

WAYNE STATE UNIVERSITY – ACADEMIC SENATE
Official Proceedings
September 14, 2016

Members Present: Keith E. Whitfield, Provost; Louis J. Romano, President, Academic Senate; Poonam Arya; Ivan Avrutsky; Douglas Barnett; Linda Beale; Paul Beavers; Cathryn Bock; Tamara Bray; Krista Brumley; Stephen Calkins; Susan Cancelosi; Margit Chadwell; Victoria Dallas; Susan Davis; Donald DeGracia; Brian Edwards; Susan Eggly; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Ewa Golebiowska; Daniel Golodner; Smiti Gupta; Jennifer Hart; Carolyn Herrington; Ellen Holmes; renee hoogland; Peter Hook; Michael Horn; Patricia Jarosz; Barbara Jones; Mahendra Kavdia; David Kessel; Fayette Keys; Ashok Kumar; Qin Lai; Christopher Lund; Karen MacDonell; Katheryn Maguire; Kypros Markou; Aaron Martin; Santanu Mitra; Bryan Morrow; S. Asli Ozgun-Koca; Victoria Pardo; Charles Parrish; Alexey Petrov; Lori Pile; Izabela Podgorski; Michele Porter; Susil Putatunda; Jeffrey Rebudal; T. R. Reddy; Robert Reynolds; Brad Roth; Anne Rothe; Linea Rydstedt; Heather Sandlin; Naida Simon; Richard Smith; Gail Stanford; Amanuel Tekleab; Ronald Thomas; Ellen Tisdale; Sokol Todi; Mark VanBerkum; William Volz; Jennifer Wareham; Barrett Watten; Jeffrey Withey

Member Absent with Notice: Sandra VanBurkleo

Members Absent: Mary Anderson; Michael Barnes; Nancy George; Todd Leff; Stephen Lerner; Diane Levine; Leonard Lipovich; Jason Mateika; Elizabeth Puscheck; Beena Sood; Xin Wu

Others Present: Tamica Dothard, Office of the Academic Senate; Ambika Mathur, Dean, Graduate School; Ricardo Villarosa, Dean of Students Office; Angela Wisniewski, Office of the Academic Senate

CALL TO ORDER: This first meeting of the 2016-2017 academic year was called to order at 1:38 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. INTRODUCTION OF NEW MEMBERS

Mr. Romano welcomed the Senate members to the new academic year. He introduced the new 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; David Kessel, Professor, Pharmacology, Medicine; Brad Roth, Professor,

Political Science, Liberal Arts and Sciences; Naida Simon, Undergraduate Programs and General Education, Academic Affairs. The floor was opened for nominations. Anne Rothe, Classical and Modern Languages, Literatures and Cultures, Liberal Arts and Sciences, put her name forward for the Committee. It was MOVED, SECONDED, and PASSED to CLOSE NOMINATIONS. 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. Mr. Roth 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 4, 2016. PASSED.

IV. INTRODUCTION OF PROVOST KEITH WHITFIELD

Mr. Romano introduced Provost Keith Whitfield who joined the University on June 1. Provost Whitfield expressed his pleasure at being at Wayne State and serving as Chair of the Academic Senate.

V. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of May 6, 2016. PASSED UNANIMOUSLY.

VI. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

Mr. Romano reviewed the issues that developed since the May 4 Senate meeting. One was the controversy over the suspension of the mathematics competency requirement in the general education program and the way in which the decision was made. The Academic Senate was not consulted. President Wilson apparently was not informed of the decision prior to the announcement. The decision was made in the Provost's Office but the process is not known. The required procedures for changing academic policy were not followed.

After the suspension, Mr. Romano met with President Wilson and Provost Whitfield. They decided that the University would move quickly to develop a new competency requirement to reduce the negative publicity the University received. The General Education Oversight Committee (GEOC) will be charged with developing a new math competency requirement. The Provost asked GEOC to submit its recommendation in December.

Due to the efforts of Mr. Roth, the Policy Committee proposed changes to the Student Code of Conduct. The change states that if a student wants to submit work that was produced in one course for a second course, the student must get the permission of the instructor of the second course. Instructors do not have to include this statement in their syllabi. They may include it, but because it is in the Code of Conduct, they are not required to do so.

