought the viability of a number of Ph.D. programs could be called into question. He believed much wider consultation and discussion was needed before the document was sent to the Senate for approval. He hoped that at the soonest opportunity the implementation of the criteria and the potential consequences would be revisited more broadly.

Mr. Romano agreed in general with Mr. Roth. However, he said, there were many conversations with the Graduate Council and the Interim Dean of the Graduate School. The document before the Senate was a compromise and Mr. Romano believed it was the best result the Senate could get. If different criteria were appropriate for a discipline, the faculty would need to work with their Chair and Dean to develop them. The Dean would take them to the Standards Committee of the Graduate Council. If there were disagreement between the Graduate School Dean and the Dean of a school/college the Provost would decide on the criteria. Perhaps, Mr. Romano said, there might be an opportunity to revise the criteria in the future after they had been in place for a while.

Provost Brown said that he would mediate inconsistencies or difficulties that might arise about the criteria.

The vote on the motion to ENDORSE the Graduate Faculty Criteria Statement was TAKEN. PASSED.

#### B. Resolution on the Graduate School

Mr. Romano introduced the item. At the last Academic Senate meeting, Provost Brown announced that the University would carry out a search for a new Dean of the Graduate School and the Graduate Council would elect the members of the search committee. In the meantime, there was strong indication that the current Vice President for Research and Interim Dean of the Graduate School would run for the position of Dean and retain both

positions or that the Graduate School and the Office of the Vice President for Research (OVPR) would be combined as they had been in the past.

The Policy Committee believes the two offices should be separate, but the administration may have a good reason for combining them. In the resolution before the Senate, the Policy Committee was not asking that the offices not be combined, but that before the decision was made the administration consult broadly across the University whether such a move was in the University's best interest. The following was presented to the Senate.

#### **Preamble**

The Graduate School was separated from the Division of Research and placed into the Division of Academic Affairs several years ago as a way to put greater emphasis on graduate programs, scholarship, and enrollment. The Board of Governors, University President, Council of Deans, Office of the Provost, Academic Senate, and Graduate Council agreed with the rationale given for this separation and fully supported the formation of an independent Graduate School. The Policy Committee remains convinced that this was a good decision, one that with proper leadership could result in a much improved Graduate School. We feel strongly that the best location for the Graduate School is under the direction of the Provost, the chief academic officer of the University. It is this office that is most familiar with academic matters, including, for example, student learning, enrollment, college funding issues, new academic program development, program assessment, faculty development and scholarship across the curriculum. Because of personnel changes, the VP Research was appointed interim Dean of the Graduate School. The Policy Committee does not favor making this appointment permanent without a full and open conversation across the University community to determine if it is in the best interest of the University to reunite the Graduate School with the Division of Research. Moreover, the Policy Committee does not believe that it is appropriate for one administrator to hold two positions without merging the two units.

#### **Resolution**

(approved unanimously by the Policy Committee)

1. Before proposing to the Board of Governors that the Graduate School be merged with the Office of the Vice President for Research, there need to be extensive faculty consultation and university-wide discussions to evaluate the

rationale and repercussions of this merger to the University.

2. Prior to having these comprehensive discussions, the Policy Committee recommends that the Graduate School remain an independent school located in the Division of Academic Affairs.

It was MOVED and SECONDED that the Academic Senate ENDORSE the above resolution.

Provost Brown reported that he had shown the resolution to President Gilmour and both are interested in having faculty input about the hiring of the Graduate School Dean. Consultants from the Huron Consulting Group are evaluating the Office of the Vice President for Research and they have been asked to advise what was best for the University, i.e., should the offices be combined or remain independent. President Gilmour and Provost Brown would like to wait until they receive the report of the Huron Group and are able to engage in discussions with the faculty in the fall semester. The search for the Dean of the Graduate School would be delayed until the fall.

