

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**  
May 7, 2014

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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; Linda Beale; Paul Beavers; Sherylyn Briller; Frances Brockington; David Cinabro; Randall Commissaris; Karen Feathers; Maria Ferreira; Jane Fitzgibbon; Judith Floyd; Moira Fracassa; Andrew Fribley; Judith Fry-McComish; Nancy George; Jeffrey Grynawiski; Ellen Holmes; renee hoogland; Zhengqing Hu; Maik Huttemann; David Kessel; Kafi Kumasi; Liza Lagman-Sperl; Lawrence Lemke; Stephen Lerner; Brian Madigan; Fayette Martin; James Martin; Bryan Morrow; James Moseley; Patrick Mueller; Joshua Neds-Fox; Victoria Pardo; Charles Parrish; Philip Pellett; T. R. Reddy; Michele Ronnick; Linea Rydstedt; Heather Sandlin; Naida Simon; William Slater; Richard Smith; Ronald Thomas; Ellen Tisdale; William Volz; Jianjun Wang; Tamra Watt; Barrett Watten; Jeffrey Withey; King-Hay Yang

Members Absent with Notice: Ivan Avrutsky; Michael Barnes; Abhijit Biswas; Victoria Dallas; Nabanita Datta; Donald DeGracia; Andre Furtado; Ewa Golebiowska; Michael Horn; Willane Krell; Rodger MacArthur; Kypros Markou; Boris Mordukhovich; Elizabeth Puscheck; Robert Reynolds; Marsha Richmond; Mary Sengstock; Beena Sood

Members Absent: Jennifer Beebe-Dimmer; Heather Dillaway; Cheryl Dove; Jason Mateika; Howard Matthew; Alexey Petrov; Jeffrey Potoff; Lobelia Samavati; Harley Tse; Derek Wildman

Others Present: Michael Gregorowicz, Computing and Information Technology; Daren Hubbard, Computing and Information Technology; Joseph Sawasky, Chief Information Officer and Associate Vice President for Computing and Information Technology; Robert Thompson, Computing and Information Technology; M. Roy Wilson, President; Angela Wisniewski, Office of the Academic Senate

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

**I. MIGRATION AWAY FROM THE ZIMBRA E-MAIL SYSTEM**

Joseph Sawasky, the Chief Information Officer and Associate Vice President for Computing and Information Technology, informed the Senate about changes that will be made to the e-mail system. About five years ago the University adopted the Zimbra E-mail System. The

Division of Computing and Information Technology (C&IT) is exploring other e-mail and collaboration solutions that have more capability than just e-mail.

Mr. Sawasky explained why C&IT is looking at new solutions, the evaluation process, and the people who were involved in the process, the core findings of the committee that evaluated the potential systems, the final recommendations, the next steps in the process, and the timeline for implementation.

Zimbra is one of about six e-mail systems on campus. Some units have their own systems because they have unique needs, but Zimbra is the central main system. The University is in its last year of its contract for Zimbra. C&IT has been asked to reduce its budget for the 2015 fiscal year. With a new system, the Division will be able to reduce its expenses and enhance the capability for collaboration.

C&IT formed the cross-functional internal E-mail Collaboration Services Advisory Committee. In addition, people from across campus participated in the evaluation process. A number of different committees, including the Academic Senate's Facilities, Support Services and Technology Committee, provided input. C&IT conducted research to learn about the various solutions. Two thousand students completed a survey that asked what they liked and disliked about the current e-mail system. The predominant response was that they wanted Gmail, Outlook.com, or an e-mail system that had better visuals and a graphical-user interface.

C&IT looked at solutions that are low-cost or free and that have been adopted by many institutions of higher education nationally and globally. There were three options. Two were from Google: Google Apps for Education and Google Hangout. The other is Microsoft Office 365 for Education. Mr. Sawasky mentioned the strengths and weaknesses of the systems. The two companies have different business models. Google is an advertising and marketing company. Their product is free but they learn about you so they can sell you other products. Microsoft is a software company; they want consumers to use their products and eventually purchase them.

