

WAYNE STATE UNIVERSITY – ACADEMIC SENATE
Official Proceedings

April 6, 2016

Members Present: Margaret E. Winters, Provost and Senior Vice President for Academic Affairs; Louis J. Romano, President, Academic Senate; Robert Ackerman; Joseph Artiss; Poonam Arya; Ivan Avrutsky; Douglas Barnett; Linda Beale; Abhijit Biswas; Cathryn Bock; Victoria Dallas; Donald DeGracia; Susan Eggly; Ewa Golebiowska; Daniel Golodner; Jeffrey Grynawski; Jennifer Hart; Ellen Holmes; Avril Genevieve Holt; Renee Hoogland; Peter Hook; Maik Huttemann; Patricia Jarosz; Barbara Jones; Mahendra Kavdia; Fayette Keys; Pramod Khosla; Qin Lai; Todd Leff; Lawrence Lemke; Stephen Lerner; Diane Levine; James Martin; Boris Mordukhovich; Bryan Morrow; Joshua Neds-Fox; S. Asli Ozgun-Koca; Victoria Pardo; Charles Parrish; Alexey Petrov; Lori Pile; John Porcerelli; Elizabeth Puscheck; Jeffrey Rebudal; T.R. Reddy; Robert Reynolds; Marsha Richmond; Heather Sandlin; Naida Simon; Gail Stanford; Geralyn Stephens; Ronald Thomas; Sokol Todi; Mark VanBerkum; William Volz; Jianjun Wang; Barrett Watten; Jeffrey Withey; Guojun Wu; Xin Wu

Members Absent with Notice: Michael Barnes; Tamara Bray; Krista Brumley; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Nancy George; Michael Horn; Christopher Lund; Aaron Martin; Brad Roth; Ellen Tisdale; Deborah Walker

Members Absent: Mary Anderson; Frances Brockington; Randall Commissaris; Ashok Kumar; Leonard Lipovich; Jason Mateika; Susil Putatunda; Linea Rydstedt; Beena Sood

Others Present: Tamica Dothard, Office of the Academic Senate; Gloria Heppner, Associate Vice President for Research; Angela Wisniewski, Office of the Academic Senate

CALL TO ORDER: Provost Winters called this regularly scheduled meeting of the Academic Senate to order at 1:30 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of March 2, 2016. PASSED.

II. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

Dr. Keith Whitfield

President Wilson has announced that Keith Whitfield, who is currently an Associate Provost at Duke University, will assume the position of Provost on June 1, 2016. He is Professor of Psychology and Neuroscience in the Trinity College of Liberal Arts and Science at Duke.

Search Committee

Mr. Romano serves on the search committee for the Associate Vice President for Budget, Planning and Analysis. Robert Kohrman, who has held that position, now works part-time in the Budget Office and part-time as the Vice Dean for Fiscal Affairs in the School of Medicine. In the summer, he will move full time to the Medical School.

Budget Hearings

Mr. Romano attends the budget hearings that President Wilson has with the Deans of the schools and colleges and the Vice Presidents of the administrative units. The meetings begin next week and continue for five weeks.

Fiscal Year 2017 Budget

On April 13 the Academic Senate is holding a special meeting where members of the central administration will inform the members of the unit budget advisory committees, the Chairs of Departments, and the members of the Senate about the Budget for FY 2017. The meeting will focus on how the budget of the School of Medicine is affecting the entire University.

School of Medicine Personnel and Budget

The remainder of Mr. Romano's report focused on the budget of the School of Medicine.

Faculty in the School of Medicine (SOM) teach and conduct research as do faculty in the other schools and colleges, but the medical doctors also have clinical practices. The clinical faculty teach medical students and residents. The SOM has very few undergraduate students and has

very little lecture-style teaching, but the clinical teaching is intensive and time consuming. Faculty in the basic science departments have research funding mostly from the National Institutes of Health and the National Science Foundation. Surprisingly, the clinical departments have more tenure and tenure-track faculty than the basic science departments. Translational research, in which fundamental research is transferred to the clinical setting more quickly and which is a priority of funding agencies, also is performed in the Medical School. Clinical faculty have income from their clinical responsibilities and they get a salary from the University for teaching. The clinical revenue is handled through the practice plans.

The University has five practice plans: the University Physician Group (UPG), pediatrics, emergency medicine, anesthesiology, and radiology. The largest of these is the UPG. The practice plans collect the clinical income and distribute it back to the doctors as salary. The doctors receive their clinical salary and their WSU salary in one check from the University.

