

# WAYNE STATE UNIVERSITY

## ACADEMIC SENATE

### Official Proceedings

September 4, 2024

**Members Present:** Laurie Lauzon Clabo, Provost and Senior Vice President for Academic Affairs; Linda Beale, President, Academic Senate; Heather Abraham; Suresh Balasubramanian; Basma Bekdache; Jennifer Bird-Pollan; Cathryn Bock; Maria Bykhovskaia; Pynthia Caffee; Stephen Calkins; Fernando Charro; Stephanie Chastain; Wei Chen; Sreenvasa Chinni; Stephen Chrisomalis; Daisy Cordero; Alan Dombkowski; Damecia Donahue; Paul Dubinsky; Sujay Dutta; David Edelman; Jessika Edgar; Ewa Golebiowska; Haidong Gu; Weilong Hao; Marisa Henderson; Lenuel Hernandez; Sean Hickey; reneé hoogland; Michael Horn; Arun Iyer; Lara Jones; Satinder Kaur; Pramod Khosla; Chris Kleithermes; Sarah Kiperman; Christine Knapp; Jennifer Lewis; Bin Li; Feng Lin; Cynthera McNeill; Victoria Meller; Georgia Michalopoulou; Bharati Mitra; Ramzi Mohammad; Paul Neirink; Lisa O'Donnell; Rachel Pawlowski; Richard Pineau; Kami Pothukuchi; Tamme Quinn-Grzebyk; Robert Reynolds; Erika Robinson; Joseph Roche; Noreen Rossi; Ali Salamey; Cheryl Somers; Jeffrey Stanley; Elizabeth Stoycheff; Wassim Tarraf; Ellen Tisdale; Nicole Trujillo-Pagan; Stephanie Tong; Caisheng Wang; Nicole Wheeler; Jeffery Withey; Hossein Yarandi; Dongxiao Zhu

**Members Absent with Notice:** Erin Comartin; Brian Edwards; Sean Peters; Shauna Reeves

**Members Absent:** Chris Collins; Carolyn Harris; Kristen Kaszeta

**Guests:** Carly Cirilli; Charles Cotton; Lyndsey Crum; Rob Davenport; Kimberly Espy; Klaus Bryant Friedrich; Angie Griffith; Brandon Gross; Jennifer Moss; Angel Niederkoher; Ezemenari Obasi; Mary Paquette-Abt; Taunya Phillips; David Ripple; Sarah Schrag; Ned Staebler; Karin Tarpenning; Rob Thompson; Nancy Welter

#### I. WELCOME TO NEW SENATE MEMBERS

Provost Clabo welcomed everyone to the first Academic Senate meeting of the 2024-25 academic year. New Senate members were asked to stand for a round of applause as they were introduced.

#### II. ELECTION OF THE 2024-25 POLICY COMMITTEE

Voting members of the Academic Senate elected the

2024-25 Policy Committee using the Zoom polling feature. (Members unable to connect to the poll cast paper ballots.) The 2024-25 Policy Committee members are: Linda Beale (Academic Senate President/Law), Stephen Chrisomalis (Liberal Arts and Sciences), Damecia Donahue (Libraries), reneé hoogland (Liberal Arts and Sciences), Pramod Khosla (Liberal Arts and Sciences), Robert Reynolds (Engineering), Noreen Rossi (Medicine). Jennifer Lewis is the continuing member. Rossi was elected to the new three-year continuing term.

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

It was MOVED and SECONDED to APPROVE the proceedings of the Academic Senate plenary session of May 1, 2024. PASSED.

#### IV. REPORT ON STUDENT CLEARINGHOUSE DASHBOARD

Carly Cirilli (Senior Director, Institutional Research & Data Analytics) updated the Senate on a new student clearinghouse data project developed by the Institutional Research Assessment & Data Resource team using data from National Student Clearinghouse. About 97% of institutions, or 3600, send data to the National Student Clearinghouse. In the past we used the data on an ad hoc basis each year and did not retain it for comparative purposes. For example, a college could determine if there were students who had not graduated and were not attending elsewhere to whom they might reach out to recruit to Wayne State. We did not know what happened to students who have applied here and either did not enroll here or did not enroll anywhere. There was no good way for us to identify students who have attended here and have stopped out or dropped out. We can now utilize this data to gain insights into our student population. For applicants who did enroll at Wayne State, we can see if those students stopped out, dropped out, or transferred elsewhere. This allows benchmarking what students are choosing. If they are not coming here, where do they go? Are there certain programs that lose students to other schools? Who are our main competitors? This lets us reach out to recruit those students. We know that the number of students coming to college is getting smaller. This project allows us to create a unique opportunity pool. For example, we can create a list of students who applied and did not go anywhere, send that list over to admissions, and they can put them back into the system and re-engage with them. Our intention for this project is to be informative and action-based. We are not aware of any other institutions that are using this data in this way.