Mr. McIntyre thought that all options for the Graduate School should be on the table. He agreed that the Graduate School should not be moved into the OVPR. The Graduate School, he said, had been weak for a long time and it was not responsive to the academic community. Students apply to the individual schools and colleges, and those units carry out the functions of the Graduate School. Having each school/college in charge of their graduate program was a model that fit better with the incentive-based budget model the Huron Group was discussing with the University. Mr. McIntyre did not think the faculty who will serve on the search committee for the Dean should be from the Graduate Council. Two faculty from each school/college are to serve on the Graduate Council, but the representatives from the Law School were removed arbitrarily. Mr. McIntyre did not want a body that would act so arbitrarily and was not responsive to faculty to be the body that made the decision about the membership of the search committee.

Mr. Romano agreed with Mr. McIntyre's comments. Representation on the Graduate Council was not proportional. Small schools have the same number of representatives as the larger schools.

Mr. Parrish said that the Agreement between the University and the AAUP-AFT was clear that there be a 2N committee to conduct the search for a

Dean with one-half of the members elected by the unit and one-half appointed by the administration. There was no constituent group in the Graduate School. There are various ways of forming the committee but, he said, it should be as representative as possible.

Provost Brown would be willing to have the full search committee drawn from the full Senate, except for the Chair, who should be a Dean. The Provost would like more discussion among the faculty including the Policy Committee whether the two offices should be combined and what the role of the Graduate School should be.

Ms. Bielat asked why the two units had been separated years ago and what had changed that would require recombining them. The rationale, Mr. Romano said, was that the Graduate School handled academic programs and while there was some overlap between the education of doctoral students and research, the reporting line of the Graduate School should be to the Provost because that person deals with educational matters and academic programs. To Mr. Romano's knowledge, the reason for combining them was convenience.

Provost Brown said that by combining the offices, there might be a savings in one person performing the certain functions. With that and the savings of a Dean's salary, he estimated that about \$1 million might be saved.

The motion to ENDORSE the RESOLUTION PASSED.

#### C. EMERGENCY PLANNING AND PREPAREDNESS

Anthony Holt, Chief of Wayne State's Public Safety Department, thanked the Senate for giving him the opportunity to give an overview of the Department, how they respond to and try to prevent crime on campus, and the University's emergency response plan.

The Department was formed in 1966 and has 55 police officers. All officers must have a Bachelor's degree and 80% of them have a Masters degree. All are commissioned licensed police officers, meaning they have no restrictions in law enforcement in the City of Detroit. They also have police powers at the Oakland and Macomb campuses. Wayne State police patrol the campus and the adjacent neighborhood. They have foot patrols on Woodward Avenue, in the Woodbridge area, and the Cultural Center. Public Safety has motorcycle patrol units, mountain bikes, and Segways. Public Safety's response time is between one and three

minutes. Public Safety runs the card access system and has the central alarm system for the campus. It sends the Campus Watch publication, which reports all crimes and arrests on campus, by e-mail each month. It has a 24-hour crime tip hot line. The University has 312 blue light telephones that are being outfitted for broadcast capability. If there is a tornado warning or an active shooter on campus, the speakers on the blue light phones will broadcast messages telling people to take cover.

Public Safety has an immediate action response team. Every officer is trained how to respond if there is an active shooter on campus. Wayne State does not need to call Detroit's SWAT team or the Michigan State Police. Public Safety has a K-9 explosives search team and is able to trace calls of bomb threats made with cell phones.

Public Safety participates in a regional crisis response team. It meets with the Michigan State Police, the Wayne County Sheriff, Detroit Police, the FBI, and Homeland Security monthly and quarterly to review various crises and the resources WSU would need if it had a major crisis and the resources WSU could give to others if there were a crisis elsewhere.

Mr. Holt reviewed the training the officers undergo to respond to active shooters, a pandemic attack, or severe weather emergency.

Public Safety teams with the Center for Urban Studies for a CompStat Initiative. Every police department in the Cultural Center area: Detroit Police, Wayne County, Michigan State Police, the Cultural Center police and the hospitals' police meet every two weeks. David Martin in the Center for Urban Studies does crime mapping. They know every crime reported last year and can follow patterns that develop. They look for hot spots on which to focus attention with increased police patrols, surveillance, and by partnering with other agencies. The police want the community to feel safe that they are in the area and they want criminals to see that the area is not a good place for them.

