

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**  
September 10, 2014

---

**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; Michael Barnes; Douglas Barnett; Linda Beale; Abhijit Biswas; Cathryn Bock; Frances Brockington; Suzanne Brown; David Cinabro; Randall Commissaris; Victoria Dallas; Nabanita Datta; Maria Ferreira; Jane Fitzgibbon; Robert N. Frank; Andrew Fribley; Ewa Golebiowska; Jeffrey Grynawski; Ellen Holmes; Avril Genene Holt; renee hoogland; Michael Horn; Zhengqing Hu; Patricia Jarosz; Barbara Jones; David Kessel; Kafi Kumasi; Qin Lai; Lawrence Lemke; Stephen Lerner; Fayette Martin; James Martin; Howard Matthew; Bryan Morrow; James Moseley; Joshua Neds-Fox; Victoria Pardo; Charles Parrish; Lori Pile; John Porcerelli; Susil Putatunda; Robert Reynolds; Marsha Richmond; Michele Ronnick; Brad Roth; Linea Rydstedt; Lobelia Samavati; Heather Sandlin; Andrea Sankar; Ryan Standfest; Gail Stanford; Ronald Thomas; Ellen Tisdale; Sokol Todi; Mark VanBerkum; William Volz; Barrett Watten; Casey Westerman; King-Hay Yang

**Members Absent with Notice:** Donald DeGracia; Heather Dillaway; Maik Huttemann; Leonard Lipovich; Boris Mordukhovich; Philip Pellett; Alexey Petrov; Elizabeth Puscheck; Naida Simon; Beena Sood; Jianjun Wang

**Members Absent:** Mary Anderson; Moira Fracassa; Nancy George; Willane Krell; Kypros Markou; Jason Mateika; T.R. Reddy; Deborah Walker; Jeffrey Withey

**Others Present:** Tamica Dothard, Office of the Academic Senate; Alan Jacobson, Office for Budget, Planning and Analysis; Stephen Lanier, Vice President for Research; Devon Sterk, Dean of Students Office; Ricardo Villarosa, Dean of Students Office; M. Roy Wilson, President; Angela Wisniewski, Office of the Academic Senate

**CALL TO ORDER:** Provost Winters called this first meeting of the 2014-2015 academic year to order at 1:35 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

**I. INTRODUCTION OF NEW MEMBERS**

Mr. Romano welcomed the faculty and academic staff members to the new academic year. He introduced the new members.

**II. ADDRESS BY PRESIDENT M. ROY WILSON**

President Wilson reviewed his first year at Wayne State. His main legislative priority was to get Pell

Grants included in the metrics for state funding. With that metric included, Wayne State received the third highest dollar amount given to the state universities. This year he will try to get more points for improving the six-year graduation rate.

The metric system that President Obama's administration proposed would be tied to financial aid. The schools that score high would get more financial aid and those that score low would get less. The federal government has acknowledged that the rating system must take into account the different missions of the universities. They need to take into account that some universities accept many at-risk students and many students who receive Pell Grants. If those issues are not included in the metrics, the population that you most want to improve would be adversely affected.

President Wilson saw more activity on campus this summer. Many students of different grade levels were involved in programs to prepare them for college. Hopefully some will come to Wayne State.

This fall, housing is at 100% capacity. More than 300 people are on the waiting list. The President has asked Vice President Nork to conduct a study to determine if the University could support an additional residence hall.

Three Deans' searches have been completed. Robert Forsythe joined the University as Dean of the School of Business Administration. Jocelyn Benson is the Dean of the Law School. Ambika Mathur is the Dean of the Graduate School.

Prior to coming to Wayne State, President Wilson found many comments on-line about the inadequacy of student services. More recently, he has received e-mail messages from students about an improvement in service. The President thanked everyone for improving service to students.