Cirilli demonstrated the dashboards for the Senate. A

data dictionary defines the different student populations, including dropouts and stop outs. It allows you to filter for specific populations and terms (e.g., gender, race, ethnicity, fall 2023, test scores, GPAs, fields of study) to see how many were admitted, and what other institution they attended. Factors also include what high school students attended. For students who have dropped out or stopped out, we can see what field of study they were in, how many credit hours they took, and their GPA. Students who drop out are not always failing. We found that most students that stop out of Wayne State actually stop back into Wayne State. Many transfer to community colleges and to U-M. The dashboard also gives us some insights in terms of the program selections students are making. This is a game changer for us, and we have been able to identify over 32,000 students that we could potentially recruit. The dashboard is currently limited to undergraduate students, but the team will add graduate students as well.

Pawlowski (Honors) asked whether it is possible to look at students' zip codes to see if they choose closer institutions. That could be something used for housing as an opportunity to entice students who do not want to commute. Cirilli explained that information is in the detailed data; however, it is not currently searchable. It will be interesting to hear feedback about different things that might be helpful. They can make some revisions to the dashboard itself or create a specific list of students. Pawlowski added it could be helpful for advisors through the STARS reporting feature to know if students were transferring because how we communicate in reaching out to those students who are not registered could be different than for those who just stop out. Cirilli responded the intervention that advisors have with students will differ depending on their status.

Cordero (Financial Aid) asked whether this program provides information on why students left and why they are not coming back. Cirilli explained they do not have that data because it is not tracked. We can tell where they are going and when they left, but we do not know why because there is not any information or data. Cordero noted the Warrior Way Back program seems to be somewhat successful, but students decide not to come because they run out of financial aid and cannot afford tuition. It is likely those conversations are happening, but it is not in any data set. For the Warrior Way Back program, if they want us to pull data from students who were Warrior Way Back and stopped out or dropped out, we can pull a list of students.

Robinson (CFPCA) questioned how the information gathered will currently be disseminated. Will it go to the colleges and departments who have those recruiting teams? Cirilli noted it is part of the deans' dashboard suite of reports. They are discussing providing wide access to a larger audience but first must protect some confidential financial aid information. Some of the data fields may have to be refined.

Beale added that Policy had invited Cirilli to talk about this new data on undergraduate students. Policy felt it was important that all faculty have access to the general material, not the confidential student information, because any department might find trends there that could aid it in curricular planning or in targeting students. There is a lot of useful information here for academic programming.

Tarraf (EACPHS) asked if there is a subgroup or cluster that share specific things that we can specifically target. Cirilli explained the groups include students who enrolled and did not go anywhere, students who dropped out, students who stopped out, students who have just graduated from community college, and students who are in a community college and are close to graduating. They are able to break out each one of those populations which require a different type of intervention.

Once the tool is completed, Cirilli recommends Senate members contact her to have someone go through this with their group. It looks easy to use, but it is complex and they welcome feedback.

Clabo thanked Cirilli and suggested Senate members should watch for an announcement when this is accessible.

V. REPORT FROM THE SENATE PRESIDENT

Beale first noted that we start this academic year with a mournful note: our friend and colleague David Moss, a long-term clinical professor in law and member of the Senate, died suddenly a few weeks ago. She acknowledged the important role he played in the Senate, including as a member of the ad hoc Senate committee on AI. He will be sorely missed as we move forward in this academic year.

On a more cheerful note, we have a lot to celebrate. Beale noted her appreciation for all the newly elected Senate members that were introduced earlier and welcomed them, suggesting they should feel free to contact Beale or Academic Senate Coordinator Sarah Schrag with any questions. Also, a very big welcome back to all of the returning senators. The Policy Committee has a busy schedule so a heartfelt congratulations to the members for being willing to take on another year (some for three years) of our weekly two-hour meetings—except for those rare occasions when we cancel because we do not have any business, or it is a holiday.