The practice plans give a percentage of the clinical income to the University. At many institutions that money is referred to as the Dean's tax. Here it is the Fund for Medical Research and Education (FMRE), a 501(c)(3) non-profit organization. The FMRE is the major source of the SOM's budget problem.

The budget for the practice plans was about \$355 million in fiscal year 2015. The Dean's tax is 8.7% or about \$30 million of that amount. From that 8.7% the Dean receives 2.7% to use as he/she chooses. The other 6% is returned to the clinical departments to distribute as they choose. The School's budget is \$265 million, which includes about \$70 million from the general fund.

Mr. Romano explained how he analyzed the data to determine the salaries of the personnel in each department in the SOM. Most of the faculty in the basic science departments are tenure or tenure-track and carry out basic research. Most medical schools have a much larger number of research faculty in the basic science departments. The non-tenured research faculty in the clinical departments are presumably paid by research grants, although many are paid by FMRE.

The salaries for the faculty and other personnel in the SOM paid by the University is \$140 million. Ten percent of that amount is for the salaries of administrators. The benefits for the faculty and

other personnel increases that amount to \$175 million. Grants and other sources probably cover \$90 million of the salaries. The federal government provides funding, about \$10 million, for the training of medical residents.

The budget problem in the SOM is the result of two occurrences. One, over the last few years, the NIH reduced its research funding on which the School was dependent to cover salaries. That caused a deficit of the reported \$7 million in the SOM budget. Second, the money from clinical services that should have been put into the FMRE was not put in. The FMRE provided \$17 million to the SOM but it owed the School an additional \$13 million. These shortages resulted in a \$20 million deficit because the salaries of the personnel paid by these sources continued even though the funds were not in place to pay the salaries. The losses continue in FY16. The current burn rate is reported to be \$1.5 million per month. To increase its revenue, the SOM has improved its billing practices to collect more of the money that it is owed. However, that does not deal with the problem of the FMRE.

The University has had budget cuts every year for many years. Medicine has had budget cuts of about 3% over the past few years. Clinical income has declined. The amount of clinical work has not declined, but the income has declined due to policies in the practice plans. Attempts are being made to correct the problems. A major contributor to the budget problem is the negligence of past administrators who knew about the problems but did nothing to correct them. If the budget problems continue, the entire University will suffer not just the Medical School.

Mr. Romano listed questions he would like the administration to address regarding the SOM budget. How was the SOM allowed to run a \$7 million deficit in FY 2015? Why didn't auditors address the problem? How is the money transferred from the practice plans to the FMRE? How exactly are the FMRE funds currently used? How much do we get from the Detroit Medical Center (DMC) and how are those funds used? What are the unidentified components of the \$265 million SOM budget? What reductions are planned that will balance the SOM budget? How much will be saved by faculty reductions? How much will be saved by reductions in administrative costs? What are the other planned reductions? How much will be generated by increasing revenue, specifically increased clinical income, new DMC contracts, increasing the percentage of salary charged to grants?

Mr. Romano continued. The School of Medicine needs to invest in new faculty and in new facilities. It needs between \$40 million and \$60 million to make investments.

Mr. Reynolds spoke to the need to hire young faculty who would be instrumental in producing new research.

Mr. Volz believes the University has to abandon focusing on cost cutting and budget reductions. We need to address how to enhance revenue. Increasing grant support is a long-term strategy, but one area where the University might increase revenue is in its negotiations with the Detroit Medical Center. Recently, our contracts with the DMC have resulted in decreased revenue to the University. Medicaid and Medicare are critical sources of income, but collecting from them has been spotty. Mr. Volz said that if we look at areas where we can increase income and not just cut costs we will be a healthier institution in the long term.

Mr. Romano said that the administration expects to increase the amount of money collected for clinical services, to increase the clinical services provided, and to increase the percentage of the salaries charged to grants.

A member pointed out that **if** faculty are hired with the stipulation that part of their salary depends on their having grant support but they are paid a full salary when they do not have a grant, it is a disincentive for them to apply for grant funding. Another member believes that the University would be in a stronger position when negotiating with the DMC if we had one practice plan, not five practice plans. Mr. Romano said that it is Vice President Hefner's goal to merge the practice plans into one entity.

