

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**  
September 13, 2017

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**Members Present:** Keith Whitfield, Provost; Louis J. Romano, President, Academic Senate; Robert Ackerman; Jocelyn Ang; Leela Arava; Linda Beale; Paul Beavers; Scott Bowen; Krista Brumley; Stephen Calkins; Margit Chadwell; Pamela Dale; Victoria Dallas; Susan Davis; Alan Dombkowski; Kelly Driscoll; Susan Eggly; Jane Fitzgibbon; Moira Fracassa; Nancy George; Ewa Golebiowska; Daniel Golodner; Jennifer Hart; Carolyn Herrington; Billicia Hines; renee hoogland; Peter Hook; Michael Horn; Barbara Jones; Donna Kashian; Kristen Kaszeta; Mahendra Kavdia; David Kessel; Fayette Keys; Christine Knapp; Todd Leff; Sarah Lenhoff; Diane Levine; Katheryn Maguire; Aaron Martin; Bharati Mitra; Santanu Mitra; Rayman Mohamed; Bryan Morrow; S. Asli Ozgun-Koca; Victoria Pardo; Charles Parrish; Rachel Pawlowski; Alexey Petrov; Richard Pineau; Izabela Podgorski; Michele Porter; T. R. Reddy; Robert Reynolds; Brad Roth; Heather Sandlin; Naida Simon; Richard Smith; Beena Sood; Amanuel Tekleab; Ronald Thomas; Ellen Tisdale; Ricardo Villarosa; William Volz; Jennifer Wareham; Robert D. Welch; Jeffrey Withey; Wu Xin; Jinping Xu; Yang Zhao

**Members Absent with Notice:** Cathryn Bock; Tamara Bray; Brian Edwards; Smiti Gupta; Lance Heilbrun; Christopher Lund; Karen MacDonell; Kypros Markou; Fu-Shin Yu

**Members Absent:** Poonam Arya; Andrew Fribley; Anne Rothe

**Others Present:** Thomas Anderson, Liberal Arts and Sciences; R. Darin Ellis, Associate Provost for Undergraduate Affairs and Associate Vice President for Institutional Effectiveness; Ambika Mathur, Dean of the Graduate School; Nancy Welter, Liberal Arts and Sciences; Angela Wisniewski, Office of the Academic Senate

**CALL TO ORDER:** This first meeting of the 2017-2018 academic year was called to order by Provost Whitfield at 2:00 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

**I. INTRODUCTION OF NEW MEMBERS**

Provost Whitfield welcomed the Senate members to the new academic year. He introduced the newly elected members.

**II. ELECTION OF THE POLICY COMMITTEE**

Mr. Beavers, a member of the Elections Committee, conducted the election. Five members had to be elected, one for a three-year term and four for one-year terms. Nominated prior to the meeting were

Linda Beale, Professor, Law; Victoria Dallas, Academic Services Officer IV, Communication, Fine, Performing and Communication Arts; renee hoogland, Professor, English, Liberal Arts and Sciences; David Kessel, Professor, Pharmacology, Medicine; and Naida Simon, Extension Program Coordinator III, Undergraduate Programs and General Education, Academic Affairs. Mr. Beavers opened the floor for additional nominations. There were none. The candidates identified themselves and stated their reasons for seeking election. With five people running for five seats, the members had to vote only for one person to determine who would win the three-year term. Ms. Simon was elected to the three-year term.

**III. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE**

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of May 3, 2017. PASSED.

**IV. REPORT FROM THE SENATE PRESIDENT**

**A. Report and Announcements**

Welcome

Mr. Romano welcomed the members to the new academic year and expressed the hope that the year would be productive.

FY 2018 Budget

In June the Board of Governors approved the Budget for fiscal year 2018. The budgets of the schools and colleges will increase slightly because they will receive more carry forward money.

Faculty Hiring

This year faculty will be hired to fill vacant positions, but requests for new positions will not be filled.