The CompStat Initiative has resulted in a decrease of crime in the area. The midtown area, which Public Safety patrols, has had a 46% decrease in burglary compared with 19% in the entire city of Detroit. Auto thefts are down 50%, robberies are down 37%, drug usage is down 52%.

Public Safety works with the Department of Corrections. They analyze the arrests made and the crimes committed. Public Safety and

Corrections officers carry out absconder sweeps. If there are a number of car break-ins, Public Safety will check the Corrections' database for people who have been in prison for that type of crime and have not reported to their probation officer for a while. This has resulted in a decrease in the number of crimes in the University area.

Public Safety approached the Department of Corrections to join their officers in making home visits to parolees. During the visit, they do a drug analysis, look through the house, and remind the parolee of his or her next appointment with the parole officer. This lets the parolee know that the police officer knows him. This action led to a decrease in criminal activity. If a parolee wears a tether, Public Safety can check the database to see where he has been. They have arrested people who have stolen property from the University and from nearby apartments.

Mr. Holt said that the central district of the Detroit Police Department covers the area from the southern border of Highland Park to the City County Building. For that entire area, Detroit will have three patrol cars on duty, whereas Public Safety will have ten cars on duty. The University has 16 exterior surveillance cameras on campus that have been used to intercede in 85 incidents of criminal activity before Public Safety received a call. Public Safety has a SafeWalk program. If a staff member or a student wants an escort, Public Safety will send a car to follow them to their campus destination. If a member of the campus community calls for a patrol to watch them walk from the Medical campus to the main campus, Public Safety can turn a camera on and watch the person until a patrol car arrives. Eventually wherever there is a blue light phone on campus Public Safety will be able to see you on camera.

Public Safety checks the class schedules and if there are a lot of students leaving a building at night, they focus a camera on that area to see that the students are safe.

People are concerned about invasion of privacy with the use of surveillance cameras. The University's video surveillance policy specifies the use of the cameras. They are not used to see the interior of buildings; they are blacked out and cannot look into windows or dorms.

Public Safety is part of a crisis management team of universities. The team meets weekly to review scenarios for such events as a chemical spill, fire, or a shooting. Every two weeks, the team does table-top exercises as to how they would respond

to the situations. The crisis team has an extensive communications manual and a crisis management plan.

Public Safety is part of the Student Update and Information Team that meets every two weeks with the Dean of Students, the General Counsel, Counseling Services, and Housing to be proactive in assisting students who may be troubled and intervene so they do nothing to harm others or themselves. Faculty and staff have brought students to the attention of the team.

Mr. Holt believes Wayne State is one of the safest campuses in Michigan. There is a 50% difference comparing WSU's crime statistics with those of the University of Michigan and Michigan State University. That Wayne State is in a large open urban area speaks volumes about Public Safety's work. Public Safety's website, [police.wayne.edu](http://police.wayne.edu), has a lot of information about their plans and their activities.

Mr. MacArthur mentioned that at some universities from any blue light phone a person can see another blue light phone. No one has to run far to reach a phone. Mr. Holt said that with the use of cell phones, blue light phones are used less. He will be looking at a program where, after signing up, a student could press an emergency button on their cell phone that will tell Public Safety who is calling and where the person is located.

Mr. MacArthur also asked about having kiosks on the periphery of campus as a visible presence for safety. Mr. Holt said that Wayne State is trying to portray a different image. Eighty-five of the arrests that Public Safety officers make are in the surrounding community. There is so much work on the perimeter of campus and their cars are so visible, he does not think that type of presence is necessary.

Ms. Sheridan Moss asked what would happen if, because of Detroit's economic crisis, there were a fire emergency and the Detroit Fire Department were not functioning. Mr. Holt said that the city of Detroit has assured him that the Fire Department will always operate. Wayne State has contracted with a private ambulance service to transport emergency cases because the city's EMS vehicles may not be available.

Mr. Romano was impressed with the crime statistics. He asked how Public Safety communicated that information to departments that are hiring faculty and to the Admissions Office for the recruitment of students. Mr. Holt said the Department has a brochure that is distributed at

events the Development Office holds. It might be something that could be given to prospective faculty.