There are still issues to be addressed. One is releasing students from their contract with the Housing Office if their circumstances change. If students cancel their contracts they have to pay the full cost of the housing for the semester. The University does not have provision for releasing them from the contract. Sometimes the circumstances are beyond the student's control.

President Wilson is more comfortable with the direction of the research enterprise. The University has not invested in research for a long time resulting in a decrease in research funding. Some of that decrease can be attributed to a decrease in federal funding but, as Mr. Romano has pointed out, funding at the University of Michigan and at Michigan State University has increased. Several months ago, Stephen Lanier joined the University as the Vice President for Research. Two companies, the Battelle Group and FaegreBD Consulting, evaluated our research enterprise. Battelle identified three primary opportunities on which to focus: urban health disparities, systems engineering, and precision medicine, which includes imaging biomarkers and diagnostics. FaegreBD looked at clinical and translational sciences to prepare us for the National Institutes of Health's call for proposals next year. If the University is able to follow the company's recommendations, it will have a better application.

Both companies believe the University should have more center-type grants as opposed to individual RO1 grants. The President's assessment shows that the University has done well in obtaining RO1 grants when benchmarked against other institutions of a similar size but it needs to get more center-type grants. Vice President Lanier is working toward that goal by changing some of the policies and procedures to incentivize researchers.

The building that was called the Multi-disciplinary Biomedical Research Building has been renamed the Integrative Biosciences Center, a name that better explains the work that will be carried out there. Theme-based research, the type that FaegreBD recommended, will be housed in the building.

Other infrastructure problems need to be addressed. Some laboratories in other buildings are not up to date. To increase the number of grants awarded, better facilities are needed.

We also must find the resources to hire more research faculty. We need cluster hires and theme-based hires. A faculty group is reviewing policies and procedures that impact research. They'll submit a report soon.

The Board of Governors and the administration are looking carefully at enrollment. The budget is based on enrollment. The number of first-time-in-any-college students (FTIACS) is up 3.3%. Enrollment in the Honors College has increased 56% over last year. Graduate enrollment is up 1%. The number of transfer and international students is up. Over 350 Brazilian students are enrolled in a special government program for one year. They are taking courses in the STEM (science, technology, engineering, and mathematics)

fields. Overall enrollment is down about 1.4% as a result of a decrease in the number of continuing students.

Although the final data is not available yet, retention and graduation rates show promising trends. The President provided preliminary data on student success. The six-year graduation rate in 2014 for FTIACS is expected to increase seven percentage points over the last three years. It is predicted to be more than 33%, up from 26% in 2011. The four-year and five-year graduation rates are expected to be the highest in a decade. The expectation is that retention into the third and fourth years will increase by more than seven percentage points since 2011. With these improvements, the six-year graduation rate should improve over the next few years. The University received a \$600,000 grant from the W.K. Kellogg Foundation to address student success.

This year, the President wants to complete the strategic plan on which work began in the spring. He has asked Chief of Staff Michael Wright and Provost Winters to increase faculty input. The completion date is set for late fall.

The searches for the Dean of Nursing and the for the Associate Provost for Diversity and Inclusion will be completed soon. Searches will begin for the Dean of Education and the Dean of the Eugene Applebaum College of Pharmacy and Health Sciences as well as other senior positions.

The kick-off for the capital campaign is October 9. The President invited all members of the University to participate in the event.

The Provost's Office has begun preparations for our institutional accreditation. Katherine Barrette, Associate Professor in the Department of Classical and Modern Languages, Literatures and Cultures, has been appointed the Director of Assessment. The Higher Learning Commission is placing more emphasis on student assessment.

The President took questions from the members.

Mr. Reynolds noted that a strong relationship with community colleges would increase the number of students at the upper level. The University, President Wilson said, is increasing its connections with community colleges. We opened a new center and are offering degrees at Schoolcraft College. Programs are now being offered at the Macomb Technology Education Center. The administration is changing the enrollment functions for FTIACS, transfer students, and international students to bring them into alignment. Transfer students are not included in the graduation

rate that the President reported earlier in the meeting. If they were included, the rate would be higher.

