

WAYNE STATE UNIVERSITY

ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE

May 24, 2021

Present: L. Beale; P. Beavers; J. Fitzgibbon; r. hoogland; C. Parrish; N. Rossi; B. Roth; N. Simon; R. Villarosa; Prasad Nangre; Amanda Powe

Guests: Mark Schweitzer, Vice President Health Affairs and Dean, School of Medicine; Linda Hazlett, Vice Dean of Research and Graduate Programs

Excused absence: Interim Provost Laurie Lauzon Clabo

In the absence of the Chair, Vice Chair hoogland started the meeting.

1. School of Medicine Research Discussion. After introductions, Beale invited the dean to provide a sense of the medical school's future over the short term, and his vision of the School's path for maintaining research excellence over the long term.

Dean Schweitzer stated his short-term goals are "anti-exceptionalism" and preparation for the LCME accreditation visit in 18 months. He described anti-exceptionalism as bringing the medical school into nearer conformity to its aspirational peers and the rest of the campus. The School of Medicine has had a slew of out-of-date features: curriculum, physical plant, residency program, continuing medical education (CME), hospital contracts, distribution of basic translational clinical sciences, relationship with the main campus, and professional education. Progress has been made within the medical school and can be referred to as "professionalizing the medical school and making it more similar to its aspirational peers." In the past the school did not have processes and organizational patterns that were consistent with higher quality medical schools.

The LCME visit will monitor the medical school's progress on a variety of these factors, so preparing for the LCME visit is a high priority. The school currently has a clean bill of health without ongoing monitoring, for the first time in 10 years. To prepare for the visit, Dean Schweitzer would like to address five large concerns systematically. First, there are 8 chair positions to be filled, with one or two more likely. The goal is to fill 6 of the 8 by the end of the year, with the remainder filled by President's Day.

Second and third are increasing the number of voluntary faculty with a clear risk-mitigation strategy. The school's student/faculty ratio is much higher than our aspirational peers because of the overdependence on DMC and fewer clinical partners than our peer schools. Based on the ultimate closure of Hahnemann University Hospital in Philadelphia after it was bought by (for-profit) Tenet Healthcare Corporation, the LCME will require that the school have a clear risk mitigation strategy. There are 310 students in the 2021 incoming class, with a higher yield of underrepresented minorities (in the top 10-15 schools in the country) and socioeconomically disadvantaged students. They will need diverse clinical sites, allowing them to select an environment that will work best for them while also considering different learning styles. Additional clinical partners will aid in risk mitigation, elasticity, individualized education experiences, and redundancy in other

clinical programs. For example, a contract with Garden City Hospital is underway that will allow students in other clinical programs (nursing, physician assistant) to assist where there is a great need. The hospital will be able to co-brand its residency program, residents will provide research support for clinical projects, and at almost no cost to the university (2 IRB submissions a year). Another contract will be signed with Trinity for St. Joe's and St. Mary's. PEPPAP dollars will hopefully come from this contract and the hospitals will be take approximately 18-24 students a year. The upcoming Providence Hospital contract will provide a new teaching site, making up for some of the 40 slots lost from Henry Ford's alliance with Michigan State. The hope is that the investment will be offset by additional PEPPAP funds and scholarships for students. All of the new partners will provide voluntary faculty. Currently there are 1000 voluntary faculty and 1200 students—a 0.8 ratio. The ratio should be 1.5. Voluntary faculty members have a title and 2 hours/month teaching appointment with no salary or benefits.

Fourth is improving the physical plant. Scott Hall is a problem, and faculty members deserve to have better facilities in which to work. The Dean noted he is "cautiously optimistic" that it will be possible to build a research building and an education/research building in the near future. It will cost upwards of \$200 million to do so, for which donors are currently being sought. There are several spaces available, but the preference of donors will need to be honored. Ideally, there will be a commitment before the LCME visit. If construction on these projects has not started in time for the visit, the current spaces need to be improved for medical education, including smaller group rooms since there is less need for large lecture halls, additional recreation spaces, study rooms, lactation spaces, and more.

Fifth, the overall organization of the dean's office will be addressed. Reorganization is needed, with the first step being a search for a new vice dean for diversity to assist with this initiative. The dean and voting faculty of the department will assist with choosing a search committee. Beale asked how the search committee will be selected, and Schweitzer replied that there are guidelines providing for the dean and the faculty to select an equal number of members, with the dean selecting the chair.

Beale asked Schweitzer to provide more information about his vision for research in the school, since the university's R1 research status clearly depends on the medical school where about 70% of funded research is conducted. Where does he think the medical school's research will be in five years and what has to be done to maintain the R1 status? Beale noted that the medical school will likely lose the Perinatal Research Branch, a \$20 million annual research item. Schweitzer agreed that it is unlikely the university will be able to retain the PRB in current form, but he expects that some components of the operation will remain here. Schweitzer suggested that the plans for promoting anti-exceptionalism and addressing the physical plant are key to maintaining research quality, with a third key being ensuring that clinical faculty and basic scientists work together, especially in developing translatable research, which is easier to fund over the short-term than 'pure' basic science. His goal is to move into the top 40 NIH-funded medical schools in the country. The university is currently ranked 77. Cancer research will grow and will be robustly funded by the NIH.

