WAYNE STATE UNIVERSITY
ACADEMIC SENATE
Official Proceedings
November 6, 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; Chris Collins; Erin Comartin; Daisy Cordero; Damecia Donahue; Jessika Edgar; Brian Edwards; Ewa Golebiowska; Haidong Gu; Carolyn Harris; Marisa Henderson; Lenuel Hernandez; reneé hoogland; Michael Horn; Arun Iyer; Lara Jones; Satinder Kaur; Kristen Kaszeta; Pramod Khosla; Chris Kleithermes; Sarah Kiperman; Jennifer Lewis; Bin Li; Cynthera McNeill; Victoria Meller; Georgia Michalopoulou; Bharati Mitra; Ramzi Mohammad; Paul Neirink; Lisa O'Donnell; Rachel Pawlowski; Kami Pothukuchi; Shauna Reevers; Robert Reynolds; Erika Robinson; Joseph Roche; Noreen Rossi; Ali Salamey; Cheryl Somers; Elizabeth Stoycheff; Ellen Tisdale; Nicole Trujillo-Pagan; Caisheng Wang; Nicole Wheeler; Jeffery Withey; Hossein Yarandi; Dongxiao Zhu

Members Absent with Notice: Stephen Chrisomalis; Paul Dubinsky; Sujay Dutta; Sean Hickey; Christine Knapp; Feng Lin; Sean Peters; Richard Pineau; Tamme Quinn-Grzebyk

Members Absent: Alan Dombkowski; David Edelman; Weilong Hao; Jeffrey Stanley; Wassim Tarraf; Stephanie Tong

Guests: Charles Cotton; Klaus Bryant Friedrich; Anil Kumar; Ezemenari Obasi; Mary Paquette-Abt; Sarah Schrag; Karin Tarpenning; Nancy Welter

I. <u>APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE</u>

It was MOVED and SECONDED to APPROVE the proceedings of the Academic Senate plenary session of September 4, 2024. PASSED.

II. <u>GREETINGS FROM BOARD OF GOVERNORS MEMBER ANIL KUMAR</u>

Governor Kumar thanked the Academic Senate for the opportunity to share his background. He has been on the Board for six years. Growing up in Mumbai, India, he attended Catholic school and medical school with residencies in cardiothoracic and cancer surgery. While living in England for an orthopedic surgery residency, he saw an advertisement in the *British Medical Journal* from a lawyer in Troy, Michigan offering to sponsor people to live in the U.S. Kumar sent the required $5,000 retainer but did not hear back from the lawyer, so he traveled to Michigan to confront him. The attorney knew a urology professor and committee chair at Wayne State and suggested Kumar apply for the open research associate position. Despite having a background in orthopedics, Kumar had a successful interview with the professor and was offered a research fellowship in urology. Thus his entry into the American dream was through Wayne State. As a fellow in transplant surgery at Children's Hospital, he met a fourth-year medical student who later became his wife. They have two children, both of whom also attended Wayne State.

Prescription coverage changed for Kumar's Medicare patients who were on fixed incomes, so they requested generic medications or name brand samples. Kumar was active in the administrative physicians' movement to deal with important issues at hospitals, so he decided to have a more decisive role by running for Congress. Although he did not win, he learned how to be a politician. He wanted to do something for medical education and the university, so he later ran for the Wayne State Board of Governors: he won that race. There was turbulence during his first two years on the Board, but since then the Board has settled down and done great work. We have the first female president and a great team. He is pleased to see Wayne State poised for success serving the people that we should serve. Regional competition amongst universities is healthy, but we do not have to lose sight of our mission. We must excel in what we do. His heart is in education and providing opportunity for the underprivileged. He does not agree with the phrase "all men were created equal" because some are born poor and some rich; therefore, it is incumbent upon civilized societies to ensure all people do have equal opportunities.

Reynolds (Engineering) asked Kumar what he sees as major challenges to the university over the next few years. Kumar noted one of the major challenges is finances—balancing the tuition cost to students and the services the university provides. If we do not increase tuition or get additional other funding, we cannot pay our faculty appropriately or spend money on needed services. We have teams working on philanthropy and grants, but this work requires partnership with the faculty. The more insights we produce, students of excellence who graduate, and the more research we do, the more name recognition follows for the university.

Edwards (Medicine) asked about Kumar's involvement in the School of Medicine's development of a new research building. Kumar confirmed he is on the Board's Health Affairs Committee of which his Board colleague, Michael Busuito, is the chair. As the only two physicians on the Board, they have worked together for positive

changes for the medical school. When Kumar was elected to the Board, there were contractual negotiations going on with another institution that were not in the best interest of our physicians, faculty, and the university as a whole. Despite those negotiations falling apart, they at least protected the university's best interests. Traditionally, Wayne State's medical school had an excellent reputation. When he was a resident in urology, the school would get referrals from all over the world. That slowly declined, but we now have a resurgence, and Kumar believes we can regain our status.

Edwards followed with a question about the four research foci selected for the new medical building. Kumar responded that he agrees with the foci because they reflect our research specialties. We are one of the primary urban institutes for research in the nation, so we have to nurture it, promote it, and excel in it.