Ms. Sankar noted that the President is interested in hiring more research scientists. The social scientists, she said, do not need laboratory start-up costs and are very competitive for national-level funding. As an epidemiologist, the President is sensitive to the needs of social scientists. The Integrative Biosciences Center will have a significant amount of non-laboratory space. He hopes the University will be able to capitalize on potential epidemiological biostatistical capabilities related to population health.

Mr. Romano asked President Wilson what his biggest surprise was about the University. Early on, President Wilson said, it was the collaboration among Deans and among faculty in the different schools and colleges. That is not the norm at all institutions. Now, the biggest surprise is the severity of the budgetary challenges. To meet these challenges additional collaboration and a very good strategic plan are needed. The President has mixed feelings about strategic plans. What is most important, he said, is to create a culture that allows people to be creative and innovative. Strategic plans can inhibit creativity, but when an institution has limited resources it helps to have a guide as long as it is flexible.

President Wilson has found the people at the University are motivated. When there were disagreements with the Policy Committee, the Committee was striving for and maintaining excellence. He sees that throughout the campus. The President was not surprised by this, but the depth was greater than he anticipated.

Ms. Samavati would like to see more collaboration between scientists at the University and industry. A good relationship with industry could boost research. President Wilson agreed. Vice President Lanier is interested in fostering relationships with industry and is experienced in doing so in his prior position.

The President thinks Wayne State faculty deserve more recognition on a national level. They need to nominate and support each other for honors. Mr. Romano mentioned that the Policy Committee has talked about the need for more named professorships, but the Development Office has not been very successful in attracting this type of support from potential donors. Named professorships would bring more recognition to the University and would assist in the recruitment and retention of good faculty. The President said that endowments are important for faculty positions, and he will seek them in the capital campaign. Ms. Beale added that there are various levels of titles. Less prestigious titles cost less and

would result in money being available for more endowed chairs.

### III. ELECTION OF THE POLICY COMMITTEE

Mr. Moseley, a member of the Elections Committee, conducted the election of the Policy Committee, replacing Ms. Simon who was unable to attend the meeting. He explained the voting procedures. Five members had to be elected: one to a three-year term and four to one-year terms. Nominated prior to the meeting were: Victoria Dallas, Communication, Fine, Performing and Communication Arts; Robert N. Frank, Ophthalmology, Medicine; David Kessel, Pharmacology, Medicine; Andrea Sankar, Anthropology, Liberal Arts and Sciences; Naida Simon, Undergraduate Programs and General Education, Academic Affairs; and William Volz, Accounting, Business Administration.

Mr. Moseley opened the floor for additional nominations. There were none. It was MOVED and SECONDED to CLOSE NOMINATIONS. The candidates identified themselves and stated their reasons for seeking election. On the second ballot, Victoria Dallas was elected to the three-year term and Robert N. Frank, David Kessel, Andrea Sankar, and William Volz were elected to one-year terms.

### IV. APPROVAL OF THE PROCEEDINGS OF THE POLICY COMMITTEE

May 7, 2014

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of May 7, 2014. PASSED.

### V. REPORT FROM THE SENATE PRESIDENT

#### A. Report and Announcements

Mr. Romano updated the Senate on the strategic planning process. The process began in the winter semester with the hiring of the consulting firm, The Barthwell Group. They developed a road map outlining how the process would proceed. The administration, with some consultation with the Policy Committee, formed an Executive Committee and a Steering Committee. The Executive Committee is comprised of Chief of Staff Michael Wright, Provost Winters, Vice President Nork, and Vice President Lanier. The Steering Committee is comprised mostly of administrators with Mr. Romano and Shijie Sheng (Professor of Pathology and President of the Executive Committee of the School of Medicine) representing the faculty. There are five focus groups: faculty, staff, students,

administration, and alumni. Several members of the Senate and of the Policy Committee are on the focus groups. There also are a Community Advisory Group and an External Stakeholders Group, which includes donors and institutional corporate foundation partners. The different groups meet with the consultants and their input has been brought back to the Executive and Steering Committees. The Executive and Steering Committees developed a vision statement, a mission statement, and strategic focus area statements. Six focus areas were identified.