Privacy terms and compliance are stronger with the Microsoft solution. The storage quota for Microsoft Office is better than for Google. Microsoft Office e-mail has 50 gigabytes, which is about twice as much as the Google storage allotment and there are 25 gigabytes for

files. The Microsoft solution has a more professional and stable interface. Microsoft schedules changes with its customers. They test the changes before they roll them out. Google is a support nightmare for organizations because they release a change in their user interface with very little announcement, if any. The Microsoft solution also has native Outlook integration. Outlook is the predominant e-mail client on campus. It is used widely to connect to Zimbra as well as other applications. With Microsoft, students would get free versions of the Office products that run on the web. Microsoft is better at meeting various compliance regulations. They are more flexible with contract terms and their technical support is better than Google's support. Microsoft would give the University free versions of their applications because they want the University to train people how to use their tools so when students go into the business world they will want to use the Microsoft tools.

The recommendation to the University is to move to the Microsoft Office 365 cloud-based suite of applications. The decision was unanimous after the evaluation process.

Mr. Sawasky offered to talk with anyone who has questions about the recommendation to ensure that the needs of the Academic Senate members are met. The formal recommendation to the administration will be made in June. Between July and September, C&IT will work on the business aspects with Microsoft to prepare the contract. Planning will continue to the end of the year. Next year a group of student assistant ambassadors will be trained to assist other students in the conversion. They will be able to help the rest of the campus convert as well. C&IT wants to start the migration process in about one year and have it completed by October 2015.

Mr. Sawasky responded to questions from the members. People will be able to use the e-mail client they prefer. The University will continue to have the wayne.edu domain name. The service will be Cloud based. Mr. Sawasky thought that the only negative aspect of the Microsoft solution was that it is a newer platform than Gmail. If users run out of space in the Microsoft Office archive, they can pop the e-mail to the computer. The 50 gigabytes of storage in Microsoft Office 365 is adequate for most people. E-mail also can be stored in the Cloud.

Mr. Sawasky wants the contract with Microsoft to be at least three years. If Microsoft were to stop the service or change it significantly and the University was uncomfortable with the change, it could migrate to a local solution on campus. There would be costs associated with doing that. C&IT is developing a new academic portal that has built-in course communication.

It is possible to integrate e-mail from BlackBoard with the Microsoft solution. C&IT is able to evaluate the success of the migration either with its customer-by-customer survey or its annual survey.

The Provost thanked Mr. Sawasky for his presentation.

## II. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

April 2, 2014

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of April 2, 2014. PASSED.

## III. REPORT FROM THE SENATE PRESIDENT

### A. Report and Announcements

Mr. Romano mentioned that the new Vice President for Research Stephen Lanier would be joining Wayne State in mid June. Mr. Lanier was the search committee's first choice for the position.

Mr. Romano represented the Academic Senate at President Wilson's budget hearings with the Deans and the Vice Presidents. Out of necessity, some Deans will have to cut faculty positions for fiscal year 2015. These are unfilled positions, but the cuts will affect the University's ability to hire new faculty. Faculty are the key ingredient in student learning. About \$7 million in cuts will be spread over all units, including the non-academic units. This amounts to a 3% cut in the University Budget, but if a college was judged meritorious the cut could be as low as 1%. In others the cut could be more than 3%. Mr. Romano calculated the amount that the units proposed. He found the cuts totaled \$7.8 million meaning that the University will have an extra \$800,000 in the budget after the cuts are made.

Provost Winters added that units other the schools and colleges were given a target of 3%, including the Office of the Provost.

Mr. Romano reported that some Senate committees met with the Battelle Group, which is looking at our current research endeavors to advise on the type of research we should pursue. One of their charges was to advise what research areas would be best for the Multidisciplinary Biomedical Research Building. A preliminary report has been circulated.

The Strategic Planning process will begin this summer. An executive committee and focus

groups are being formed. The Senate will be involved in the appointment of faculty and academic staff to the focus groups.

#### B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of March 24, 2014, March 31, 2014, April 14, 2014, and April 21, 2014. They are attached to these Senate Proceedings as Appendix A.

##### April 21, 2014

In the Proceedings of April 21 (item 8.a.) it was mentioned that the student evaluation of teaching scores would be made public except for the questions referred to as the "key questions" that evaluate the faculty and the course. Mr. Lemke asked why the "key questions" would not be released. Mr. Romano replied that there is no evidence in a properly-run study that shows that the answers to those questions correlate to student learning. Three studies with proper controls have shown either no correlation or a negative correlation. Often there is a correlation between a high ranking in those questions and professors who give high grades or those who are entertaining. The Policy Committee did not want the faculty to be pressured into teaching differently to get high numbers. Ms. Beale added that the current SET measurements are statistically inaccurate. One problem is whether a score of 5 and a score of 1 can be averaged and provide meaningful information.