Regarding the university's financial difficulties, Chen (Medicine) asked Kumar what his view is on increasing tuition. Kumar explained that the tuition decision is a constant challenge. It always depends upon how much of an increase in funding is needed and how a tuition increase will affect students—especially those from lower-income families. It is important that we continue to fund scholarships and other financial aid to help students in need to balance the necessary tuition increases to pay the bills, maintain buildings, compensate faculty, and improve our services for students. We have one of the best finance teams in place to determine how much of an increase is reasonable without negatively affecting students while maintaining the university's competitiveness.

Kumar concluded by reminding the Senate members that the Board's purpose is to provide oversight and to serve faculty, academic staff, and students. He encouraged Senate members to communicate with him: it always helps make his job and service easier when he hears both good and bad news from faculty and staff. He thanked the Senate for inviting him today and looked forward to continuing interaction.

The provost and Senate president thanked Kumar for taking the time to visit the Senate today.

III. DIVISION OF RESEARCH INNOVATION UPDATE

VPR Obasi provided a high-level overview of areas of focus within the Division of Research and Innovation (DORI), including his recent efforts to reconcile the budget and identify potential areas of research emphasis or "thrusts". Wayne State's research expenditures have been essentially flat for some time. There are various theories why, but clearly remaining flat when other R1 universities are increasing expenditures has impacted our rankings negatively. We must reverse this trend.

There have certainly been significant challenges within tech commercialization—disclosures, patent applications, and revenues have all been trending downward. We recently hired AVP for Tech Commercialization Taunya Phillips, and she has begun visits with each of the schools/colleges and departments to meet with faculty. Faculty or academic staff who are interested in engagement in that area should contact DORI.

From a "big picture" standpoint, there are a number of areas of focus that can allow us to improve. One of the easiest ways to reverse the downward trend and stagnation is to secure large, team-oriented grant opportunities, which is the first goal of the university's strategic plan. One way to be successful in that is to engage with Lewis-Burke Associates, the consulting firm that we have brought on to alert us, early on, to potential federal grant opportunities that we have missed in the past because we have been too late to the table. A priority is creating a research infrastructure for training grants, SBIRs/STTRs, and so forth. We must also think through our current capabilities and skillsets, spending time with bootcamps and trainings to lay the foundation to be more competitive. We also need to better promote the impact of our scientific research and translate that into more honorifics for our faculty in recognition of their hard work.

All of these high-level areas of focus tie into specific key performance indicators (KPIs). To move these forward, part of the challenge is to rebuild trust and confidence in DORI and our ability to assist faculty in a timely fashion in getting grants. Obasi inherited significant distrust and lack of confidence, but he welcomes that challenge. The more we actively engage, the more we can move past these historically limiting factors. He appreciates being invited to forums like the Academic Senate to share DORI's ideas transparently and to hear faculty ideas about how to provide stronger service in support of the work they are doing.

Obasi noted that the past years of continuous budget cuts have resulted in the elimination of unfilled positions needed to support research development. That staffing shortage impacts IRB approvals and establishing transfer

agreements. Obasi noted that he is focusing on how to reinvest in our staffing structure so we can provide the services that faculty and academic staff depend on. Obviously, we want to think about turnaround times. We do not have strong tracking mechanisms to get a sense of where things get stuck. One step within the Sponsored Program Administration (SPA) Office, for example, is to identify the core functions provided for the faculty. What steps are necessary to execute that function? How much time is reasonable to expect each step to take? We need a system whereby a PI can see where the project is on that timeline. That way we can be transparent around sticking points and have a system that automates next steps. We have been email-based, so if someone is out or emails go unchecked, work piles up and slows everything down. Another issue is getting accurate information on grant budgets and reporting of salaries on grants, et cetera. A system in the medical school that seems helpful is now opening for other schools/colleges to use. DORI is trying to ensure that the appropriate people in each school/college receive training so they can be readily available to PIs across the university. It is also important to invest in professional development. We need to have honest conversations around training: how do we stay current in a compliance world where things are rapidly shifting? There is no way to be current if professional development is not baked into our day-to-day operations. DORI is also working to create standard operating procedures, with training modules to assist staff within DORI and connect to schools/colleges and departments. Monthly meetings have now been established for DORI with research administrators in the schools/colleges and departments to ensure a shared baseline understanding of expectations and appropriate training rather than just hoping for the best. This takes time to set up, but it ultimately saves time: if things are put into a system with errors up front, those errors have to get fixed later, causing delays in functions and overloading staff with error-correction rather than moving their jobs forward. The Research and Development Office is also working with the Academic Division, the Graduate School, and C&IT to determine what infrastructure is needed to support training grants, small business grants, and so forth. Obasi noted that he believes the division is now doing a better job and filling some of those training gaps in the division and across the university.

The Office of Tech Commercialization will be integrated into the initiatives of TechTown, the Regional Competitiveness Team, and WSU OPEN so as to avoid a siloed entity that does not collaborate well with others. Tech commercialization staff will be housed in the Industry Innovation Center (I2C), which neighbors

TechTown, so that connection between tech commercialization, corporate engagement, TechTown, and IBio can happen in a fluid way while also ensuring tech commercialization staff are on campus so they can be a physical resource to faculty who want to accelerate some of those engagements.