Sesquicentennial Celebration

The Sesquicentennial is 2018. The celebrations will begin January 26 and end October 26, 2018. Many activities are being planned. There will be six presidential symposia. Activities that colleges usually hold will be enhanced.

## General Education Reform

Mr. Romano presented information about the proposal to revise the general education program and the Senate's participation in the process. The proposal, entitled *General Education Requirements: Proposed Curricular Framework* is the result of input from Provost Whitfield, Associate Provost R. Darin Ellis, the General Education Oversight Committee, the Policy Committee, and President Wilson. The Policy Committee is seeking recommendations from the Senate's committees regarding the impact the proposed program would have on the University. The major categories of courses are Foundational Competencies, which would consist of 12 or 13 credits, Inquiries, a minimum of 19 credits, and the Wayne Experience of 1 credit. Mr. Romano explained some of the courses that might meet the requirements.

There is a short timeline for the Senate's review of the proposal. At their meeting of June 23 the members of the Board of Governors expressed the belief that the Policy Committee could act for the full Senate and endorse the administration's proposal during the summer. Mr. Romano, who replaced the faculty alternate to the Board's Academic Affairs Committee at that meeting, objected to the Board's suggestion and spoke to the need for the Senate's committees to review the proposal and get input from the elected members of the faculty and academic staff. The Board eventually agreed. They compromised by scheduling a special meeting of the Board on November 10 when the Academic Affairs Committee and the full Board will meet. In a memo dated July 24, Sandra O'Brien, the Chair of the Board, asked that the Senate provide its input by or before October 31. At that time, the Senate Office did not have the final version of the proposal. The final version is dated August 31 and was received in the Senate Office on September 5.

The Policy Committee sent a memo to the President and to the Board of Governors with three possible scenarios with timelines for the Senate's review. The Board extended the deadline for the Senate to submit its recommendations to November 3. To meet that deadline, the Senate must take action on November 1.

Mr. Romano met with and charged the Curriculum and Instruction, Faculty Affairs, and Student Affairs Committees with reviewing and making recommendations on the proposal. He sent e-mail messages to the Research and Budget Committees regarding their providing input.

The Committees are to give preliminary reports to the Policy Committee before October 2 so the Policy Committee can prepare a report for an open discussion at the October 4 Senate meeting. A vote will not be taken at that meeting. Based on the discussion, the Policy Committee will organize the comments into a report and send it to the Committees directing them with what needs to be done. The Committees are to meet in October to complete their work and submit their final reports to Policy Committee before October 30. The Policy Committee will prepare a final report for the November 1 Senate meeting, at which time an open discussion will be held and a vote will be taken on the proposal and the Senate's recommendations. Policy Committee will submit the report to the Board of Governors on November 3.

## B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of April 24, May 8, May 22, June 5, June 19, July 17, and August 14, 2017. They are attached to these Senate Proceedings as Appendix A.

### July 17, 2017

The 2016-2017 Faculty Affairs Committee proposed that the University join the National Center for Faculty Development and Diversity (NCFDD), which provides mentoring on teaching, research productivity, professional development, and balancing the different aspects of individuals' careers. Provost Whitfield agreed that the University should join the Center. The General Counsel is reviewing the agreement. When our membership is in place, an announcement will be disseminated to the faculty.

## V. REPORT FROM THE CHAIR

### General Education Reform

Provost Whitfield commented on the general education reform process. At a recent meeting of provosts, every provost said that general education challenged their faculty but after making the changes, they were happy with the result.

Looking into the history of the general education program, the Provost found that the current curriculum was approved in 1986. It was, he said, time for a change. Thoughtful, creative people worked to develop a new program. More than 100 faculty and staff at different times over the last three or four years worked on revising the program. He thanked the General Education Oversight Committee, the General

Education Reform Committee, and the subcommittees who worked on the project. He encouraged the faculty and staff to talk with their departments and Deans if some of the innovative ideas that were not adopted for the new program might be added to their department or college programs.