Provost Winters noted that the recommendation to release a subset of the scores is only one of the issues on which the 2N Committee is working. The report about the release of data is the first report from the Committee. It is also working on the wording of the questions and how they have to be adapted for on-line courses. The Provost added that it is a matter of pride for the Committee that all of the members have agreed to work through the summer.

#### IV. YEAR-END COMMITTEE REPORTS

##### A. Budget Committee

Mr. Parrish, the Chair of the Budget Committee, reported on the activities of the Committee in the past year. The Committee discusses the topics on the agenda of the Board of Governors Budget and Finance Committee prior to the Board meeting. Some of the topics were: the State of Michigan's method of determining funding for

public universities; tuition increases; and the concern of the Liaison Committee on Medical Education (LCME) about the high debt that medical students at Wayne State have upon graduation. Budget hearings with college Deans and with division heads in the non-academic units are held in preparing the budget for the 2015 fiscal year. This year Mr. Romano represented the faculty in those hearings.

Mr. Parrish also noted that the Senate must continue to work to change the practice of the administration's bringing plans to the Senate and its committees after decisions have already been made.

The Annual Report of the Budget Committee for 2013-2014 is attached to these Proceedings as Appendix B.

##### B. Curriculum and Instruction Committee

Ms. Fitzgibbon, the Chair of the Committee, made the report. She thanked the members of the Committee for their work and she thanked Mr. Romano and Ms. Wisniewski, the secretary, for their assistance.

The CIC received an aggressive list of tasks from the Policy Committee: the evaluation of online courses; the APEX program; retention; the effects of the new admission policy; a report on the new intervention program known as S.M.A.R.T.; issues related to general education; the renovation of State Hall; rejuvenating the curriculum; the Macomb campus; and the accreditation process. The details of the discussions are in the Committee's Annual Report that is attached as Appendix C.

##### C. Elections Committee

Ms. Simon, the Chair of the Committee, gave the report. The Elections Committee conducted four elections: the election of the Policy Committee; the election of the Senate President; the election of two members-at-large; and the election of faculty and academic staff to the Faculty and Academic Staff Hearing Panels. James Woodyard, the former Chair of the Elections Committee, did the majority of the work to determine the apportionment for the 2014-2015 academic year. The Annual Report of the Elections Committee is attached as Appendix D.

#### D. Student Affairs Committee

Ms. Simon also chaired the Student Affairs Committee. The Committee discussed the Student Service Center, S.M.A.R.T., and the APEX program. It reviewed the uses of the Student Service Fee, the Office for Student Disability Services, and issues related to enrollment management. Ms. Simon thanked the members of the Committee for their work. The Annual Report of the Student Affairs Committee is attached as Appendix E.

#### E. Facilities, Support Services and Technology Committee

Mr. Artiss, the Chair of the FSST Committee, thanked the members and liaisons of the Committee. The Committee met seven times. The members discussed the renovation of the second floor of Manoogian Hall, the mail service, issues related to shipping and receiving, the Multidisciplinary Biomedical Research Building (MBRB), renovation of Fountain Court and the Student Center Building, parking structure repairs and maintenance, the reorganization of Human Resources, and Public Safety. The Committee tried to get a project started that would involve a small subgroup of students to pilot a change in the way students pay for parking on campus. They also had a joint meeting with the Curriculum and Instruction Committee about the renovation of State Hall. The Annual Report of the FSST Committee is attached to these Proceedings as Appendix F.

#### F. Faculty Affairs Committee

Mr. Biswas, the Chair of the Faculty Affairs Committee, was unable to attend the meeting. renee hoogland, a member of the Committee, made the report. The Committee discussed how the University responds to requests for faculty members' e-mails through the Freedom of Information Act. They discussed peer evaluation of teaching, the need for quality control measures for online education, the need for departments to publish their tenure factors, whether to conduct a follow-up survey on faculty mentoring, and holding a forum on retirement. The Committee reviewed the guidelines that Associate Provost for Student Success Monica Brockmeyer distributed about the ways in which faculty could contribute to student success. FAC also discussed the use of the student evaluation of teaching in merit raises. The Annual Report of the Faculty Affairs Committee is attached to these Proceedings as Appendix G.