Obasi discussed the KPIs for which the president holds him accountable. A primary one is accelerating research expenditures, which affects the HERD and other ratings. Another is increasing our community partnerships by looking at foundations, nonprofit businesses and organizations, and corporations to determine other ways in which we can engage industry and our surrounding community to go beyond NIH, NSF, and other federal funding mechanisms. We have detailed plans to increase our own invention disclosures in addition to increasing the number of faculty awards for the great work done. Every person who reports to Obasi within DORI also has six to eight KPIs. Every year, AVPs and directors will be held accountable for their capacity to move the needle within their respective group. Obasi highlighted KPIs from the various people who report to him. SPA, for example, is focused on the average number of days it takes to set up a project. There is no reason it should take months to get a grant set up once we have a notice of award: once corrected, it should take no more than five business days. IRB/IACUC, for example, should not lag below national norms, so they are gathering data to determine where the bottlenecks are and to get a sense of how well full board, expedited reviews, and clinical trials that are externally being processed work. Some spaces have improved, but Obasi wants more data to ensure these improvements continue. Part of what it takes to turn some of these things around is an honest look at our budget that addresses the need to reinvest in staffing in IRB/IACUC. Available funds are being used to hire more staff to create a stronger infrastructure that meets faculty needs.

Every employee within DORI now has on their signature line a link for real-time, anonymous feedback. This data provides a sense of the quality of services to the faculty with whom they engage. So far about 35 people have provided feedback using a scale of one to 10, resulting in an 8.75 in customer service. There are still five or six individuals who were unhappy. What counts is not just the overall average, but also listening to the causes for sub-par ratings. What can we do to repair that relationship? What can we do to prevent that from happening again? Obasi and his leadership team review this feedback and intervene as needed. This initiative has shifted engagement in a positive way and also highlights

some things we cannot take for granted. We can talk about good customer service, but if people have not been trained in what that is, we cannot have realistic expectations for growth. We are considering training modules needed across the division to ensure the best service possible.

There have been many questions about DORI's budget since Obasi's arrival. Regrettably, Obasi had been unable to provide clear answers because of the long-term lack of detailed budgeting. Every office within DORI, centers and institutes, and cores had budget hearings this year in which they provided proposal budgets with explanations, the expected return on investment, and what they would give up in order to expand in other directions. As a result, a budget was approved and submitted to each group. There are some aspects we have budget for and some that run deficits, and we have to figure out how to manage those deficits. At a high level, there is a $2.6 million deficit. When that is intermixed into the funding that we receive (e.g., ICR, General Fund, the president's Research Enhancement Program), that becomes the total dollars we have access to. Obasi has been able to reallocate in a way that is budget neutral. We are not going to be in the red this year: to achieve that, there will more "nos" than historically. Cost-share commitments have been the biggest lightning rod Obasi has handled: he is saying no to cost shares that are not required for a grant to be funded. We are spending almost $2 million in cost share. There are dollars there if we can make more judicious decisions. We have not had budgets for retention or start-up, so we bucketed funds for these with the hopes of being able to make quicker decisions knowing what we are working with versus hoping it pans out and then realizing we have a $2 million budget deficit because we did not pay attention to detail.

Obasi discussed five research thrust areas worthy of consideration, and he expressed his appreciation to the faculty who provided about 160 survey responses about what areas should be considered. They include: 1) health equity; 2) sustainable environment/environmental justice/climate change/clean energy; 3) data science, which includes artificial intelligence and machine learning; 4) mobility—anything from electric vehicles to autonomous systems to transportation access challenges; 5) educational access (e.g., achievement gap with a focus on K-12 and education disparities). As we think about workforce development and recognize who we serve as a university, we must figure out how to bring in stronger students that represent the students we want at Wayne State and give them a positive experience that feeds into

some of the College-to-Career project ideas. Obasi reiterated these are currently draft areas: we will have different engagements with Lewis-Burke Associates, elected officials, and others. To ensure we can still get federal, state, and city support independent of political affiliation, there will be some wordsmithing needed.

Pawlowski (Honors) noted a number of our students come here to get involved in the research labs. The feedback from students about why they choose Wayne State over other R1 institutions is the ability to access and participate in labs earlier than their junior/senior year. What is the potential for collaboration to train faculty to utilize Wayne State's resources to get students into their labs (e.g., UROP) and how do we help facilitate that? Obasi and Senior Vice Provost Ahmad Ezzeddine have met on this topic to figure out how to better collaborate. Some of it is work they are doing already. For example, there have been challenges around undergraduates' ability to volunteer to work on research projects. They absolutely can, but things such as funding shortages must be considered. There are opportunities for work study that may not be leveraged to full potential. Obasi is open to having conversations around the types of training needed to be good mentors to students because we cannot have a one-size-fits-all given the diversity of our students. That area would require additional thought as it relates not only to how we get them into the labs, but also how we ensure their sense of belonging in the lab: that is a retention mechanism. Another issue is how long it takes to hire someone, so we must have direct conversations with HR. A vibrant research institution involves not only having undergraduates actively involved in research, but also master's, doctoral, and post-baccalaureate students. Postdocs are not glorified research assistants. What kind of development are we providing so they become independent scientists that could potentially be recruited as full-time faculty at Wayne State as well?

Reynolds noted that students gain skills in research in labs so they can practice as interns, which puts them on the path to careers. Is that something DORI is looking into? The Regional Competitiveness Team, which includes Obasi, Ezzeddine, and VP Ned Staebler, meets every other week to ensure all the work being done translates from undergraduate student to faculty as it relates to these types of experiences. They are thinking of ways to bring corporate engagement to the university, and there might be opportunities for students to do internships in that space.