Beale asked what that meant for hiring researchers. Schweitzer responded that hiring the right researchers early in their careers is important and will create longevity within the school. As the largest single medical school, the school needs more faculty, more residents. There should be a 10-20% increase in paid faculty in 5 years, with most of the

increase in faculty being voluntary faculty. The school cannot afford to hire stars but it can hire good people. Parrish noted that he understood that the plan is not to hire basic researchers in non-clinical departments; instead, they would be hired in clinical departments with 50% tenure. Schweitzer responded that the medical school has too little funds to hire in a different pattern from our peers: the university has neither a teaching hospital nor a significantly large practice plan, unlike University of Michigan, where both have faculty at only 50% tenure.

Beale asked again how research will increase or avoid declining in rank. Schweitzer stated that following our peer medical schools—Drexel, Ohio State, Temple, and University of Illinois Chicago—would be a best practice for remedying some of these issues.

Rossi noted that because we hire faculty to do clinical work, there are two forces that impact their ability to assist the research agenda—time and competence. For example, asking voluntary faculty (FTE) to judge student research often results in statements that they do not feel confident to do so. Schweitzer responded that he has offered to hire on a “K-award” and pick up the difference, which two departments took advantage of. Cancer biology and Family Population Health are two areas in which the school can and should build.

Beale suggested that there is a need for improved communication about the planning to support research and increase faculty, not just through town halls. Chairs cannot be depended on to communicate these kinds of issues to faculty, since they are often mired in more day-to-day details. It is an important role of the dean’s office. She suggested as well that Schweitzer find a way to ensure that clinical faculty can attend the new faculty orientation (NFO) events in the early fall. Schweitzer again suggested that the Senate meeting times do not work for the med school faculty, but Naida Simon noted that medical school faculty have had no trouble attending her committee meetings (usually held during the Wednesday afternoon time reserved for Senate meetings). Rossi also noted that she would be willing to provide an earlier morning session of the NFO for medical faculty.

*hoogland thanked Schweitzer and Hazlett, who then left the meeting.*

2. Approval of May 17 Proceedings.

Committee members approved the proceedings as drafted.

3. Report from the Senate President:

a. Enrollment. Graduate enrollment continues to be concerning. Law School enrollment numbers are off for LLMS and newly enrolled individuals, but LLM students often enroll later in the year. Overseas international graduates remain a concern. Members pointed out some problems with the graduate student admissions process since schools are not getting completed applications in a timely fashion. Beale indicated she would discuss with the graduate dean in an upcoming one-on-one session already arranged. A maintenance fee for graduate student working on only their master’s thesis may be implemented. This idea will be coming to Policy for discussion and may lead to more individuals finishing their master’s degrees.

b. Campus Opening. A presidential email has been sent to faculty and staff regarding a return-to-campus survey.

- c. Strategic Planning Steering Committee. A consultant was invited to lead last week's meeting at which a series of exercises intended to highlight strategic planning focus areas took place. Beale was disappointed in the failure to include specific goals related to faculty in the initial documents.
4. Communication and Action Items:
    - a. GEOC Academic Senate Representatives Query. Tom Fisher and Jessica Greenwald were appointed in prior years to the GEOC Committee but will not be members in 2021-22 academic year, so the Provost's Office has asked whether they should be replaced. Beale noted that her view is that individuals ask to serve a term continue to serve until the term is ended. Policy members agreed. Beale will inform the Provost's Office.
    - b. Pay Gap Subcommittee Appointee to Replace Ewa Golebiowska. Ewa Golebiowska indicated that she would like to step down from the subcommittee as it focuses now on academic staff pay equity issues. Members discussed potential nominees and agreed to ask Pynthia Caffee to serve.
    - c. Resolution of Thanks for All University Essential Workers. Naida Simon and Noreen Rossi will draft a resolution for presentation at the September plenary session.
    - d. DEI Follow-up. The members discussed communicating to Beale will draft an email to President Wilson to thank him for speaking to the full plenary and for his statement of agreement with the earlier-passed Senate DEI resolution. Confirmation of his support will be requested in writing. Roth will help draft the email.
    - e. CFPCA Dean Search Committee. Members discussed issues raised by faculty and academic staff in CFPCA about the way the election for members of the dean search committee had been run. We understand that the administrative council limited the number of nominees to two per department and decided which two would be listed on the ballot, without consultation, if there were more than two in a department. As a result, there was unbalanced representation, with theater and dance not represented and no academic staff from the group of fifteen. The elected included two from Communication, one from Music and one from Art & Art History. Members thought the election should be run again—ideally with five slots so that there could be one from each unit and one for academic staff. Beale will raise the issue to Provost Clabo, and Villarosa will raise it from the Union perspective.
5. Liaison Reports.
    - a. FSST. Enrollment management will resume campus tours for prospective students during the spring/summer semesters. The fall semester should be close to normal. On June 7<sup>th</sup>, there will a town hall meeting for students hosted by David Strauss, Dean of Students, and Tim Michael, Associate Vice President for Student Auxiliary Services and Chief Housing Officer. It is expected that no masks will be required outdoors and social distancing will not be implemented for fall. The daily screener will likely continue to be used. All building air filtration systems have been upgraded.
    - b. Student Affairs. Orientation Part Two and FestiFall 2021 will return to outdoors.

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*Approved as submitted at the Policy Committee meeting of June 7, 2021*