If the general education reform proposal is adopted students would have to take 14 fewer credits than they take under the current program. Students need 120 credits to graduate but many of our programs require more credits, with the highest number of credits for one of our programs being 162.

General education is meant to be a good grounding in elements that should be part of a liberal arts education. Provost Whitfield believes that the proposal meets that criterion. He suggested that the faculty contact Associate Provost Ellis if they want more information about the background for the proposed courses.

The Provost's view of what happened at the June meeting of the Board of Governors differed from Mr. Romano's view. The Board members, he said, are committed to the University and are passionate about student success. The administration appreciates the Senate's acting expeditiously.

Provost Whitfield and Associate Provost Ellis are working with the Policy Committee. Some elements of the proposal need further development. The Provost is committed to revising the general education program. We have made incredible gains in our graduation rate. A revised gen ed program will improve the graduation rate while maintaining a quality education.

The enrollment of transfer students is up .93% and enrollment of first-time-in-any-college-students is up 2.8%.

Mr. Romano commented on the statement that the general education program passed in 1986 had never been reviewed. At least three committees looked at the program and made minor revisions that did not need Board action. One committee recommended major changes but the Deans rejected them.

In response to a question, the Provost said that assessment is built into the proposal. He asked that the Senate consider how frequently the general education program should be reviewed. After 10 or 12 years, curriculum becomes stale.

With both diversity and global learning being part of the University's mission, a member asked why students were not required to take courses in both

areas. At one time in the discussions, two courses were required. The Provost said that it is important that students have options. Many required courses have pre-requisites that increase the time to degree. The option keeps the general education credits as low as possible. The Policy Committee recognized that diversity is central to our mission and suggested that it be covered in multiple courses. Diversity could be covered in the Wayne Experience course and in the First Year Inquiry course. The Provost wants general education to address local diversity and global diversity, for students to be aware of different languages and cultures and different ways of being.

A member asked if the Mathematics Department or the Academic Success Center would oversee the co-requisite support laboratory that is to accompany the mathematics course. Provost Whitfield said that the model for a co-requisite course is based on the Dana Center at the University of Texas. Other universities with students who are similar to ours have adopted a co-requisite model. Many of our students need to pursue a different track. They need to learn quantitative skills and concepts and how to apply them to their lives. The co-requisite model pairs the quantitative concepts with the student's field of study. The quantitative reasoning class would oversee the laboratory.

#### New Initiative on Innovation and Entrepreneurship (I&E)

Provost Whitfield recognized Wayne State for producing many entrepreneurs. He wants to encourage students and faculty to be innovative. TechTown has not had a strong connection to the University, but with new leadership there are opportunities to increase collaboration. The University has begun working on the initiatives in the Strategic Plan around innovation and entrepreneurship. The University has programs around tech transfer and commercialization, post-college and professional opportunities, pre-college, undergraduate, college, and graduate level opportunities. Because people in one college may not know what activities are going on in another college, the Provost saw the need for a hub to interconnect and boost the excitement and knowledge of what we do. The goal is to foster collaboration and interconnect academic, community, and practice-based groups and student led or focused entities develop the structure for an Office of Business Innovation to engage outside companies with the University in a manner that facilitates a nimble approach to tech transfer and intellectual property sharing.

Provost Whitfield reported what has been accomplished to date. He created a Council on Entrepreneurship consisting of the CEO of TechTown, the

Deans of Engineering, Law, Fine, Performing and Communication Arts, Business, the Vice President for Research, and the Provost. Prior to this, an Action Committee had developed a website to connect different I&E opportunities. The Action Committee has representatives from faculty and staff from around campus. More colleges are represented on the Action Committee than are on the Council. An Entrepreneur in Residence was hired to assess I&E on campus. A HUB Director was hired to connect the different elements of I&E around campus and to lead development of operational connections. The University extended funding of Innovation Warriors, the student start-up that originally was known as the Blackstone Launchpad. The University is supporting Optimize Wayne, a social entrepreneur group of students. We are pursuing funding from private companies and philanthropy.