Edwards asked how well the four research foci

developed by the School of Medicine correlate with Obasi's five research thrusts, and what his role is in developing the new research building design. Obasi responded that every school/college sets its own research priorities. It is not his job to micromanage what the School of Medicine wants to move forward in, but it is his job to determine how the university invests in university-wide initiatives and to be as inclusive as possible. His approach was to figure out the societal challenges that we are trying to address and where the schools/colleges can collaborate to address some of those issues. Some of them will align with the School of Medicine and some will not. That will give us opportunities to grow in other parts of the university that could benefit from additional support and attention. As it relates to the health science building, Obasi serves on its executive committee to make sure it is moving in a positive direction. He has no concerns with the ways in which the floors have been categorically labeled. He does want to ensure that people who come into that space are collaborating and doing things beyond what they can do in a lab locally within their respective school/college, and that it is not limited to the School of Medicine and Karmanos. For example, if someone is doing groundbreaking work in cancer and they happen to be in CLAS, they should benefit from that engagement. We need to think more interdisciplinarily as it relates to the new health science building and make sure that it reflects our values as an institution. He appreciates the community engagement conversations as it relates to the first floor of that building because if we cannot think about the translation of our science to community benefit, we are going to be set back. We have received good faculty input regarding the needs for faculty to move into these spaces. The construction and leadership teams have been responsive to those needs in the development of the building.

Harris (Engineering) noted her appreciation for Obasi's transparency and research thrust areas. She suggested seeking guidelines from great writers or workshops to help the larger engagement strategies. As a faculty member in the IBio building that has been regulated by DORI, she asked about his ideas for that space. Obasi explained they are actively looking at utilization to understand the logistics for IBio. Are we getting the best "bang for our buck" based on how things have been established? If you move into a newly renovated space, what is the expectation? If you meet that expectation and you are productive, how can we support you? If you are no longer productive, how do we sunset the agreement so that someone who does need that space can move in? The fact that we are having some of these conversations

for the new health sciences building is refreshing, because we can use that as a way to think about the campus as a whole. He will do his best to be more transparent as it relates to IBio (e.g., its funding model, what is going on, who has access to that). It is not acceptable to have empty space promised to someone who is not using it.

Edgar (CFPCA) pointed out much of Obasi's presentation addressed fields with large grants available. She is in a field where a $25,000 grant is considered large, and they are competitive, with few available, so the likelihood of receiving a grant like that is slim. One of Obasi's slides mentioned arts and humanities but that was not addressed again. How do we support those areas through DORI? Where does that money come from and how do you move forward with that? Obasi responded that DORI has funding mechanisms restricted to the arts and humanities and social sciences. There are dollars allocated to ensure success. Moving forward with the suggested research thrust areas will not reduce the humanities and arts budget: they are not in conflict. To ensure equity, DORI is assessing past awards to humanities versus the social sciences versus the arts, and it will use a model for this budget cycle. If it is insufficient, adjustments will be made moving forward. Obasi does not share the view that some of these areas limit participants. In his experience running a national center, several people from the arts were involved in developing digital therapeutics to stop smoking for cancer prevention. The arts had better expertise in developing those things, and that was very attractive to NIH. Those faculty had considerable NIH funding and were willing to think about what they could bring to the conversation, even if it was not what they came to the university to do. The challenge here will be to think about our various strengths and how we can apply individual strengths towards societal challenges, even if there is not an obvious connection. He has had conversations with several deans, including the dean of CFPCA, to think through ways of making sure no one feels left out. He does recognize the imbalance. There is a terminology shift, and even using the word "research" creates its own challenges versus "scholarship." His intent is not to leave anyone behind, but rather figure out how to address what the university needs as a whole, while also making sure that we have the right funds in place for those that need it who do not feel like they fit into other areas. We also have to align with federal and state funding priorities, so some of this is strategic. Perhaps faculty within the arts and humanities can meet with Obasi to share their concerns about how DORI could provide better support. He suggested Edgar email

vpr@wayne.edu to make those arrangements.

Edwards asked what percentage of DORI's budget of $27 million comes from indirect recovery costs on grants. Obasi responded about a third.

Provost Clabo pointed out the increased transparency in the VPR role and noted the Senate's appreciation of Obasi's willingness to engage in these conversations. Obasi agreed to meet with the Academic Senate whenever requested.

IV.   CONFIRMATION OF VICE CHAIR AND PARLIAMENTARIAN

Beale explained that the Policy Committee selects a person to serve each year as vice-chair of the Academic Senate and as parliamentarian. The vice chair takes the role of the chair or the president when they cannot serve. The parliamentarian is there to offer advice and knowledge about parliamentary procedures, Robert's Rules of Order, and the Academic Senate Bylaws. This year, Policy has again selected hoogland (CLAS) to act as vice-chair, and Calkins (Law) as parliamentarian. Senate members unanimously confirmed Policy's selections.

V.   ENROLLMENT STRATEGIES

Vice Provost for Enrollment Management Cotton appreciated the opportunity to discuss enrollment strategies for 2024-25 with the Academic Senate. Our enrollment strategy requires assistance from our faculty, academic staff, and deans to help us move in the right direction. He noted how the incoming class had been welcomed to campus this fall. He also noted some of the work/conditions that helped us succeed this past year in spite of the several significant disruptors to the higher education recruitment space that included: 1) the national FAFSA delay; 2) the introduction of the Michigan Achievement Scholarship, which allowed us to restructure some of our financial aid dollars in order to further expand the number of students able to come to Wayne State tuition free; 3) the Michigan Assured Admission Pact, in which 10 of 15 public higher education institutions came together to let students know that this is a place for them and to dispel myths about collegiate access; 4) the continued conversations and political efforts around free community college; 5) the institution's becoming more nimble with clear focus on enrollment and student success as well as student achievement post-graduation.