A pilot program for student parking is being carried out this fall. First time in any college students (FTIACS) do not pay for parking in campus structures and lots during the fall term. President Wilson is covering the cost. A committee that Mr. Romano chairs will evaluate the program to see if free parking affects students' attendance, the number of credit hours students take, and participation in activities on campus.

The search for the Associate Vice President for Budgets and Planning failed. A new search will be conducted. The duties of the position have been expanded to make it more attractive.

The Sesquicentennial Celebration Committee is planning activities to celebrate the 150th anniversary of the University's founding. The celebration will begin in fall 2017 and culminate in October 2018, coinciding with the end of the Pivotal Moments capital campaign.

The School of Medicine continues its efforts to reduce its deficit. The University Physician Group is almost in the black but the Fund for Medical Research and Education (FMRE) that pays the University for the work of the clinical faculty is still in deficit. It is estimated that by fiscal year 2018 they will no longer be in deficit.

Mr. Romano took questions from the members.

Mr. Smith asked if University Statutes allow the Administration to make unilateral decisions on curricular issues as occurred with the suspending of the math competency requirement. Mr. Romano said they do not. Statutes state that the Academic Senate is to be consulted about academic

decisions that affect the entire University and academic decisions that involve more than one college. The math competency was a University-wide requirement. In addition, the general education program was codified in the Board of Governor's University Statutes that specifies the procedure to follow when proposing changes to general education requirements. Neither Statute was followed. The Board of Governors learned of the decision when it was announced to the University community.

Mr. Romano continued. For almost two years, the Policy Committee has complained about the examination used and the courses taught to measure competency in mathematics. Policy Committee had asked the Administration to address the problems. Apparently they could not resolve the problems. Their solution was to suspend the requirement.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of April 18, May 2, May 16, June 6, June 13, June 20, July 11, July 25, and August 2 (Appendix A). Members were given the opportunity to ask questions and to comment on the reports.

May 2, 2016

Mr. Romano was asked to clarify item #1 in the Proceedings of the May 2, the proposed policy about international travel and computers. Mr. Romano explained that the Administration is developing a policy establishing rules that faculty and employees must follow when taking computers outside the U.S. The policy is based on regulations imposed by the federal government. Export control laws prohibit moving any object, including data on a laptop, out of the U.S. if there is sensitive information on the computer. The Division of Computing and Information Technology will loan faculty a laptop to use while they are traveling.

August 8, 2016

Mr. Romano and Provost Whitfield responded to questions about the recommendations in the Huron Consulting Group's draft report "Assessment of Graduate Assistantship Allocations" (item #6). It appeared to Mr. Romano that the reviewers did not understand how a research university functions and the correlation of teaching assistants to graduate programs. They did not understand that teaching assistantships should be based on the quality of the programs that departments provide to their

majors. It appears they made their recommendations based on the number of credit hours departments offered and on the possibility of increasing the number of credit hours. That is one criterion but it cannot be the main criterion. The University will employ another process to analyze distribution of the assistantships. Mr. Romano believes that the current distribution should remain in place. If more teaching assistantships are needed, they should be added to the current positions.

Provost Whitfield said that he and the Graduate School Dean Ambika Mathur are discussing how to proceed. He did not find the Huron report informative. It did not contain actionable items. We have to review how we currently distribute assistantships and what is possible in the future. We need to be more efficient in the distribution of the positions and ensure that the distribution does not depend on history but on metrics that result in fair and equitable distribution.

On August 8, Provost Whitfield informed the Policy Committee that 30 of the 64 faculty positions for which searches were authorized in fiscal year 2016 had been filled (item #7). The Provost was asked if those 34 positions that had not been filled would be re-authorized for searches during the current academic year. The Provost said that every year the Deans evaluate the needs in their colleges, taking into consideration retirements and resignations. They base their requests on those needs.

V. PROPOSED AMENDMENT TO THE BYLAWS

Mr. Romano introduced the amendment. In the spring, representatives from the Union of Part-time Faculty requested representation on the Academic Senate. The Policy Committee agreed to include representatives from the Union as liaisons on the following committees: Budget; Curriculum and Instruction; Facilities, Support Services and Technology; Faculty Affairs; Research; and Student Affairs.