This will be an exciting year, perhaps tenser than usual. We have national, state, and local elections this fall; we have the continuing wars in Ukraine and Gaza with their continuing humanitarian crises that elicit genuine concerns and worries from all of us across campus with different allegiances but the same concerns about human life. We have multiple new administrators recently coming on or being searched for now, all of which creates changes in the culture and changes in approaches for moving forward. This can lead to a sense of unease and worries about governance that we have to acknowledge. The Senate will work through this, and we will be important as we deal with those changing dynamics in the university, because one of the most important things the Senate does is bring the voice of faculty and academic staff to the attention of the administrators through the standing committees on each of the various topics and through the Policy Committee. We use that voice hopefully to help, through collaboration, to develop better policies than might exist without that voice.

When the May plenary ends, the Senate duties for most also end for the summer, but the Policy Committee keeps going. In the materials for this meeting are the rather lengthy Policy Committee proceedings. There are a number of topics where it was worth providing a full discussion. Beale advised Senate members to read those and let her know if there are questions about them. We are still working on the foreign relationship disclosure policy, but there is apparently good news that the federal position has changed somewhat and might make it easier for us to have a simpler policy, so hopefully we will finally get it done in the next few months. Enrollments are looking up, and the chair will want to talk more about that. Academic freedom and free speech on campus continues to be an important issue for all of us.

We have held significant discussions about these issues in Policy and in some of the standing committees. The Year of Focus looks at the idea of discourse in a challenged, charged, conflict-intense environment. We have some new campus websites that will provide a clearer identification of campus policies, removing some of the inconsistencies that made it harder to understand what is expected. We are also continuing to work on something that has been a long-term project—to have our Campus Police Oversight Committee follow the Michigan law. Hopefully that will be finished this semester so that we can run the election for six people (two faculty, two students, two staff) to form that committee to hear grievances about either individual police officers or the campus police generally. Regarding academic use of AI and the development of WarriorGPT, an announcement invited faculty to participate in a WarriortGPT pilot. Our AI ad hoc committee chaired by Pineau (CLAS) will continue this year because there remain a number of issues and the pilot for WarriorGPT will bring new questions. There are 35 faculty who will be piloting WarriorGPT in their classes. Members might want to read the discussions about AI and WarriortGPT in particular. The advantage of WarriortGPT, though it is a smaller database because of the license we have, is that we do not have those user privacy concerns and security concerns that exist with ChatGPT generally. There is a concern that research data that should be kept private and confidential can be scooped up by ChatGPT if students run something through it without realizing that is an issue. Thank you to CIO Rob Thompson and his staff for understanding the importance of finding some way to have a more secure, user-friendly (in the sense of not giving up user data that you should not have to give up) system for faculty to use with students if they want to.

## VI. REPORT FROM THE CHAIR

To start the 2024-25 academic year, last week we welcomed almost 7,000 first-time students to our campus. These include FTIACs, transfer students, graduate students, and professional students. This represents a 4.5% increase in new students over last year. Transfer students, however, are down 6%—perhaps due to free community college tuition and fiscal reasons. If this leads to more students eventually enrolling in a four-year college, then that is a good thing. Our master's enrollments are up 24% in new students over last year after a number of tough years during the

pandemic. The increase includes both domestic and international master's students. Mike Ilitch School of Business is up 27% in master's students over last year, largely first-time students in a couple of new programs. Law master's enrollment is up 32%, largely students enrolled in the Master of Studies in Law. The School of Social Work is up 21%, largely reflecting new student enrollment. Overall enrollment as of today is 24,058 students. If Census Day were today, we would be up 1.5% in enrollment over last year.

In addition to those new students, there are 44 new faculty members on campus. Last week at the New Faculty Orientation, these new colleagues began the process of familiarizing themselves with our university and heard from faculty colleagues as well as representatives from student success, libraries, and many other campus stakeholders. Last week, we also kicked off the academic year by welcoming the sixth cohort of the Academic Leadership Academy. Members of this year's new cohort are working on projects that will change and improve the student experience. Our new faculty are taking tours of Midtown and Detroit facilitated by the City Institute. All of our faculty also celebrated together at our second annual Fall Opening lunch. Clabo thanked everyone who volunteered and supported Fall Opening.