#### STEAM Challenge

The Provost developed a STEAM Challenge. STEAM stands for science, technology, engineering, arts, and math. Social sciences and humanities are embodied in STEAM. Including arts ensures that knowing STEM is not sufficient; students need a broader perspective.

The STEAM Challenge is for undergraduate and graduate students to explore new ways that science, technology, engineering, arts, and mathematics, along with the humanities and social sciences, might contribute to one another for the purpose of enhancing the lives of Southeastern Michigan and specifically Detroit residents. This year's challenge is focused on social justice, equity and opportunity. The kickoff and networking event is September 15. The website is <https://www.steamchallenge.wayne.edu>.

#### Town Halls

During the academic year the Provost will hold town halls in the schools and colleges talking about teaching, pedagogy challenges, the Office for Teaching and Learning, things that frustrate and things that excite the faculty, and to see what support can be provided around teaching.

#### Office for Teaching and Learning

The OTL offers professional information around developing teaching for new faculty and for reviving or refreshing teaching for faculty who have been teaching for a long time. The OTL offers an electronic handbook for teaching where faculty may find innovative ideas.

Mathew Ouellett left Wayne State to go to Cornell University. Sara Kacin is the Interim Director of the OTL. A search will be conducted for a permanent Director. Warrior Teaching Days begin September 18. Instructors can explore evidence-based instruction.

#### Questions from Members

A Senate member asked if adjunct faculty would be included in the town halls. The Provost will remind the Deans that all faculty, not just tenure track faculty, are to be included in the discussions.

In response to questions, the Provost said that the I&E initiative was driven in large part by the Strategic Plan. The Council is a group of leaders who need to talk to break down the silos within the University. The goal is to communicate the information widely across the University. The program will be launched later in the fall term.

#### VI. COMMENTS BY THE UNIVERSITY PRESIDENT

In 2014 President Wilson was concerned about three issues: enrollment, research, and the graduation rate. He spoke about the progress that has been achieved in those areas. In 2014 enrollment and research were in a downward spiral and the graduation rate was stagnant. In fall 2017, for the fourth year in a row, the numbers of FTIAC and transfer students are up. Last year for the first time since 2011 the year-to-year total enrollment increased. That was not true this year due to the drop in the number of international students and graduate students. The President set an aggressive goal of 30,000 students enrolled by 2021, and he is committed to reaching that goal. We have been focused on recruiting new students and retaining students, assuming that the number of international students and graduate students would remain steady. The University will increase efforts to recruit out of state students, advertising our graduate programs domestically and internationally. We had a large decline in graduate students from India, and we will market aggressively there.

#### Research

This year we have about \$52 million more research dollars than in 2013. Grants from the National Institutes of Health are up about 17.5%. and for the first time in about two decades research expenditures have increased over the previous year. In 2014 we had about \$245 million in research awards and expenditures were \$225 million. Expenditures typically lag behind awards but faculty were holding on to their money because of the uncertainty of getting more funding. However, the National Science Foundation rankings are based on expenditures, not

on awards. Expenditures are up and as they continue to increase our research ranking will improve.

#### Student Success

Our six-year graduation rate for the 2011 cohort was 47%. The increase from 2016 to 2017 was 8%. Our goal is 50% by 2021. Our graduation rate of black students had been 7%. The 2011 cohort of black students had a graduation rate of 20%. Our first generation students had an 11% gain in their graduation rate over three years. Pell grant students had a 15% increase in their graduation rate over the past three years.

#### Medical School

President Wilson explained the financial situation that Tenet Healthcare is facing and that might affect the Detroit Medical Center. Glenview Capital Management is a large shareholder of Tenet and it is not pleased with Tenet's performance. Tenet has been selling its assets to raise cash. He thinks the company may sell the assets it has in Detroit. The University is talking with other hospital systems in Michigan, so that if necessary, it may be able to align itself with a hospital system that better represents our values should Tenet sell the DMC hospital system.