This academic year the university witnessed a FTIAC enrollment increase of about 3.2% above the large FTIAC class the prior year. Typically, by June 1 we know with fair certainty what our class is going to look like in the fall but we had a double-digit FTIAC deficit in June. The disruption in the traditional cycle for collegiate decisions gave us a significant opportunity to regain ground. Cotton was impressed with what the enrollment management team was able to pull off over the summer using an affinity-based recruitment strategy and personalizing our efforts. A major project between the marketing and admissions teams was reaching out to our student ambassadors, both those that were paid in the admissions office as well as other stakeholders across the institution, to create handwritten note-card stories for thousands of students who had yet to inform us of their collegiate decision. Those students were matched with current students with similar interests (e.g., academic major discipline, clubs and activities, in-state/out-of-state residencies, particular high schools), and they shared points of Wayne State pride (e.g., favorite place to study, research they engaged in, favorite place to eat). We attached those notes to Polaroid images that our students sent of those places so that these potential students could envision themselves here.
We also re-envisioned some of the yield work already in motion, collaborating with various deans and chairs, sending personalized letters to prospective students who had yet to make a decision and welcoming them to the community since they had already been admitted, sharing with them some of the highlights from that particular area of study or interest. We partnered with Michigan College Action Network (MCAN) and received a $20,000 FAFSA Frenzy grant in July to connect with students who had yet to complete a financial aid application. Some funding will be utilized for the next cycle to mitigate what is expected to be another delay in FAFSA applications.

Our students primarily come from Wayne, Oakland, and Macomb counties. There is a demographic cliff facing higher ed generally—not only in the number of students eligible to attend college, but also in the numbers of eligible students actually choosing to attend college. To maintain our market share, it is important to dispel the myths of students in our region along the lines of "I know the place so I want to get away and try something different." Cotton has heard that from students in the immediate community at every institution at which he has worked. Often it is not until talking with local students who attend the institution that they get the perspective that "once I became part of Wayne State, so

much was unlocked for me here that I never knew was possible." Those testaments are important as we deal with more institutions claiming territory here in Detroit. It is also important to know what we do well and how to expand that work in tertiary markets within the state and beyond. We are enhancing affinity-based recruitment and outreach, showing our points of distinctions within the various schools/colleges, at the program level, and even at the class level—e.g., what a WSU Math 1000 course is like compared to some of our peers' courses. A new director of marketing and communications position should be filled within the next months, allowing us to increase affinity-based outreach. We also need to consider how to strengthen high school dual-enrollment pathways. Those offerings to students in the Detroit metro area have increased, but we have not yet successfully shared with those students why, after they amass those college credits, they should come here rather than taking the credits elsewhere.

Cotton also noted the importance of expanding outreach in west Michigan. The student populations in the Grand Rapids metropolitan area have many similarities with those in Detroit, so we hope to reach out in new ways as their needs may be slightly different. We may even innovate in ways that can be used among the communities we have historically served. All of this is a part of focusing on our mission of college access.

Costs, however, continue to go up and financial aid dollars only go so far. The university has worked with third-party entities on maximizing our budgetary resources. We have also developed an agreement with the National Student Clearinghouse to receive and store information on the growing population of students admitted to Wayne State who elect to go to no college. By developing appropriate communication plans, we can help those find a new purpose and incentive to enter college and provide pathways for them to move forward here. This database will also provide trend information over time that should help us better understand these different groups and the reasons for delayed decisions.

Horn (Athletics) noted he will double enrollment numbers from Kent County next year. He pointed out that a gap year is increasingly important for students. For example, three students on the golf team are taking gap years to think through affordability and their best options for continuing. Any incentives we can provide those gap-year students will benefit us.

With increased recruitment outside of the metro Detroit area, Pawlowski asked what kind of collaboration we

have with housing on the front end in terms of that financial literacy piece. Many of our FTIAC students experience registration holds, and some are not able to pay their bills because they did not realize how expensive campus life would be. Cotton noted one idea (from Provost Clabo) around financial literacy was to mimic our proactive work to provide mobile health: that was the catalyst for the MCAN FAFSA Frenzy grant. Those resources will allow us to partner with our community-based organizations and school districts to utilize our financial aid team. Our admissions team will be able to properly assist with students' financial literacy. There is also newer state legislation that requires high school students to complete some form of financial literacy before they graduate, but it is not yet clear how that will be implemented. There are likely opportunities for institutions like Wayne State to assist. We will still have students who have not received appropriate financial literacy training, so we are considering ways to expand orientation to provide appropriate services and sessions for both students and parents. We were not engaging parents well, so we have recently partnered with Campus ESP to enhance parental communications. A recent national survey revealed 55% of parents expect to receive information almost as frequently as their students do. We plan to reach out to parents as early as their students' sophomore year.