Those who attended the grand opening of the Gretchen C. Valade Jazz Center on August 29 witnessed a spectacular event with amazing performances in a stunning facility.

An important Honors College event coming on September 18 is the Arthur Johnson Urban Perspectives event. Invited speaker Xavier Cortada is Miami's pioneer eco artist who uses art's elasticity to work across disciplines to engage communities in problem solving and increase awareness and action around climate change, sea level rise, and biodiversity loss.

The Year of Focus kickoff is September 12 in the Student Center with Washington University in St. Louis Associate Professor of Law John Inazu discussing his book *Learning to Disagree: The Surprising Path to Navigating Differences with Empathy and Respect*. The steering committee has arranged an exciting series over the course of the academic year. Please check the schedule of events at [provost.wayne.edu/year-of-focus](http://provost.wayne.edu/year-of-focus). The winter highlight with Princeton Professor Eddie Glaude will end our first Year of Focus on a high note.

On July 25, CLAS celebrated National Intern Day with stories on student internships in Detroit and beyond. In the College of Education, the Partnership for Education Equity Research Center (Detroit PEER) under Associate Professor Sarah Lenhoff has secured \$1.2 million in grant funds to support equity projects related to school diversity and educational incomes. The College of Engineering has announced the renewal of its research experiences for undergraduates with another \$438,000 grant from NSF. Clabo congratulated the Ilitch School faculty who developed three new programs welcoming students this fall, including the new Master of Science in Organizational Leadership; the joint MBA/Master of Science in Accounting; and the minor in Innovation and Entrepreneurship. The We the Defenders Conference was held at Wayne Law and organized by the National Association for Public Defense from August 12 to 16, bringing to our campus 230 public defense professionals from 40 states. The conference focused on addressing systemic inequities in public defense. It was particularly important to hold that event here in the city of Detroit. The College of Nursing and partners were awarded a five-year, \$5 million HRSA grant to implement an interprofessional geriatrics workforce enhancement program, a great example of collaboration with eight community healthcare organizations and staff and faculty from Nursing, Pharmacy, Medicine, Social Work, and Engineering, and the Institute of Gerontology. The focus is to train health care and support care workforces to care for older adults by collaborating with community partners to maximize patient and family engagement to address gaps and improve healthcare outcomes. The project is led by Academic Senate member and College of Nursing Assistant Clinical Professor Cynthera McNeill—congratulations to her, and all across campus who have worked on this.

Senators may have heard about the closure of Concordia University Wisconsin's Ann Arbor campus. Wayne State and Concordia have signed an agreement to ensure a seamless transfer in May 2025 for undergraduate students affected by the closure. This agreement provides Wayne State exclusive opportunities to work directly with CUWAA students to facilitate their degree completion at Wayne State, with multiple information sessions on the Ann Arbor campus over the course of this semester.

Clabo thanked Vice Provost Darryl Gardner and Sr. Vice

Provost Ahmad Ezzeddine for their work on the Innovation Investment Award from the Michigan Center for Adult College Success to enhance support for adult learners, expand transfer pathways, and develop metrics for prior learning assessment over the next two years. We are one of only nine Michigan institutions to receive this award, which is part of the state initiative to effectively serve adults in the 60x30 grant. This year is also the 90th anniversary of the School of Social Work. Expect a signature celebration in spring.

VII. FALL WELCOME

President Espy thanked Senate members for their work and welcomed them to the new academic year. She thanked members of the Policy Committee for all the things that we were able to do together last year. She noted her gratitude to Senate President Beale for her service on the University Leadership Council and thanked Senate members for everything they do with our students. When you walk around campus at the beginning of the year, students are excited. That is because of the work faculty and academic staff do in and outside of the classroom—teaching, advising, mentoring—all those things that make the experience at Wayne State special.

Espy asked some of the campus leaders who are either new to campus or have new responsibilities to speak briefly about their roles. She noted her thanks to both the administrators and union members who negotiated the new contract.

