

WAYNE STATE UNIVERSITY
ACADEMIC SENATE
PROCEEDINGS OF THE POLICY COMMITTEE

April 22, 2019

Present: L. Beale; P. Beavers; V. Dallas; r. hoogland; D. Kessel; C. Parrish; B. Roth; N. Simon; W. Volz; K. Whitfield, A. Wisniewski

Guest: Daren Hubbard, Chief Information Officer and Associate Vice President, Computing and Information Technology

The item marked with an asterisk constitutes the Action of April 22, 2019.

1. Computing and Information Technology Update: Associate Vice President Hubbard was invited to update the committee on C&IT developments, including switch to Banner 9 that has been taking place over the past 18 months. There are four modules: the student module, the financial module, the human resources module, and Banner general, which is the piece that interfaces with the other three modules. About 50% of the work has been completed, with many people working across 9 different work streams. Most of the items that faculty and students see on a day-to-day basis are in Banner 9 such as the interface students use to register and the interfaces faculty use for grade changes and the grading form. Faculty leave time and the direct deposit are being configured now and will be rolled out toward the end of the year. When C&IT updated the technology, they were able to streamline some of the business procedures, particularly in financial aid and student accounts receivable for the processing of awards and the interface students deal with to accept their financial awards and to pay their balances. Throughout this process, C&IT has talked with Business Affairs Officers (BAOs), faculty who have impact on what happens, students, and administrators to provide feedback so the changes will be received fairly well and will work well.

C&IT is working with the Budget and Finance Office to streamline the chart of accounts that underpins the financial statements to make accounts consistent across all units. The finance chart of accounts and the human resources chart of accounts will be transferred into a single Banner 9 chart of accounts. The changes should facilitate an orderly transition to the RCM budget model. Although RCM is irrelevant to the technology itself, a unified chart of accounts means that budgets can be set up in the same way for revenue-generating units and service units. As changes are made at the school/college/ department level, they will be reflected in the chart of accounts and it will be more transparent to all.

Ms. Beale commented that many faculty on the unit's Budget Advisory Committees (BACs) don't know how to read financial reports. She suggested that C&IT or the finance officers hold a meeting with the faculty members of the BACs to explain the new chart of accounts when it is finalized.

Noting that in the past a vice president for research tried to find out what support the schools and colleges provided to the division of research, Mr. Volz asked whether Banner 9 would have a specific account for research funds and expenditures, so that departments and schools can identify them to add them quickly. Mr. Hubbard said there would not be specific accounts, but the account codes will be consistent across schools and colleges. The BAOs and the financial

organization are discussing that now. If the codes are used consistently across the schools and college we will have more accurate information about expenses and it will help when making decisions about future investment.

Ms. Dallas spoke about the need for department chairs to be included among the people who are consulted about the changes. Decisions are made at the level of the department chair and they need to understand the budget. Their perspective is sometimes very different from that of the BAOs. Mr. Hubbard agreed that training is needed and that the users of the system need to be consulted early.

Mr. Roth raised issues about course registration. In the past students could see the entire list of classes taught by a given department in a given semester on the course schedule site. Now they are taken to Banner and have to engage in multiple clicks but still cannot see all the offerings in a department. They have to know the exact name of a course to find it. Advisors also have found this to be a problem. He asked if the problem could be remedied so students are able to view all the available options. Mr. Hubbard explained that if C&IT creates an infrastructure and ecosystem that are outside where students register it has to constantly make sure that where students register is in sync. C&IT decided to leverage what is in Banner for two reasons: 1) to provide an easy pathway for mobile registration, which students have been demanding for registering on their cell phones, and 2) to integrate course scheduling with a plan of work so that the program can inform students about courses needed to complete their plan of work.

Ms. Dallas said that advisors don't build a plan of work for students until they are only a few semesters (usually three) from graduating because they often change their major. The new system therefore limits students' ability to choose courses. They need to know the exact title of the course to find it in the class schedule. Mr. Hubbard pointed out that the old system crashed multiple times during registration periods, but given this new information, they will investigate whether a browsing environment can be added.

Mr. Volz thinks it is important for students to declare a major and develop a plan of work. Otherwise they may take a lot of courses and accumulate many more credits than are needed without graduating. Other members of Policy thought it was important that students be able to see an array of available courses. Ms. Simon mentioned that students may take more courses than they need because they need additional credits to remain on insurance or courses they need are not offered at times they can attend. Some departments schedule courses for the same day and time every term, making it difficult for students to fit it into their schedule. Ms. Hoogland added that new students don't know what programs are available and may find something that excites them when looking through a list of courses that ultimately leads to their major.

Mr. Hubbard said that Banner has different user groups available. C&IT could host one or two of them. Mr. Beavers said that the user groups are where the Libraries can lean on the producers to add new capabilities. It might be helpful to get many universities to lean on the producers.

Mr. Hubbard updated Policy on other activities at C&IT. They are working with tool sets from EAB that support student success and advising to ensure that the data sets are clean and the

data are represented correctly as they change. They subscribe to EAB resolution products that provide a slightly different view of our data because it has finance, human resources and course registration that is geared toward departments. It shows course utilization, how many students are registered, and whether the department should offer more sections. They also provide support for the research enterprise. A researcher enters a proposal with the Cayuse Research Suite. It is processed through the Research Office and assists the researcher in submitting the proposal. When a grant is awarded that tool along with the research dashboard allows the researcher to get basic financial information. The data that underpins the systems has to be kept as clean as possible. As part of our data governance they are trying to take a more aggressive stance around data quality making sure that there is a steward that represents each focus area so as they identify anomalies in data someone takes that as a new item and fixes it so the data get cleaner over time. As we become more data centered and build a data-rich environment, we need the data to provide insight into what actually happens and to be consistent with our policies.