The next steps are to draft the strategic plan and the tactical action plan to achieve the objectives. A town hall meeting is scheduled for October 23 at 10:00 a.m. when members of the University community will be able to give their input. In addition, if people want to contact Mr. Romano or any other members of the Policy Committee, they will pass along the comments. Provost Winters and Mr. Romano will meet with the faculty organizations in the schools and colleges to provide information and to solicit input.

Next, the consultant will present the plan to the academic unit heads for their comments on how they will implement the plan. Afterwards, the academic unit heads will submit their written plans for implementation.

The plan will be posted on the website (<http://wayne.edu/strategicplan>). The strategic plan should be completed before the start of the winter semester.

#### B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of April 28, 2014, May 19, 2014, June 9, 2014, June 23, 2014, and July 28, 2014. They are attached to these Senate Proceedings as Appendix A.

##### April 28, 2014

Item #5 in the Proceedings of April 28 states that Mr. Romano and Mr. Kessel met with the Executive Committee of the School of Medicine (SOM) and cleared up some misconceptions. Mr. Fribley asked what those misconceptions were. Mr. Romano said that the main issue was that the Executive Committee and many faculty in Medicine believe the School generates more revenue in tuition and in indirect costs than it receives from the general fund. The School gets about \$10 million more from the general fund than it generates. The

discrepancy is in how the SOM counts revenue. If a clinical faculty member makes rounds with medical students, the School counts the faculty's time as revenue. The University does not count that as revenue.

#### VI. REPORT FROM THE CHAIR

Provost Winters welcomed the members of the Senate to the beginning of the academic year and she thanked them for serving on the Senate. The administration does listen to the Senate and profits from the discussions even though they may not always agree with the Senate's position.

The Provost explained how the \$600,000 grant from the Kresge Foundation would be used. Some of the money will be used to enhance the transfer pipeline and support for transfer students. Some of it will be used to create a solid flexible database on how the University and the region interact in community and civic engagement. There are many programs in which departments and community organizations are involved, but some are not known outside of the departments and colleges.

The grant will help the University get a handle on what is known as big data in translating wide trends at the University to help individual students. Good information can identify such things as the difficult courses, the courses that are the gateways to the majors in which students might have difficulty, and the indicators that students will be able to succeed in a particular major. This will enhance student advising.

A portion of the grant will be used to find ways to provide faculty and staff with the tools to be more engaged in student retention and time to degree. Guest speakers will be brought to campus and there will be opportunities for faculty and academic staff to attend workshops and conferences. The Provost plans to hold a student success conference in the winter semester.

The Higher Learning Commission (formerly known as the North Central Association) will conduct the University's accreditation during the 2016-2017 academic year. Provost Winters will make a presentation on the process to the Senate.

The administration is interested in building more international exchanges and having WSU students going abroad. The Brazilian students are in a study abroad program. All are STEM students from Brazilian schools who are studying in the U.S. for one year.

Provost Winters met with a delegation from the Huazhong University of Science and Technology,

which is a partner of our Confucius Institute. They are interested in wider exchanges as well.

Mr. Romano asked if budget cuts would affect the hiring of full-time tenure-track faculty. He asked how many new faculty were hired for the 2014-2015 academic year and if faculty would be hired for the coming year. The Provost did not have all the information at the meeting. Fifty-seven new faculty were hired for the 2014-2015 academic year. Some were lecturers, but about 40 were tenure-track. The Provost has notified the units of the hires she approved for the coming year. Most are tenure-track replacement lines. Asked about cluster hires, the Provost said that some faculty were hired for the Medical School.

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