The Policy Committee proposed that Article VII, Section 3 be amended. The current language is as follows:

Each standing committee except the Elections Committee and the Policy Committee shall maintain communication through liaisons with the University Administration, the Wayne State University Chapter of the American Association of University Professors, the Student Council, and the Policy Committee. The liaisons with the University Administration will be appointed by the President of the University or his/her

designee. The remaining liaisons will be appointed by their corresponding organizations.

The proposed changes are in bold type below:

Each standing committee except the Elections Committee and the Policy Committee shall maintain communication through liaisons with the University Administration, the Wayne State University Chapter of the American Association of University Professors, the Student Council, **and the Policy Committee, and the Union of Part-Time Faculty.** The liaisons with the University Administration will be appointed by the President of the University or his/her designee. The remaining liaisons will be appointed by their corresponding organizations.

The bylaws do not allow voting on an amendment when it is introduced to the membership. Voting is to take place at the meeting following the one where an amendment is introduced. It was MOVED and SECONDED to TABLE the vote on the amendment until the October 5 meeting. PASSED.

VI. REPORT FROM THE CHAIR

Provost Whitfield told the Senate about the priorities in his Office. Proposals will be given to the Senate for feedback. His Office will follow the proper processes for comment and approval.

One issue is the math competency. The Provost's Office outlined the suggestions for revision that have made over the years. They were given to the GEOC for recommendation. The Provost will give the recommendation to the Academic Senate before submitting it to the Board of Governors.

The General Education Reform Committee is preparing a proposal to improve the general education program's structure and framework. The original timeline was to have a revised curriculum in place for fall 2018 but the Provost thinks more time will be needed. Changing the general education requirements is important to the curriculum, to student success, and to how graduate teaching assistantships are distributed. The Provost wants to create the best structure we can to serve our students. He will get as much consensus as possible.

The Provost's Office will discuss academic quality, which means the way we teach classes, the structure of the curriculum, and the way in which we engage students.

Another issue is financial aid. We need to consider how we can best attract Merit Scholars and make sure

that we are doing the best we can to meet the needs of our neediest students. The Administration, including Chief Financial Officer William Decatur, is reviewing Wayne State's mission relative to financial aid.

It appears to the Provost that the faculty and staff think that some issues such as financial aid, general education, and math competency are unique to Wayne State. They are not; they are being discussed nationally.

Student success is of primary concern, not only because they are the metrics by which the University is evaluated, but because our mission is to provide a great education to students. Our four-year and six-year graduation rates are low, but our eight-year graduation rates are high. Those numbers speak to the kind of students who attend Wayne State, the culture of the students, their financial situation, and the expectations that we as faculty express to them. We do fairly well retaining our students for the first two years. In the third and fourth years we lose many students. In the third year many change from full-time to part-time so that completing their degree takes six or more years. The Provost considers it part of his job to learn what we are doing right and if we can increase that support as well as find other support services and initiatives that can improve our graduation rate.

The Provost turned to the subject of assessment. He does not view assessment as a formalized standardized procedure but as a method of self reflection and continuous improvement. He noted that as faculty, we must deliver instruction that is of the best quality. Assessment is a useful process if it is not heavy-handed and bureaucratic. We do not engage in assessment only to meet the accreditation requirements. We do it for ourselves.

The visit by the Higher Learning Commission is in March 2017. The accreditors will ask faculty, staff, and students what they know about the University's strategic plan. More information about the strategic plan and the accrediting process in general will be rolled out in the next few months.

Provost Whitfield wants to examine what we are doing to promote faculty success, including mentorship, development, and promotion and tenure. He wants to ensure that we have the proper rewards and recognition for the service faculty perform.

The Provost encouraged faculty to attend the Town Hall that he will hold September 27. He took questions from members.

Mr. Volz asked about the availability of data on which decisions are made. The Provost replied that by background and training he is a data-driven person, a

process person, and a faculty governance person. Processes need to be driven by data. Wayne State needs more data and units need to coordinate the data they have collected. The Provost has not been able to get data that he needs and faculty also have complained that they are unable to get data.

The Provost told the body about his background. He has known Wayne State for eighteen years. He has been a member of the Advisory Board for the Institute of Gerontology. He has been a long-time fan of the University with its having an urban mission at a Carnegie Research 1 institution. Wayne State, he added, is unique in that respect.

The Provost is aware of Wayne State's potential but we need to review and reflect on our current practices. We need to be innovative and to harness the limited resources we have.