It was suggested that Mr. Holt record the presentation he made to the Senate and post it on Public Safety's web site. The parents of students who are concerned about their children's safety at Wayne State would be impressed.

Another Senate member suggested that faculty and students who live or have lived on campus could serve as ambassadors to people who are considering living in the area.

Mr. Romano thanked Mr. Holt for his presentation.

#### D. Medical School Research Initiatives that Might Affect the Whole Campus

Bonita Stanton, the Vice Dean for Research in the School of Medicine (SOM), was invited to tell the Senate about the research initiatives in the School. She was pleased that there was interest in the Medical School and she said the Medical School was interested in increasing its collaborations across campus. The SOM research strategic plan is focused on team science. The goal is for the SOM research to have an impact on health care delivery in the city of Detroit, the state of Michigan, throughout the U.S., and globally over the next five years. This will be achieved through an emphasis on interdisciplinary team science. The SOM aims to have a program project-like approach, which is a cluster of scientists working together who have projects that are distinct but closely related so that the whole of the projects are greater than they are individually. There will be continued emphasis on translational research and on biomedical innovation. Team science will be directly supported by existing but refocused and fortified core facilities, research administration, and faculty development. While most of the people who worked on the strategic plan were from the SOM, several areas of the main campus were represented on the committee.

#### Core Facilities

The SOM aspires to having the Wayne State key core facilities highly active to serve the needs of the academic community. Ms. Stanton said that these requirements would be attained by expanding the membership of the current University Core Committee to include more research users; establishing much clearer criteria, expectations and support for core facilities; establishing a centralized core facilities budget to address support for annual

service contracts, system upgrades, and technical personnel; establishing a core facilities voucher system for faculty use to generate preliminary data to support extramural funding, including a separate voucher for faculty during their first three years of hiring; establishing a readily-accessible core facilities web site; establishing a bio-statistics, bio-informatics, bio-computing, and behavioral studies core.

The Research Subcommittee of the Faculty Senate of the School of Medicine has assumed the responsibility of tracking and monitoring the progress. The metrics to measure success for the core facility include: clear widely visible designation of key core facilities; timely and accurate reports of the core facility's accessibility, utilization, and cost/revenue reports; user satisfaction surveys of core facilities' access, quality, and costs; and annual reports of research support reliant upon the core facilities.

#### Research Administration

The SOM aspires to have a research administration that serves the needs of the researchers including protecting their well being while protecting the University. The pre-award research administration would support researchers and WSU through clear, uniform, and widely understood policies and procedures. Post-award monitoring would support researchers in a timely, proactive, and resource-efficient manner. Databases would be easily accessible and reliable, enabling both researchers and administrators easy access to reports routinely needed for award submission, inter-departmental collaboration, and research monitoring.

Research administration requirements will be attained by increasing the number of pre- and post-award support personnel to assist SOM researchers. A review by an external group found that the SOM was woefully under supported at the SOM, and the OVPR has provided increased support. The research administration requirements will be attained by establishing a SOM and OVPR advisory panel to develop uniform pre- and post-award proposal policies for administrative and fiscal management; by establishing on-line tutorials for Banner, eProp, and Dashboard; establishing and expanding intra-web faculty and research databases; implementing the OnCore System (the clinical trial system that allows researchers to carefully track their studies); by improving the eProp System; and by defining, designing, and receiving researcher-support data from the WSU Physician Group Data Warehouse. This data would provide information such as the percentage

of people in a department involved in research who have grant funding.

The research administration measures of success include researcher satisfaction with administrative support on proposal submission and management; accuracy and timeliness of current research account balances and projected year-end account balances; user-friendly data entry for clinical trials with accurate, timely, and compliant reporting; availability and utilization of research and faculty databases to support grant preparation and identify potential collaborators across the whole campus.

#### Faculty Development

Requirements for support include faculty development. Good faculty development programs nurture support and optimize research career development, recognizing transitions that occur across professional careers. Development programs are not focused only on early faculty, but on mid-level faculty, and on senior faculty, so that instead of looking at senior faculty as a drain on resources, they are seen as contributing members.