Robinson (CFPCA) asked how often students raise housing questions during recruitment, since housing is a significant question during orientations, in part because there is a disconnect for them about what is covered by scholarship and financial aid packages. Cotton confirmed this is a challenge: he and Vice Provost Darryl Gardner plan to assemble a task force to identify internal solutions. This relates to the perception that Wayne State is a commuter campus. While there are a significant number of student commuters, marketing communications will let potential students know that the number of students living on or close to campus is about the same as at other Michigan public institutions. We are strategically positioned with many housing options within a mile and a half. It is important to share that information with students, whether they are local or coming from across the state, so that they realize that their campus experience will be very similar to what they might experience elsewhere. That is not adequately represented in just the on-campus housing numbers.

Cordero (Financial Aid) commented on the difficulty financial aid personnel have in visiting high schools to help inform students about college finances. Financial aid literacy is a topic about which students generally

have no clue until 12th grade when they need to choose a college. The high schools allow financial aid personnel to visit then, but it is too late. Cordero suggested those visits should take place in 8th grade. Cotton noted every school has its own policies about how institutions of higher education engage with them. Some limit the number of visits an institution can make in order not to show preferential treatment. If the official admissions counselor visits, that may limit the university's other interruptions. We often find some pilot entities willing to partner with us early on so that we can approach it as providing a universal service that just happens to come from Wayne State. Cotton suggested starting a pilot with one high school's 9th or 10th grade group, perhaps in conjunction with their financial literacy course, to focus on financial aid in college planning. As a result of that good work, testimony can help policies change at other high schools.

Clabo pointed out another innovation that Cotton has been leading as we expand our focus on enrollment beyond Wayne, Oakland, and Macomb counties. During the trip to Grand Rapids for the Board meeting, Cotton and his team arranged for them to meet with Grand Rapids school leaders. There was a high school counselor talking about the experience of a student who made a choice to come to Wayne State and what it was like to go to an R1 in an urban setting. The student wrote a testimonial about her experience here and why she was glad she did not choose to go to the local state university. Cotton encourages faculty and academic staff opportunities to partner with the team to strengthen enrollment. She thanked Cotton for the way his team moved enrollment from where it was on June 1 to where it was when we started classes in the fall. This has significant budgetary implications because we expected a serious shortfall. The team's willingness to pivot, to do new things, and extend themselves clearly paid off.

Beale asked how Cotton intends to involve faculty. What are ways that faculty can assist with the program? How is he planning to reach out to faculty? Cotton explained he needs to understand from faculty representatives and faculty directly what opportunities there may be for collaboration. Are there opportunities for students to engage with a faculty member in courses already underway? Is there a unique summer or school year program to which we might invite 10 prospective students with that particular interest? Are there faculty who frequent the west side of the state who would be willing to join enrollment personnel when meeting with school leaders? There might be other opportunities for faculty to directly engage with prospective students. We

have to be strategic with those requests because time is valuable. We need to make sure that we can measure success and to follow up with faculty who enter into those collaborations. The easiest way is for faculty to reach out to Cotton directly. The team is working with deans to determine where there may be opportunities in terms of 1) knowing what we do well; 2) communicating what we do well; and 3) giving prospective students a way to engage with what we do well.

In reference to the handwritten notecard campaign from student ambassadors, Rossi (Medicine) asked whether recent alumni have been asked to participate. Potential students want to know the benefits of an education. Our students generally seek something that will help them become socially mobile and financially secure. Conversations with recent alumni are essential. Cotton responded that he is working with the new AVP for alumni relations, Lyndsey Crum, to engage with alumni. We do a good job of communicating social mobility to students, but a high school student might not know what that means. Having young alumni be a part of their collegiate experience is an excellent way to engage. We are still working out what we can do, but we do expect to have a pilot program with some alumni communities.

Clabo reiterated the importance of engaging with parents earlier, as Cotton mentioned. Six in 10 freshmen students pay no tuition or fees at Wayne State. Yet the misinformation that "college is unaffordable" is everywhere, so we need to counter that message even better. Cotton noted that he recently visited an elementary school where fifth-grade students asked about college affordability. The challenge is to dovetail interests, commitment, and motivation to do well in school as connected to the pursuit of a college education. It is often hard for folks in enrollment offices to find capacity to work at that middle school and elementary school level because they are focused on bringing in the next class. If we do not look upstream to find the leak, the problem will only get bigger.

VI. REPORT FROM THE SENATE PRESIDENT

Beale welcomed Senate members. Election Day was yesterday, and people are concerned about the future of the country, especially about illegal and documented immigrants, environmental issues, and the economy and how the proposed changes will impact higher education. There are significant changes in terms of how our nation works, and there may be a period of significant change.

What is significant for us is ensuring that academic freedom and the importance of higher education remain: we must continue to raise issues, on whatever side, about how our system works, whether policies are damaging or helping the country, and the importance of our ability to question authority as a key part of what an R1 university is all about.