#### G. Research Committee

Ms. Golebiowska, the Chair of the Research Committee, was unable to attend the meeting. Mr. Kessel, a member of the Committee made the report. He pointed out impediments to research and the need for more resources to support it. The issues that were discussed this year are: the Institutional Review Board (IRB) process; temperature and humidity issues in animal research laboratories; proposals concerning public access to research funded by federal agencies; the implementation of the report of the Huron Consulting Group by the Office of the Vice President for Research; the status of the MBRB; the Broadening Experiences in Scientific Training (BEST) grant; Associate Vice President for Research Gloria Heppner's report on core facilities and internal funding opportunities; mentoring of junior faculty in grant writing; WSU's position in research rankings; the Department of Clinical and Translational Science's budget and savings; and feedback to the consultants from the Battelle Group. The Annual Report of the Committee is attached as Appendix H.

Mr. Romano thanked the Committee Chairs and the members for their hard work this past year.

#### V. REPORT FROM THE CHAIR

Provost Winters also thanked the Senate members for their work.

The Provost reported on recent developments. The administration has hired Washington consultants to assist the University in improving its interactions with members of Congress so that we might benefit from funding from federal agencies. They are visiting campus to learn the areas of research in which faculty are involved. The Provost hopes that they, along with the other consultants that have visited the University, will clarify how we should proceed in research.

About 2,400 students graduated in May 2014. Provost Winters thanked Mr. Volz and Ms. Beale for representing the faculty in congratulating the new graduates at the Commencement ceremonies.

The faculty/academic staff award ceremony went very well. Provost Winters was impressed by the achievements of faculty, academic staff, and graduate students.

For the strategic planning process, a ten- to fifteen-member focus group of faculty will meet two or three

times during the fall semester with the consultants who are assisting the University in the process. In addition, there will be subcommittees of the steering committee. The Provost expects that, during the process, a great many people, including Senate members, will be called upon to give opinions and help shape the strategic plan. President Wilson hopes to have the process completed in about six months.

At the May 8, 2013, Senate meeting, the Provost had promised to report on the background checks that are required for all new applicants for jobs and for people who apply for employment after being separated from the University for one year or more. The program began on July 1, 2013. Two thousand sixty-one checks were carried out for final candidates, about one-half were for student employees. The others were distributed as follows: part-time faculty 215; research 111; faculty 47. Seventy-three percent of the checks were completed in one to five business days. Nine percent took ten days or more. There was a need for documentation in about one-quarter of the cases. There was a delayed response by the employer in a little less than one-quarter of the cases, and a delayed response by applicants in about 13% of the cases. Of the 2,061 checks, 12 were not cleared for hire. Five of those applicants decided not to proceed with the hiring process when they learned there would be a background check. One applicant did not provide any information and six were not cleared. The background checks were instituted to protect the working environment.

#### VI. COMMENTS FROM THE UNIVERSITY PRESIDENT

President Wilson arrived at the meeting. He remarked on the good working relationship that he and Mr. Romano have developed. The President complimented Mr. Romano for his leadership as President of the Senate, noting that he has the best interests of the faculty at heart.

The President told the Senate about the issues on which he focused during the first six months of his presidency. At the beginning of his tenure he met with many people within the University, the local community, and the state government. He met with leaders in the state government to ensure that the performance-based metrics the state uses to determine the appropriations for public universities would include Pell Grants. They were not included for FY 2014. If Wayne State had accepted the appropriation last year, we would have had an increase of only \$500,000 last year. In President Wilson's first meeting with Governor Snyder, the Governor did not support including Pell Grants, but

with the help of other individuals, the Governor and the legislature agreed to include the metric. If the proposed state budget for the FY 2015 remains as it is now, Wayne State's appropriation will increase by close to \$8 million.