All departments and schools should have mentoring programs with Chair accountability. Mentoring programs should explicitly recognize and incorporate team science mentoring. Academic tracks and promotion and tenure criteria should be designed for team scientists and clinician scientists. Faculty careers are supported across the professional lifespan.

The faculty development requirements will be attained by establishing departmental mentoring programs for new faculty and participating in the SOM mid-career and senior faculty programs that are being developed. The SOM will establish formal training programs for new faculty on grant preparation, core facilities, and faculty and research data bases. The SOM hopes to institute a clinical scholar faculty track and a clinical scientist career development program with 40% protected time. The SOM would like to have a prolonged time (10 years) to tenure.

The SOM will be successful in faculty development when it has an annual formal review of a department's mentoring program as part of the Chair's review, i.e., the Chair's success, in part, will be measured by how effective their mentoring program is. They will look at the annual review of the mentoring process for the individual faculty. They will have a semi-annual "check-up" of research progress of faculty with research support greater

than 40% and an increasing number of faculty on the clinician scholar track.

#### Translational Research

The SOM Research Office will be successful when translational research at the SOM is well supported and well understood with the relationship between fields of research and clinical support clearly described. Faculty and trainees would be well-informed about and have easy access to resources supporting translational research. Hospitals and other health organizations would serve as active research partners and the SOM Master and Ph.D. curricula in the basic sciences would clearly address clinical implications of these fields of study. A primary role of key core facilities is the support of translational research. Ms. Stanton said that they know that the basic sciences have great importance in and of themselves, but basic scientists and clinicians need to understand the value of each other's science.

Translational research objectives will be attained by reviewing and realigning, as necessary, academic structures and priorities to promote team science through promotion and tenure reviews and indirect cost sharing across departments, incentivizing decision-makers to support clinical-basic science collaborations across departments and colleges, and establishing a public website highlighting the benefits to the community of translational research will take place. Strategic hiring and retention of translational research faculty across departments and across the campus will be achieved. Consolidation and focusing of WSU, OVPR and SOM resources promoting translational research will be achieved. Promote the visibility of translational research support activities through kiosks, seminars, and routine updates of the SOM research and graduate programs.

The measures of success for translational research are: increased faculty awareness of the translational research support services; increased number of translational research proposals submitted; translational research proposals will involve more collaboration across departments and colleges; and increased funding from the Vanguard Health System to support translational research.

#### Biomedical Innovations or Technology Transfer

The Research Office in the SOM wants biomedical innovations to be fully integrated into the SOM research efforts, they want the enterprise to be highly visible and easily accessible by all constituents. It should be known to potential

commercial partners. Revenues from SOM biomedical innovations should contribute to new research initiatives at the SOM.

Biomedical innovation objections will be attained by expanding the staff, appointing a life science industry representative to the SOM Board of Visitors, and establishing departmental liaisons to the biomedical innovations office, funding "proof of concept" validation studies, and ensuring that the Tech Town programs and resources are more accessible to WSU faculty. They need to look at the distribution of royalty revenues and revised promotion and tenure guidelines so they value technology transfer.

The measures by which to determine if the biomedical innovations are successful follow. There will be an increase in the submission of biomedical innovations for licenses and patents. There will be an increase in submissions from faculty of commercial opportunities and increased revenues from biomedical innovation. There will be an increased awareness of philanthropic opportunities in the donor community for technology transfer and biomedical innovations.

#### Program Project (like) Grants

The SOM Research Office would like to see more program project (like) grants (PP(L)G). The research portfolios at the SOM and to some extent across campus will be characterized by a series of overlapping scientific teams. Strong individually-funded research mentored by research teams is critical to the development of PP(L)Gs. Department Chairs will support interdisciplinary or interdepartmental collaborations through financial support. The leadership of the SOM is building that into the budget process and evaluation process for next year. The SOM and WSU will support selected grants through additional financial and administrative support.

They will attain this by identifying foci and obtaining intramural funding, promoting the submission of RO1, K, and T32 awards, monitoring and providing incentives for the submission of the PP(L)Gs. In addition, it will be attained by reviewing academic structures and priorities to promote team science, and reviewing and revising as needed the SOM and WSU funding processes to support the needs of interdisciplinary research.