Ms. Beale urged the Senate members to attend the special meeting on April 13 when the issues that have been raised at today's meeting will be addressed. She also asked Senate members to encourage the members of their units' budget advisory committees to attend the special meeting.

Mr. Parrish noted that the budget problem in the Medical School has been portrayed as being caused by unproductive faculty. The issue, he said, is much more complex. The AAUP-AFT has the responsibility of defending the rights of the individual faculty members, and it will do so. The major responsibility for the situation, he said, lies with past administrations.

Annual Report of the Research Committee

Mr. Petrov, the Chair of the Research Committee, presented a report about the work of this year's Committee. The Committee's work was motivated by the decline in the University's research output between 2012 and 2014. Wayne State's national rank in research has not changed much but our international rank has dropped. The Associate Deans who handle research in the School of Medicine, the College of Liberal Arts and Sciences, the College of Engineering, and the College of Pharmacy and Health Sciences were invited to present information about research in their units. They were asked to discuss what is being done in their colleges to improve research performance and what resources are available to assist researchers in obtaining funding.

The Associate Deans were asked to provide information about funding by department and to compare their departments with departments at other universities. They were asked to provide information about endowed chairs and other private gifts for research in their colleges. They were asked what type of incentives their colleges had to increase research output and what their colleges needed, such as new laboratories, to increase research.

It appears that the University has returned to the level of funding it had in 2010. All of the colleges that reported to the Committee had incentives to increase research output. An area where improvement is needed is in providing endowed professorships.

Prior to her leaving the University, Chacona Johnson, the former Vice President for Development and Alumni Affairs, met with the Research Committee. At that time, the University had raised more than one-half billion dollars through the capital campaign. One of the goals of the campaign is to increase the number of endowed professorships in the University. That had not been a goal in previous campaigns.

Heidi Coates, Director of Foundation Relations, also met with the Research Committee. That office distributes monthly lists of funding requests from private foundations but the information is not readily available for all researchers.

The Research Committee made the following recommendations:

1. Increase information about faculty incentives among the colleges.
2. Work with the Office of the Vice President for Research to increase the number of non-medical related internal award solicitations.
3. Increase awareness in the University about the Foundation Relations Office by providing easy access to their website, putting all faculty on their mailing list, and inviting representatives from the Office to make a presentation to the Academic Senate.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of February 8, February 15, March 7, and March 21, 2016 (Appendix A). The February 8 Proceedings were given to the Senate for the March 2 meeting, but an error was found. The correction was made and the February 8 Proceedings were included with the materials for this meeting of April 6.

III. COMMITTEE REPORTS

A. Election of the President of the Academic Senate for the 2016-2017 Academic Year

Mr. Ackerman, the Chair of the Elections Committee, conducted the election. He noted that the proposed amendment to the Bylaws would not affect the election of the Senate President for the 2016-2017 academic year.

Mr. Romano was nominated for re-election and he accepted the nomination. It was MOVED and SECONDED to ELECT Mr. Romano by ACCLAMATION. PASSED.

Mr. Romano thanked the Senate members for their continued support. He enjoys working with the faculty and academic staff.

B. Proposed Amendment to the Bylaws

Mr. Romano introduced the amendment. The Elections Committee proposed that the language in Article VI, Section 4 of the Bylaws be amended to change the month when the President of the Senate is elected. The Bylaws state that the election is to be held in March. Some years ago the election was moved to April, but the Bylaws were not changed. The proposal before the Senate would update the Bylaws to agree with current practice.

The procedure to amend the Bylaws requires that an amendment be distributed to the Senate membership at one meeting and then tabled until the next regular meeting at which time the vote shall be taken.

The Policy Committee placed the amendment on the floor of the Senate. The vote to adopt the amendment will be on the agenda for the May 4 Senate meeting.

C. 3N Child-Care Committee

Mr. Artiss is one of three Chairs of the committee formed to investigate the current state of child-care options available to students, staff, and faculty, both on campus and in the midtown neighborhood. During the 2014-2015 academic year, the Facilities, Support Services and Technology Committee proposed looking at the possibility of providing day care on campus. Mr. Artiss's report to the Senate was based on the work of the FSST Committee and on the work of the 3N committee. Nine people serve on the 3N Committee: three faculty appointed by the Policy Committee; 3 graduate students appointed by the Graduate Employees Organizing Committee, and three members appointed by Provost Winters.