It is important, the President said, to position Wayne State as being part of Detroit's emergence from bankruptcy. Although the downtown and midtown areas are beginning to thrive, that interest and excitement has not translated to an increase in enrollment. The decline in enrollment affects the budget. The President has held 23 hearings with the Deans and the Vice Presidents about their budgets for FY 2015. The Deans and Vice Presidents talked about the cuts they would have to make; the cuts will affect their ability to increase revenue. The President does not expect the state to increase the money it gives to the University, leaving two ways to increase revenue. One is to increase enrollment while maintaining our academic standards, and the other is philanthropy.

The President also spoke about cultural changes that have occurred and others that are needed. Increasing enrollment is everyone's responsibility. The University has to offer courses at the times when students need them. We have to treat students with the utmost respect, facilitating the enrollment and registration processes. During his first months, sometimes the President did not feel that everyone was looking out for the best interests of the students. He thinks there has been a shift in that attitude with more people helping students. It was most gratifying, the President said, to see several students graduate who might not have done so if people had not reached out to them.

Another change that is needed involves faculty who do not work but who get paid. For people to take money under such circumstances is morally and ethically wrong. There may have been a time when such situations did not have a great impact on the University, but that is no longer the case. Such people cannot remain on the payroll.

President Wilson's comments shifted to the issues on which he's been working since January. One is research. The University has not invested much support in research over the past decade. We are in danger of losing our designation as a high-research institution. The President hired the Battelle Group, a company that is well known for consulting on research, to identify the areas on which the University should focus to transform research. The President has questioned how the MBRB will advance the University's research. Donors respond

to exciting projects, but the President doesn't see excitement in the plans for that building.

The President, the new Vice President for Research Stephen Lanier, and the Deans of the schools and colleges that perform the preponderance of research will delve into the Battelle Group's report and focus on two or three themes. The President then will ask the Battelle Group to explore those areas further.

President Wilson also hired Debra Lappin's firm, FaegreBD Consulting, to look at the University's clinical- translational infrastructure. The University submitted two proposals to the National Institutes of Health to support clinical and translational research; neither was funded. An announcement about the future direction for clinical and translational science is expected from the National Center for Advancing Translational Sciences. FaegreBD will include that information in its report.

President Wilson expects the reports from the Battelle Group and from FaegreBD Consulting to form the foundation for the University's research enterprise. He believes it is urgent for the University to increase and expand its research. Vice President Lanier, who will join the University on June 16, has a similar position at the Medical University of South Carolina and he has an RO1 funded laboratory. He is experienced in technology transfer.

Also of concern is the affiliation of the Karmanos Cancer Institute (KCI) with McLaren Health Care. The University was not involved in the original discussions about the buy out. The National Institutes of Health's designation of KCI as a comprehensive cancer center is with Wayne State. Decisions about the designation could transform cancer care in the Detroit area. The administration is evaluating the relationship. The application to renew the designation as a comprehensive cancer center is only eight months away.

Another issue is the appointment of Deans. At WSU, the Board of Governors appoints the Deans, which increases the involvement of the President in the selection process. When President Wilson was the Chancellor at the University of Colorado, the appointments were the responsibility of the Provost. The Provost consulted with the President but the responsibility was primarily that of the Provost. President Wilson and Provost Winters work together on the appointments. He eventually would like the process to be changed, but it is not a high priority.

Upcoming plans include the public start of the capital campaign and strategic planning. The President looks to the capital campaign to increase the

University's endowment, which is \$300 million, a small amount for a research university. The process for developing a strategic plan has begun. The plan will guide the University for the next five years. The President looks forward to the participation of faculty in the process.

The President took questions and comments from members. Several members mentioned the need for the University to target its marketing to parents who may have misperceptions about safety on campus. President Wilson agreed that the marketing efforts should be reviewed. Public Safety does a very good job and campus and the midtown are very safe.

Asked if faculty would be involved in identifying research themes, President Wilson said that faculty have been involved with the Battelle Group and with FaegreBD Consulting. The themes that have emerged are the result of working with the faculty and with the administration. The Battelle report focuses on the themes that would involve the largest number of disciplines. Leading researchers and the faculty leadership will discuss the recommendations of the consultants and define how the University should move forward. At Mr. Romano's request, the President said that the Battelle report would be given to the faculty for comment.

Ms. Beale thanked the President for his approach in learning about the institution and moving forward with the issues that have high priority as well as responding to questions from the faculty.

## 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