The Provost is excited about the great work of the faculty. When he learns of their accomplishments he sends the information to Michael Wright, Vice President for Marketing and Communications, to publicize the information. The Provost wants to see more publicity about the interesting and exciting activities in which faculty are involved. He wants the University's strengths to be better known within the University and in the general population.

One area where the University could improve is in interdisciplinarity. We have too many silos. In one case, two colleges had similar programs, but the Deans had not talked about how they might work together. In a conversation with the Provost, the Deans found ways in which they could work together to strengthen their programs. Units can work together to break down the silos and to become more efficient.

Mr. Edwards asked what two things Duke University does better than Wayne State and how the two Universities compare in the role of faculty in their ability to affect governance.

Provost Whitfield said that in general faculty now have more influence in governance than in the past. At Duke, when the faculty pointed out to the Administration that governance procedures had not been followed, if the Administration had been wrong, it would step back and follow the proper procedures. The Provost does not think that Duke does anything better than Wayne around faculty governance. It is structured differently. The Administration at Duke is not involved in the faculty senate. Administrators are always able to attend the senate's meetings, but an administrator does not chair the senate or its executive committee. Provost Whitfield enjoys interacting with faculty at meetings. He thinks the way in which the

Administration participates in faculty governance at Wayne is good. There have been some missteps and improvements can be made. The Provost appreciates faculty governance and considers it in all the decisions he makes. He is proud that, although he was an administrator at Duke and is Provost here, he is a faculty member in the Department of Psychology.

Duke does not have a faculty union. The contract at Wayne State sets procedures. In some cases that is helpful and in other ways he would like to have more leeway to interact differently with faculty and to support programs differently.

Mr. Hook asked if the Provost would welcome the kind of student activism that occurred following a racial incident at Duke University. The Provost said that he supports positive ways in which students are involved in social activism.

He wants students to be engaged in campus life and to connect with each other. Participation in campus life is one aspect that leads to student success.

Mr. Reynolds asked if the Provost envisioned new opportunities for outreach to the urban community. The Provost wants to help the University live that mission. At this year's Mackinac Policy Conference he met many people from the Detroit area who apparently did not know of the many programs we have in the school system, the community, and businesses.

Provost Whitfield said that one thing Wayne State is doing better than Duke University is having economic development that is tied to the community as is done with Tech Town. However, we do need to find additional ways to connect with the community. One way is through civic engagement that teaches students about citizenship, community, and social responsibility. That should be part of our curriculum.

Mr. Watten noted that Duke is aspirational for faculty in the humanities in the amount of support it gives them. He asked what the Provost would do to enhance support for the humanities, in particular in faculty lines.

Provost Whitfield said that we need to develop programs that involve the liberal arts and the STEM fields of science, technology, engineering and mathematics. Such programs keep the liberal arts active and vital. Typically people who excel in STEM are artists or musicians. We need to strengthen STEM but we cannot do it at the cost of decimating liberal arts.

A member suggested that some administrative procedures ought to be simplified. Faculty time, he said, is the fundamental resource of the University.

The most productive faculty in a unit often are asked to serve on committees. Some committees, such as the program review committees, produce 500 and 600-page reports, but no significant changes are made as a result of the work. Rather than preparing such long reports, a one-page report of the critical data could suffice. We should, he said, focus on condensing administrative procedures to shorten or simplify the work. Provost Whitfield believes program reviews are important. They should help the faculty focus on what they are doing and what they want to do in the future. The Provost was intrigued by the idea of having a shorter form for program reviews.

VII. COMMENTS BY THE UNIVERSITY PRESIDENT

President Wilson began by thanking the Senate members for their service to the University. He takes shared governance seriously. The faculty, through the Academic Senate, have provided valuable suggestions over the years. The President has been influenced by the discussions and suggestions that have been made.

One of the suggestions from the Policy Committee that the Administration has put in place is the pilot program where students do not pay for parking each time they come to campus. We want to see if this affects the way students schedule their classes, the number of credits they take, and their involvement in campus life. The goal of the program is to help students graduate sooner.

President Wilson wants everyone to know the University's mission statement. The statement has three parts: (1) create and advance knowledge; (2) educate a diverse student body that thrives; and (3) have both local and global impact. It is important that everyone understands and can articulate the mission statement. Accreditation site visitors have been known to ask people at random what their University's mission statement is.