They will have achieved their goals when there is an increased submission of RO1, K, and T32 awards, when there are applications from multiple qualified groups for intramural PP(L)Gs, and when

there will be submission of three to five (PP(L)Gs over five years.

Ms. Stanton took questions from the floor.

Mr. McArthur thanked Ms. Stanton for acknowledging that there are issues related to research at the SOM, but he thought that she had understated the problem. As a 17-year faculty member who has had funded research support all those years, he has found dealing with the research infrastructure to be a daily struggle. He posed several questions for Ms. Stanton. Why, he asked, has it taken so long to recognize that a problem exists? Is there a realistic timeline for changing the situation? How will the change be accomplished in an era of decreased funding at the NIH level and when the SOM is moving toward a clinical revenue-funding model?

Ms. Stanton agreed that it did take a long time to address issues related to research, but she could not speak to the cause. There might have been support in individual departments but the SOM did not have a cohesive effort. In responding to Mr. MacArthur's question about the timeline, Ms. Stanton said that an effort is underway to hire more people, such as grant administrators, to support researchers and cross-links between various databases have been set up. Changes have been made in Sponsored Program Administration for pre-awards. The new director of SPA is addressing issues. Good research administration is important when it is difficult to obtain research funding. The administration assists in submitting multiple grants and in spending wisely the money that is generated. The administration should be able to tell researchers if they have overspent or under spent on their grants. Ms. Stanton asked Mr. MacArthur to contact her if he has problems.

Mr. Romano said that in translational research and program project like grants it is necessary to combine basic sciences with clinical related work. Many disciplines outside of the SOM do basic research. How, he asked, would Ms. Stanton reach out to the other schools and colleges?

Ms. Stanton said that by talking to the representatives from the various schools and colleges at the Senate she hoped to make known the SOM's interest in collaborating on joint projects. She would like to be invited to departments to speak with faculty. She also asked that if faculty had ideas that might have research implications in the SOM, to contact her. Associate Dean of the Graduate School Ambika Mathur and Ms. Stanton are developing an entrepreneurship graduate

certificate program that will cross colleges. Some groups in the nanosciences have worked with faculty in Chemistry and Engineering. The SOM and its departments will incentivize faculty to reach out and work collaboratively with other colleges. The joint hires on which the Provost has insisted have faculty from different disciplines working together.

Mr. Romano suggested that there could be more joint appointments between faculty in different colleges who are already at the University. Ms. Stanton said that it is now her responsibility to foster such appointments between the SOM and other units.

Mr. Parrish was impressed with Ms. Stanton's integrated presentation about research that is important to the future of Wayne State. He mentioned that the new budget process being considered by the administration sets one Dean against another. They may work in silos trying to increase their own income. Ms. Stanton said that she has not interacted with the Huron Consulting Group but she expects to do so because HCG is advising on the cores.

Mr. Reynolds recently served on a faculty search committee. Scholars found the type of collaborative work of which Ms. Stanton talked very attractive; recruiting the faculty member was an easy process because of it.

Mr. Romano thanked Ms. Stanton for her presentation.

#### IV. REPORT FROM THE SENATE PRESIDENT

##### A. Report and Announcements

As Mr. Romano mentioned previously, the Policy Committee meets with the President's Cabinet once a month. President Gilmour admitted that he did not have a good understanding of what the "big ideas" were at Wayne State. The Cabinet and the Policy Committee jointly formulated ideas that were distilled into four Areas of Strategic Focus (Appendix B). President Gilmour suggested that a co-chair from the administration and from the faculty head each of the committees in the following areas: teaching and learning; research; budget; community engagement. The committees will make recommendations to the President in these areas. Mr. Romano asked Senate members to nominate their colleagues or to submit their own names to serve as the co-chairs.



## B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of February 27, 2012, March 5, 2012, and March 19, 2012 (Appendix C).