Beale discussed a related issue on this campus and a growing concern of top-down "corporatization" of university operations. An example is the establishment of searches for high administrative positions. Formerly, we had an agreement that the Senate would pick about half of a committee's faculty representation, and that administrators should make up slightly less than half of any such search committee. In recent searches, that understanding has been ignored. For example, there is an ongoing search for a new Senior VP for Health Affairs that will have all deans of health schools (Nursing, Medicine, Pharmacy, Public Health) report directly to that position and report only indirectly to the provost for academic matters. There is also an ongoing search for a new VP for Enterprise Planning and Operational Excellence—a position that will oversee institutional research and data analytics, C&IT, and another (not currently existing area) called business intelligence and enterprise planning. The only Senate member—and the only full faculty member—appointed to either of those committees is Beale. The other appointees are administrators or faculty with some kind of administrative title (e.g., director, associate dean, dean, chair, manager). That is a worrisome trend in terms of shared governance and respect for the Senate role. Another example is reflected in various communications about university mission or initiatives that have been essentially top-down announcements with no prior discussion with the Academic Senate—even though they deal with the educational policy issues that lie within the Senate's jurisdiction. At the presidential investiture ceremony, President Espy introduced what she calls the university's "Prosperity Agenda"—fine, perhaps, for PR purposes but problematic that there was no discussion of this through shared governance before the announcement. Similarly, even earlier in President Espy's tenure, she announced a College-to-Career initiative with Sr. Vice Provost Ahmad Ezzeddine at the helm, again without any prior discussion, collaboration, or chance of feedback from the Senate standing committees and Policy Committee. As members know from perusal of Policy Committee minutes, the Policy Committee members were especially frustrated when we invited Sr. Vice Provost Ezzeddine to a meeting to discuss College-to-Career because he clearly lacked an understanding of how the many existing programs for externships and other career-related programs are developed by faculty or how distinctive such programs must be across fields. There had not even been an inventory of existing programs or an effort to understand funding, faculty workload, or other requirements for development of such programs. Both of those things encompass matters faculty care about, but the lack of consultation raises significant concerns that programs may be poorly planned without that faculty and academic staff feedback. This week everyone received an announcement about WSU OPEN that represented similar concerns. This is a program driven out of the new corporate engagement and economic development offices under AVP Danielle Manley and VP Ned Staebler respectively. The aim is good—to engage with business and other entities in the surrounding community that may be interested in working with faculty in new ways that can benefit faculty and students. The announcement, however, is problematic, in that it reveals a complete lack of understanding of the role of faculty in developing curriculum and other programs such as externships, interaction of graduate students with corporate entities, and incorporation of corporate 'training' needs into academic degree and certificate planning. A "one-stop concierge shop" that can "speedily and simply" get corporate entities what they want (including a suggestion of free service of graduate students—who might be divulging their faculty mentor's IP for free) seems to mislead about the academic planning process! Again, the WSU OPEN announcement came across as a top-down decision about how these academic relationships with corporate entities should work. The Senate must continue to push for recognition of the role of faculty in moving these kinds of agenda forward and the importance of prior consultation and feedback to avoid creating unrealistic expectations of corporate ability to dictate curriculum.

On a positive note, the interdisciplinary programs project that we have been talking about for more than a year has finally resulted in appointment of a Provost and Academic Senate Joint Task Force on Interdisciplinary Programs. It includes six deans appointed by the provost and six faculty appointed by the Senate. The charge is for the members to consider interdisciplinary programs across certificates, undergraduate education, graduate education, centers and institutes—in all those areas where we are doing interdisciplinary things and currently have a hodgepodge of processes to determine who is involved in any decisions about curricula, what the degree program should include, or who the faculty of record should be. This group is tasked with providing

recommendations by April of next year. It may take longer than that because it is not an easy subject matter: there are a variety of groups with concerns and issues from the Graduate School to the individual schools/colleges and departments to centers and institutes, and different faculty involved in various programs that will want to have a voice in this. Many of you will hear from the task force asking your views about how this should work. Obviously, we need some standard operating procedures for how we make decisions about who can decide the curriculum for an interdisciplinary certificate or a degree program. Beale encouraged Senate members to use the opportunities to interact with administrators on the standing committees to ensure that the voices of faculty and academic staff are heard. The Policy Committee does a lot of heavy lifting here, as do the standing committees. She encouraged participants to ask tough questions because that is the way we are able to influence and provide feedback about areas in which we work.

The Policy proceedings include the discussion of the creation of a new LTI/LMS advisory committee. Everyone received the email some time ago about the Office of Teaching and Learning no longer funding certain faculty-supporting licensing of software. The reason is that is shifting primarily to C&IT, which will have this small LTI/LMS review committee to consider potential licensing that should be purchased by the university and made available on Canvas because of the range of users versus perhaps a license that is limited to a small field or a department within a school that would become the purchase responsibility of that department or school (with oversight by C&IT for security purposes). There will be an announcement about that committee coming out soon.

One of the tools that the university has renewed recently is Academic Analytics. Some of you may have had some negative experiences with that software in the past, which led to non-renewal some time ago. Our understanding is that this is an updated version that VPR Obasi decided is crucially important for DORI to understand where strengths and weaknesses lie and who the people are that are working in those areas. This will allow President Espy and senior administrators to understand better where funds can do the most good in encouraging additional research. If you have any questions about the roll-out of Academic Analytics, please reach out to the VPR. Importantly, the university is not purchasing the promotion and tenure module of the software, because that was a major concern regarding

potential negative impact.