The President reported that for the first time in seven years enrollment is up about 1%. This may not sound like much, but the enrollment of first-year students is up significantly. Enrollment in the 2015 fall term had increased about 17% over fall 2014. This year's enrollment is up about 3.5% over 2015. The retention rate is improving. These factors bode well for our reaching the goal of 30,000 students by 2021.

Our measures of student success are improving. The six-year graduation rate increased 12% in the past five years and the five-year graduation rate increased 11% over the last five years. The four-year graduation rate doubled over the past three years. Wayne State is one of the top 20 institutions in the U.S. that has improved its graduation rate.

There is, however, a huge gap between the graduation rates of white and African-American students. The total graduation rate has improved, but the gap has increased. That gap is one of the worst in the country. The Provost is focused on improving the graduation rate and reducing the gap between white and African-American students. He has identified and is addressing what may be some of the root causes for the gap. He has put forth initiatives to overhaul the way we manage financial aid.

The capital campaign is on target. We have reached \$590 million. The goal is \$750 million. When the goal was set, the money the University received from the FMRE, which was about \$30 million at the time, was included in the goal. Despite the deficit in the FMRE, President Wilson is confident that the University will reach its goal.

The expectations of students are changing. We are moving from a commuter campus to a more residential campus. We have to make adjustments to handle the changes that come with more students living on campus. There are many more activities on campus on the weekends. Chief Holt recently told the President that Public Safety is not able to respond to all the calls that come in from the midtown area as they had in the past. With the increase in the number of students and visitors to campus, the police must direct more attention to the campus itself. We have to think about hiring more Public Safety officers.

The President expects the Board of Governors to authorize a housing project on Anthony Wayne Drive that will add 800 apartments in two new buildings. That again will change the dynamics of student life on campus. There are many implications that the University will have to consider with the additional housing.

President Wilson responded to questions from the members.

Ms. Hart asked what the Administration planned to do about parking when more students are living on campus and enrollment increases. The new apartment buildings will be constructed on what are now parking lots, eliminating parking spaces that we now have. The President said that if more parking is needed, it would have to be included in the master plan.

Mr. Romano chairs the committee that is evaluating the FTIAC parking program. One topic for the committee is how the program affects capacity. Theoretically, it should not have affected capacity. The same number of spaces are available for permit parking and non-permit parking as there were before.

The parking assignments were dispersed more widely throughout campus. The committee will compare capacity this fall with last fall.

Mr. Putatunda thanked President Wilson for the improvements in student services but, from conversations with students, more needs to be done. The President agreed that we must continue to improve student services.

Mr. Fribley asked the President about his role as an advisor to Francis Collins, the Director of the National Institutes of Health (NIH). President Wilson said that the NIH is structured so that each center and institute has its own council. All grants that are recommended for funding by the different review committees go to the respective council for final review. The Director's council is the highest level council at the NIH. It advises the Director on various issues. President Wilson said that his being on the council is an opportunity to bring forward some of the agenda items that are important to him, such as biomedical training particularly for diverse populations.

Mr. Volz is pleased with the increase in enrollment and credits it to the many positive changes in the area including the improvements in midtown. Apart from our on-campus physical plant improvements, what, he asked, is Wayne State doing to work with the community to make it an attractive place having to live? President Wilson said that the University is very involved with the community. He serves on about a dozen civic boards throughout the city. His participation injects Wayne State's voice into the organizations and he learns on a more intimate level what is happening in the community.

The President singled out Tech Town as having an important role in connecting to the community. Wayne State is one of only a few universities with a vice presidential position focused on business and economic development. Ned Staebler, the Vice President for Economic Development, fills that role.

An important area of focus is the proposal on the November ballot to approve millage to expand mass transit in southeast Michigan. The University is advocating for passage of the proposal. The President will present to the Board of Governors a resolution in support of the millage. There are some risks involved in taking such a stance, but mass transit is important for students and faculty and for the surrounding community.

President Wilson believes that what is happening internally at Wayne State, such as improved student services, is attracting students. Everyone, faculty, staff, and administrators, are improving service to students,

and are needed to make the students' experiences better.

ADJOURNMENT: The meeting adjourned at 3:35 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.

Louis J. Romano
President, Academic Senate