## V. COMMITTEE REPORTS

### Enhancing Student Academic Success

Mr. Romano introduced the topic. The Student Success Committee developed the report *Enhancing Student Academic Success* (Appendix D), on which Provost Brown asked the Academic Senate to evaluate and make recommendations on the report. Policy Committee sent the report to the Curriculum and Instruction, Faculty Affairs, and Student Affairs Committees for review. Those Committees' reports are attached to these Proceedings as Appendix E. Mr. Romano combined the comments of the three Committees into the document *Summary of Recommended Changes to the Student Success Report* (Appendix F).

It was MOVED and SECONDED to ENDORSE the *Summary of Recommended Changes to the Student Success Report*.

Mr. Furtado was concerned that *Enhancing Student Academic Success* dealt only with young students entering the University for the first time. He recognized that the adult returning to college also would benefit from a similar study and assistance. Mr. Romano will charge the Curriculum and Instruction Committee to study the needs of the adult learner and develop recommendations for them.

Mr. Furtado questioned the decision to admit students with certain grade point averages and ACT scores into the APEX (Academic Pathways for Excellence) program, but not others who had a higher rate of success. The Provost said that a student with a high GPA or with higher ACT scores might not need the APEX program. The APEX program is for students at the borderline. Students' applications will be evaluated holistically.

Mr. Parrish mentioned that the state of Michigan's focus on the number of students who graduate in six years does not take into account a major dimension of Wayne State's undergraduate population, which is that most of the students attend part-time and work, taking longer to graduate.

Mr. McIntyre questioned the fact that the report was marked "draft" and the Senate was being asked to endorse recommendations that were based on a draft

report. Provost Brown said that his office is making the changes recommended by the Senate's committees. When those are completed, the report will be returned to the Senate. If the Senate has additional changes, they will be included, and then the report will be considered final.

Ms. Simon noted that the students who are tracked are not all those who enter as FTIACS (first time in any college students), but those who enter as first time full-time students. If students are admitted as part-time, they are not tracked. The Provost pointed out that the University must admit students who can do the work, whether they are FTIACS or are adults. The data show that individuals who have an ACT score below a certain point cannot succeed in college.

Senate members discussed the need for reading assistance for students. Ms. Simon has found that students cannot synthesize the information they read. The Academic Success Center, she believes, should have a reading specialist to assist students. The Provost did not think it was the University's role to teach students to read; it was perhaps the role of community colleges. Mr. Romano and Ms. Vlasopolos disagreed. Mr. Romano thought the University should provide assistance for reading deficiencies as it provides assistance for students' math deficiencies. Ms. Vlasopolos believes students do not learn to write because they cannot read. A major program may not be needed, but assistance should be available. Every course, she added, involves reading.

Mr. Retish commended the Committees for their recommendations, however he was concerned about implementation. In the College of Liberal Arts and Sciences support for faculty directions of undergraduate studies will cease when the new advisors are hired. He asked that the Senate and the Provost exert some control over how the recommendations are implemented. Provost Brown discussed with the Dean of CLAS the plan to discontinue release time for faculty who serve as undergraduate advisors. The Provost believes the proper arena for dealing with the issue is within the College.

The vote on the motion to ENDORSE the *Summary of Recommended Changes to the Student Success Report* and transmitting it to the Provost was taken. PASSED.

## VI. REPORT FROM THE CHAIR


Provost Brown updated the Senate on the status of searches for Deans. Candidates for the position of Dean of Liberal Arts and Sciences are visiting

campus. The Provost urged faculty to attend the meetings scheduled with the candidates and to provide feedback. There are two candidates for the position of Dean of Social Work. The search for the Associate Provost for Enrollment Management is progressing with candidates visiting campus soon. There will be an open forum for all faculty to meet with the candidates. The search for the Associate Provost and Director of the Office for Teaching and Learning was not successful. A search firm has been hired to assist in that search. The committee has been formed to conduct the search for the Director of the Cohn-Haddow Center for Judaic Studies. The search to fill the Coleman A. Young Endowed Chair is a University-wide search, which means that the position could be in any college. Four candidates will visit campus.

VII. NEW BUSINESS

There was no new business.

ADJOURNMENT: The meeting adjourned at 3:35 P.M.

Respectfully submitted,  
  
Louis J. Romano  
President, Academic Senate