Bethany Gielczyk, SVP Finance and Business Affairs, CFO and Treasurer

Gielczyk expressed her appreciation to the bargaining team for their work over the last year that allowed development of a contract to make important investments and maintain fiscal stability. The bond rating agencies this year also upheld our rating with a stable outlook. They noted specifically the third year of a balanced budget after a number of years of deficit spending. That allowed us to refinance some bonds this summer with a savings of \$2 million in interest. The enrollment increase will also help offset the reduced state support that we saw this year as we finalized the budget, allowing us to make some ongoing investments.

We will spend much of this year working on improving

process and service so that we can support the core academic and research missions, instead of sometimes standing in their way.

We have also been working with Accenture consultants over the last seven months. Feedback from Senate members would be helpful. We are reviewing HR practices across campus from start to finish with an eye to improving hiring processes, professional development opportunities, and streamlining processes to make it easier to access the HR support needed.

There are also exciting things happening in facilities. We hired a new director of sustainability, an important role that had been vacant. She has been on campus for about 12 weeks and is quickly getting up to speed. She is aggressively seeking grants and thinking about energy efficiency. She is also working with neighborhood partners to seek opportunities made possible by the Inflation Reduction Act (i.e., tax rebates for which we are eligible).

We continue to work on the third year of the five-year capital renewal plan with much attention to HVAC and elevators. There have been some elevator improvements already, and many more to come. (It does take about a year for some elevator parts, so it will be some time before we see those improvements). In thinking about the next phase, DumontJanks revisited the 2019 campus plan considering the post-pandemic changes. Ashley Flintoff (Dir. Planning and Space Mgmt.) left for a great opportunity after having been here a number of years, so we hope to hire someone to work on space optimization, whether for classroom spaces (working closely with the registrar) or for office space. We must consider underutilized buildings (or those that need ongoing deferred maintenance). Should we take those offline?

Parking rates are flat again this year. Despite that, we are using transportation and parking revenues to fund the replacement of technology and equipment that lets users in and out of parking. It will be a big improvement.

Gielczyk will work with FP&M on several big projects that will make service better: a service management revamp that will allow our teams to get to things more quickly, to streamline things, and to avoid using email. Feel free to approach Gielczyk or AVP FP&M Rob Davenport if you have facilities issues. We want to create a better campus service environment, and we cannot do that unless we hear from faculty and academic

staff.

David Ripple, VP, Development and Alumni Affairs and President, Wayne State University Foundation

Ripple is in charge of university fundraising. The Wayne First campaign ended in 2008 and raised \$500 million; The Pivotal Moments campaign ended in 2018 and raised \$750 million. We are quietly planning the first billion-dollar campaign. Over the last four years, we have raised \$300 million: our hope by fall 2026 is to publicly launch our billion-dollar campaign. There is work to do to get there, and it will involve participation of many faculty and academic staff.

How will the university be different and better? That comes from defining philanthropic priorities. Gielczyk just gave us a list of many things we could raise money for, but Ripple is not sure how many people will support an elevator or laying concrete. Within the different disciplines of schools and colleges, what would a donor fund do to help elevate the work faculty do and the experience of our students and staff? In early spring, we will bring groups together to inform us of fundable projects that are compelling to yield private philanthropy from our donors and prospect base. We have more than 300,000 living alumni, and about 80% live in Michigan. Half the donors who contribute to Wayne State are not alumni but are people who believe in the mission of this university and in our community. It is a heavy lift. Part of the role is identifying people, corporations, or foundations who might support us. We bring groups of people together and talk about the great things happening on campus. We just recruited a seasoned professional in alumni relations: AVP Alumni Relations Lyndsey Crum. We know there is opportunity to better engage our alumni. Working with faculty to identify alumni that faculty have helped succeed is part of that effort. A sincere thank you for all the work Senate members do.

Ned Staebler, VP Economic Development

Staebler noted this year is a year of repositioning and reframing to move TechTown forward. There are many interesting things happening there that need to be better leveraged. It is a cool space and a culture around breaking through bureaucracy.