Asked about data transparency, Mr. Hubbard said that a few years ago the university added the part-time position of data officer who focused on privacy issues particularly around student performance and student privacy. Also related to data transparency is letting people know what data is available and giving them a better understanding of what the data indicates. They want to let people know what types of reports other people have compiled. About 5,000 reports have been generated over the years. There are a lot of permutations of reports. C&IT is building a list of the reports that are available. People will be able to browse the list to see if a report is on file that might meet their needs. They want to train people how to develop Cognos reports and other tools. Mr. Hubbard appreciates the Senate forming a task force on transparency.

The university needs to set policies that state who should have access to reports and data. The university has been audited by the Department of Education to ensure that we are tracking who accesses and uses the data. In past years Human Resources has been lax but Debra Williams, the new Associate Vice President and Chief Human Resources Officer, is much more formal about HR's responsibility and the number of people who can view HR data in its entirety. She thinks only a small group of individuals should have access to the data. Financial data is less restrictive in some ways, but we will have to decide how much individuals will be able to see. The ability to view the data now is based on the ability to access Banner.

Michael Barnes, Associate Professor of Theatre and Dance, CFPCA, is the current Information Security Officer. He will resign from that position when a new faculty member is appointed.

Ms. Simon mentioned the need to change the way the wait lists for classes are handled. C&IT is working on the issue.

[Mr. Hubbard left the meeting.]

2. Report from the Chair:

- a. Provost Whitfield met with the Student Senate. Students are very interested in the open educational resources. He encouraged members of the Student Senate to come to a Policy Committee meeting to talk about the issue.

- b. The Graduate Council has asked that an external search be conducted for the Dean of the Graduate School. The Provost will ask the Board of Governors for funds for the search. The Council will notify the Provost of their representatives for the search committee on May 1.
3. Report from the Senate President: Ms. Beale attended the meeting of the Economic Development Strategy Steering Committee on April 22. The Committee has held focus groups with community members, students, faculty, and staff groups and they conducted a survey. From the survey and the meetings, they made a list of recommendations, some involving faculty, such as incentivizing more innovation in faculty teaching and incentivizing more research by faculty. The economic development personnel steered the committee to ask how it would prioritize transportation, parenting, human resources, time off, what faculty teach and how they teach, and faculty research. Ms. Beale found the meeting confusing, since her view is that economic development should be about the transition between the internal community and the external community, how we market the university, and how we reach out to do external programming within the external community.
- *4. Proceedings of April 15: Policy Committee approved the Proceedings of its meeting of April 15 as amended.
5. Search for Dean of the Graduate School: Mr. Volz commented on the position description for the dean. He would like to see the dean charged with data gathering on the programs across the university, including on graduation rates. At one time we had one of the largest graduate programs in the country largely because we had large healthy masters programs. It is difficult to determine why the change occurred, the Provost said. Gathering data might provide some information. The Graduate School Dean will have to work collaboratively with the other deans. Graduate programs have been affected by a reduction in the number of international students who enroll and corporations that no longer reimburse employees' tuition. Ms. Beale suggested that the position description include the need for candidates to be aware of national and international trends affecting graduate education at both the masters and Ph.D. levels. Policy Committee identified potential faculty to serve on the search committee. Ms. Beale will contact them to ascertain if they will serve and Policy can then finalize its recommendation to the Provost next week.
6. Office of Business Innovation: The university is seeking an executive director for the Office of Business Innovation (OBI) who will oversee and provide leadership to the Office of Technology Commercialization. The director will be responsible for developing key innovation/research partnerships between internal and external constituents. Policy Committee will make nominations at its next meeting.
7. Data Use Task Force: Policy Committee is establishing the Transparency in Academic Data Use Task Force. They suggested a potential list of faculty to serve.
8. Gender Pay Gap Analysis: The Gender Pay Gap Analysis Subcommittee of the Gender Equity Working Group is analyzing the university's pay structure to determine gaps in compensation. One of the members of the subcommittee resigned. The subcommittee is asking Policy Committee to replace him. Policy suggested that it select two faculty, since there are various administrators but no other faculty on the committee.

9. Academic Senate Meeting: Policy Committee reviewed the draft agenda for the May 8 meeting.
10. Update on Title IX: Mr. Roth reported that he met with Brandy Banks, Title IX Director, and Linda Galante, Associate General Counsel, about the General Counsel's office effort to draft a policy to take into account the revisions that the U.S. Department of Education is making to Title IX civil rights protections. The DOE has not finalized its regulations, though as proposed they provide greater flexibility to institutions. Ms. Banks and Ms. Galante were interested in whether we should have a policy on consensual relationships between supervisors and faculty members over whom they have authority. The standard of proof is left open on the draft regulations. Mr. Roth suggested that fuller consultation with the Senate as a whole was needed but that would not be possible until the fall. Policy Committee commented on the draft. The committee will discuss the draft further at a later meeting.

Approved as amended at the Policy Committee meeting of May 6, 2019