#### University Pediatricians

The faculty practice plan, University Pediatricians (UP), wants to be autonomous and wants to be with Wayne State. They cannot be both. The University wants the UP to sign basic contracts, but the UP refused to sign them. The situation arose because the UP bylaws stipulate that the Chair of the Department of Pediatrics did not have to be the Chair of the Board of the practice plan.

After the Dean of Medicine removed the former Chair of Pediatrics from that position, the UP kept that person as Chair of the Board of the UP. While the University was negotiating with the DMC for a teaching contract, the CEO of the DMC secretly signed a contract with the Chair of the Board of the UP so the teaching contract goes directly with the practice plan.

This is a threat to the University. If the University is fronting salaries and is to be reimbursed by the practice plan for clinical activity, it needs access to certain information about the practice plan.

#### Research Ranking

The President formed a task force to monitor Wayne State's research ranking in four ranking systems. In

the Shanghai Academic Ranking WSU is rated between 301 and 400 in the world and between 100 and 119 in the U.S. The Center for World University Rankings rates Wayne State 190 in the world and 81 in the U.S. We are ranked 207 in the world and 73 in the U.S. in the National Taiwan University Performance Ranking. These rankings are objective, using clear academic criteria such as the number of publications in peer-reviewed journals and the number of awards given to faculty. The fourth ranking is that of U.S. News and World Report. For a long time that organization put Wayne State in their third tier. That ranking is dependent on reputational factors and graduation rates. Because of the increase in our graduation rate we now are in the top tier in that ranking.

#### Graduation Rate

President Wilson is very proud of the gains we've made in our graduation rate. However, among Michigan public universities, our graduation rate puts us at the bottom of the list. Our improving so much in a short period of time means that it is not necessarily the student's fault. Some may be the student's fault, but the fault may also be with the institution. There is very little difference in the admissions criteria of the students in the 2010 cohort and the 2011 cohort.

The President thinks that the reluctance of some people to change the way things were done contributed to our low graduation rate. He believes we need to look at data and to change for the sake of our students.

Provost Whitfield and President Wilson met with seniors who are outstanding academically, are class leaders and are involved in extracurricular activities. All except one are graduating in four years. As entering freshmen they all were advised to take 12 credits instead of 15 credits. After the first semester, they realized they would not graduate in four years and they increased the number of credits they were taking. Research shows that students are much less likely to graduate if they take 12 instead of 15 credits when they enter the university. This is true across all types of universities and for all students, even at risk students. It is better if students begin with a full credit load. President Wilson is studying the data about the distribution of credits that students take when they enter Wayne State.

After describing another encounter the President had with a student who was just short of graduating in six years, he said that we needed to identify students who are very close to graduating and do what we could to help them finish.

### General Education

President Wilson believes the current version of the general education reform proposal is a good product. More modifications may have to be made. It is important to finalize the proposal and to implement the new requirements for fall 2018.

### Questions from Members

Mr. Romano asked what would happen if the UP were to associate with another medical school and take the residencies with them. President Wilson said that the residencies are Wayne State residencies sponsored by the DMC. If the UP were to leave, it would become a private practice. The University could form another practice plan.

### Student Success

A member suggested that students might be able to graduate sooner if they could take 15 or 16 credits but pay for only 12 credits as is done at some other universities. The President said that there would be some changes in tuition structure to incentivize students to take more credits.

### Research Ranking

Mr. Petrov asked about the composition of the task force that is monitoring our research ranking. Chief of Staff Michael Wright was asked to form a committee. Mr. Romano mentioned that Mr. Petrov has made presentations to the Senate about our rankings and is a good resource for the committee.

### Promotional Materials

Asked about the lack of products, such as apparel, that promote Wayne State, the President said that Nike and Under Armour stores, at least in Detroit, carry Wayne State apparel. Among the universities in Michigan, the availability of Wayne State products is probably behind only products of the University of Michigan and Michigan State University.

ADJOURNMENT: The meeting adjourned at 4:22 p.m.

Respectfully submitted,



Louis J. Romano  
President, Academic Senate