TechTown is Wayne State's entrepreneurship hub. Its official name is the Wayne State University Research

and Technology Park in the City of Detroit dba TechTown. It is important that the university receive recognition for helping over 6000 businesses raise more than \$400 million and create thousands of jobs, opportunities, and amenities right here in the city. It is also important to bring those processes to more on campus and in the community. We can help a student working on an idea in their dorm room, a faculty member commercializing a discovery through tech transfer, or someone in the community who wants to realize their dream of a small business. How can we work with tech commercialization to get them funded? We do that through helping to grow our innovation district. Innovation districts typically have an anchor: ours is the IBio, I2C, and TechTown area with satellites on campus to connect those Detroit-centric aspects of the university. Sometimes walking more than 30 feet can be a challenge, so we bring the mountain to folks and help build bridges. We want to bring that mindset to other aspects of our business. The first area that we have looked at is corporate engagement. Historically, we have thought of that as a traditional fundraising role, and it is—to raise \$1 billion requires leveraging the corporate sector. We will be more effective at raising money if we do not approach with our hand out but rather with ways to find mutually beneficial partnerships and relationships. About 90 days ago, the president moved our corporate engagement shop to the Economic Development Division and Wayne State OPEN (Office of Partnerships, Engagement and Navigation/Networks) to better help outside partners (e.g., corporations, nonprofits, government) to interact with faculty and academic staff and other assets at the university, and to help the university proactively find more partners. We think we will have better research, better outcomes for our students, and better community. We can also raise more corporate dollars, because corporations will realize the potential gain. It is certainly the way it has worked at other organizations. In the last 90 days, the team has met with 118 members of the faculty and found 37 concepts that they are interested in pursuing (eight of which have been written up). We are just starting to fundraise for them. Please do not be strangers with us: we want you to talk to us. You are the lifeblood of the university, and you are the partners the corporate sector and the external world seek. They know you are here; they may not know how to find you. Part of our job is to help make faculty more visible.

Look for a broad announcement later this month about Wayne State OPEN. We think it will be a good step in

improving the research enterprise and in creating student internships, so that the experiences are better connected to real-world opportunities that will help them find jobs and better understanding of careers.

Ezemenari Obasi, Vice President for Research

Obasi thanked everyone for the invitation to plenary. This is his first fall semester here, having arrived in February. The Office of the Vice President for Research has been renamed DORI (Division of Research and Innovation) to highlight innovation. Tech commercialization has moved to the division, and Taunya Phillips, the new assistant vice president for tech commercialization, has arrived. Even though she has only been here since August 1, she is already exploring the data. She supports the goal of doing business differently within the division. She will become more involved in face-to-face engagement and collaboration with Staebler, Ezzeddine, and others on campus to create a more integrated approach to managing innovation and moving research forward.

There are many changes within DORI. Beale noted that increased change is sometimes difficult, but Obasi hopes the DORI changes are for the good. Some of that involves our purpose and stressing the importance of being a service-oriented entity. To that effect, almost every staff member within our division has a hyper-link in their email signature line for feedback, to know in real time how we serve the faculty and campus community. In his short time here, Obasi has heard many concerning stories about the past, but he has also heard positive news. Hopefully we can continue to move in directions that are most beneficial to faculty. There will be some initiatives launched soon to leverage our strengths toward a real impact on Detroit, Michigan, the U.S., and the globe. We want to accelerate team science work, seek much larger funding mechanisms, and make it easier on faculty to get their work done. Everyone is aware of the time it takes for IRB, IACUC, and data transfer agreements to be completed. All those will be re-envisioned to manage IRB protocols so that we can have rapid response systems to time-sensitive requests, and to work more closely with General Counsel to streamline processes so that all tech commercialization agreements can move more rapidly. As you can imagine, change is not always easy: it will take time and we may have some hiccups. Obasi has had fruitful conversations at the college town halls that began in March and still has a few more to do soon. He is also excited to work

with the Academic Senate and its Research Committee. He plans to attend those meetings personally so that the group can help brainstorm improvements for the research mission. He is excited to forge a new pathway forward, open to ideas. If there is anything that we can do better, let us know. He is hopeful that DORI staff and engagements at the federal level through Lewis-Burke Associates can bring a different research experience to Wayne State.

In conclusion, Espy explained that she had wanted the Senate members to hear from each of her colleagues because of the common themes. First, academics are the core of everything here at Wayne State, and the overall orientation of the executive leadership team is to serve that academic mission. She is grateful for Senate members' commitment to shared governance, and to the provost and to the president of the Senate for their commitment. She is excited to work together towards implementing some of the things discussed through a deeply interactive and engaged process.

The meeting adjourned at 3:29 p.m.

Respectfully submitted,



Linda M. Beale  
President, Academic Senate