Provost Winters gave the Committee its charge on December 2 and asked that it submit its report to her by the end of the academic year. Mr. Artiss read the charge:

The Committee is charged with investigating the current state of child-care options available to students, staff, and faculty, both on campus and in the midtown neighborhood. This investigation shall include costs for child-care, hours of available child-care, and other issues as may arise. The committee is also charged with proposing alternatives or improvements that the University could feasibly undertake, either alone or in cooperation with other midtown entities.

The FSST Committee conducted a survey about child-care over the holiday break in December 2014 and January 2015. The response rate was very good with 2,500 people having started the survey and 72% completing it. Six hundred forty-three of the respondents submitted comments, an indication of the level of interest in child-care. More than 1,000 students completed the survey.

The number of children who need day care is very high; initially they could not be accommodated. Providing day care for children between the ages

of two months to about 30 months reduces the number significantly. A program for 100 to 200 children is more reasonable. A large proportion of the respondents need four or fewer hours per week. The staff and faculty need 40 hours of day care per week, but students do not. It appears that having people use day care facilities for four or fewer hours is a problem. However, Mr. Artiss thinks it should be possible to have a functional daycare facility that accepts children for as little as two hours per day. Day care is needed throughout the day.

Mr. Artiss reviewed information that had been obtained about day care at other universities and at local institutions. The cost for child care at the facilities that would accept clients from Wayne State ranges from \$125 to \$235 per week. These prices are prohibitive for students. One of the objectives in trying to provide child care was that it be affordable for students and a recruitment tool for students and faculty.

The 3N committee's report and recommendations are in draft form, but Mr. Artiss listed the main points that the committee has identified. Service should be provided to children from eight weeks to 30 months. The facility should have 108 part-time slots for children who would stay four hours and 12 slots for children who would stay full-time (8 hours). Thirty-two staff would be needed. The facility should be located on the main campus because that is where most of the respondents to the survey are located. A public-private partnership should be considered.

The early childhood education program offered by the College of Education and the Merrill Palmer Skillman Institute are not day care programs. They are part of the curriculum for students who are majoring in early childhood education. They do not take children younger than 2-1/2 years old or more than 5 years old.

The 3N committee's final report is awaiting information from Vice President for Finance and Business Operations William Decatur about public-private partnerships.

The 3N committee is open to suggestions.

In response to a question about having a facility where parents could leave their children for short periods of time, Mr. Artiss said that someone should explore how licensed facilities handle drop-ins. The University would have a licensed facility.

D. Unisex Washrooms and Other Facilities

Mr. Artiss updated the Senate about the issue of designating some washrooms as unisex. As of April 5, the location of unisex washrooms, footbath stations, meditation rooms, and mother's nursing rooms are available at maps.wayne.edu. Having gender-neutral restrooms is of particular importance to students who are in transition.

Mr. Artiss congratulated the University for moving quickly to address the issue. The FSST Committee had a great deal of help from Facilities Planning and Management, Computing and Information Technology, and Marketing and Communications.

IV. REPORT FROM THE CHAIR

Provost Winters and Dr. Keith Whitfield have fairly regular conversations and will make Dr. Whitfield's move to Wayne State as smooth as they can.

The University has signed up with Education Advisory Board, a for-profit consulting group that works on student success in many variations. It is a repository for best practices about almost any aspect of student success and higher education. Wayne State joined EAB's student success coalition. The company has been instrumental in improving the retention and graduation rates at Georgia State University as well as other institutions of higher education.

Enrollment

Enrollment for the summer looks good. Enrollment for the fall term has been open for two weeks. We have had an increase in applications of about 11% or 12% and an increase of 15% in acceptances from the application pool. The common application that WSU joined a year ago seems to have made the difference in the number of applications. The University has been more pro-active in following up with potential students who submitted an incomplete application to help them finish the process. The Provost is carefully optimistic that enrollment for the fall term will increase. We continue to work to increase the retention rate. The projected budget cut for schools and colleges is 0.75% and for the divisions it is 1%. If enrollment exceeds the projections and the Board of Governors were to increase tuition the percentage of the cuts might be smaller.

Promotion and Tenure

The Faculty Tenure and Promotion Committee has completed its deliberations. The results were sent

to President Wilson for his review. When he has completed the review, the Deans will be notified of the decisions for their faculty.

V. NEW BUSINESS

There was no new business.

ADJOURNMENT: The meeting adjourned at 3:25 p.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "Louis J. Romano". The signature is written in black ink and is positioned above the printed name and title.

Louis J. Romano
President, Academic Senate