Policy is continuing to discuss three important issues that have already taken much of our time. One is the foreign influence policy. The next draft should incorporate all of our concerns. We made considerable progress in terms of clarifying the need to disclose, for whom disclosure is necessary, and how it works. It is to the benefit of both the faculty and the university to have that disclosure so that we are not penalized, which can be costly. Second, we have done more work on the Campus Police Oversight Committee. We do not currently comply with the Michigan statute, and the goal is to comply with that statute in a way that is a meaningful alternative to complaints about either individual police or the police department lodged directly with the police department. The goal is also to have some form of annual report (without releasing confidential information) about the kind of complaints that the Oversight Committee has seen. Third is the free speech and expression policy. After the encampment and some of the related protests that took place this past spring, the university clarified some of its policies around protests and expression: there had been contradictory items in those policies. The revised policy is on the university website, and both the Student Affairs Committee (SAC) and the Faculty Affairs Committee (FAC) have made additional recommendations after reviewing the revisions. The provost has agreed to review those recommendations and consider additional revisions. There will remain a few issues that we need to address at that point. For example, Beale is concerned about the breadth of the word "threat" in the current policy. Progress is being made on all three of these important issues of shared governance, so hopefully we will be able to move them to a resolution soon.

VII.   REPORT FROM THE CHAIR

Clabo thanked the members of the Policy Committee who worked on various iterations of the free expression webpage over the summer. The changes that come from both SAC and FAC largely relate to an old page on the DOSO website that needs updating. We will take those recommendations under advisement and make changes where we can.

Clabo also thanked members of the Senate for agreeing to serve on the interdisciplinary task force. This is overdue for us at Wayne State. We have interdisciplinary programs that are housed in schools/colleges, a few in the Graduate School, and some in centers and institutes. There is no consistency around funds flow, how

workload is assigned, what faculty makes decisions about original curricula or what faculty makes curricular changes, or where tenure homes are. This is a hodgepodge that does not serve the university or our students well, and certainly does not serve our faculty well. This may be the first joint Provost/Academic Senate task force, but it will not be the last. There are important issues that we address more fully when we do them together.

Clabo reported to the Board about master's enrollment and talked briefly at the last plenary about the significant increases in master's enrollment this year. It is important for us to recognize this appears to be a reversal of the disturbing eight-year decline in master's enrollment. The class enrolling in 2016 had 6300 master's students, and that number fell every year through 2023 to 3952 master's students. This year we saw a significant uptick: we are back over 4000 in one semester. Clabo credited faculty and leadership in the schools/colleges for considering either new master's programs or new forms of delivery that are meaningful to students. We saw the greatest increases in master's enrollment in the online MBA and Master's of Digital Analytics and Artificial Intelligence in the business school, a new online pilot for the Master of Social Work, and more data analytics-focused master's programs in Engineering. We are seeing considerable growth, and one of the things that we have to take a hard look at is those small master's programs that offer unique courses and under-enroll students. We have to consider how to increase enrollment in those programs or else retool/sunset some of them.

The Academic and Student Affairs Committee of the Board and then the full Board at its last meeting approved the most substantive program change in the last 10 years: decreasing the minimum number of credits required for the PhD. This is a minimum (that does not mean schools/colleges and programs move to this minimum, but that they can if they choose using regular curricular processes) moving from 30 dissertation credits to 18 dissertation credits, and what were a total of 90 post-baccalaureate credits required for the PhD overall to 60 (42 credits of coursework as a minimum and 18 credits of dissertation work as a minimum). Clabo has talked about our PhD students' slow progress to degree, which is tied to this substantial 90-credit burden. As APRs come across her desk from programs in various schools/colleges, almost universally, the external members of the review committee say the PhD in whatever discipline is too credit heavy and not consistent with peer institutions. This change from the Board will

give individual departments the opportunity to think about whether they want to reduce the number of credits and if so, how they do that in their usual process. Finally, over the last month and the next two months, the provost is spending time in schools and colleges to interact with faculty and students in a more intimate setting than other mechanisms allow. She has visited with students and faculty in Law, CLAS, and the Graduate School. The rest are scheduled before the end of this semester. It is wonderful to hear students talk about their satisfaction with their education at Wayne State and in particular about their engagement with faculty in their departments.

VIII.   NEW BUSINESS

At the May plenary, we heard about the finances of the university. The picture that was portrayed was one that was positive, yet Edgar's college experienced a budget cut over the summer. This budget cut has affected her college in a way that feels like forced attrition in her department. She would like to hear again from the CFO about those impacts and how the cuts have been felt across the university, but also how those funds are being allocated per college, and what is the reasoning behind that. Clabo suggested Edgar start with the Academic Senate Budget Committee that meets with the CFO on a regular basis. Beale noted that each year after the Board of Governors approves a budget for the next year it becomes a public document that shows the school/college allocation. That information can be found on the university's website. The process for budgetary decisions runs through the Budget Planning Council (BPC), which holds a series of hearings with schools/colleges and divisions and makes recommendations for each of those schools/colleges and divisions. The hearings are held in the middle of the Winter Term (usually in mid-March). This year's hearing recommendations were either to invest slightly in a few schools/colleges and divisions, hold at more or less the same base budget for most of the schools/colleges and divisions, or disinvest (cut) a relatively small amount in a few schools/colleges and divisions. It was definitely not an across-the-board budget cut. Some of the factors considered in the BPC's recommendations included the dean's planning for the next fiscal year, whether it was clear that the planning was based on a well-considered analysis that supported potential growth, whether there were position cuts or increases that would result in more efficient administration or teaching/research efforts, and availability of other donor, carryforward, one-time or

non-general fund accounts to support some of the efforts
needed.

The meeting adjourned at 3:36 p.m.

Respectfully submitted,

Linda M. Beale
President, Academic Senate