

WAYNE STATE UNIVERSITY  
ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE  
September 12, 2022

Present: D. Aubert; L. Beale; J. Fitzgibbon; M. Kornbluh; J. Lewis; N. Rossi; B. Roth; S. Schrag; N. Simon

Absent with Notice: R. Villarosa

Guests: Marquita Chamblee (Assoc. Provost & Chief Diversity Officer), Shelly Clifton (DEI Strategic Planning Co-Chair, College of Nursing), Kelly Koslowski (DEI Strategic Planning Co-Chair, AVP Economic Development)

I) DEI Council Strategic Planning Template for Schools and Colleges

Chamblee, Clifton and Koslowski were invited to Policy to discuss the DEI Council Strategic Planning template, highlighting key recommendations for Policy members. Koslowski explained there was room for influence and shaping of the template and their intention was to incorporate feedback from Policy as well as deans to further refine the template. The DEI Council was formed as a recommendation from the Social Justice Action Committee (SJAC): this particular working group was tasked with creating a process and a template to assist units in developing DEI strategic plans. The working group consists of 12 to 13 administrative and faculty members, including renée hoogland (CLAS), Heather Eady (Development), Carolyn Berry (AVP Marketing & Communications), Damecia Donahue (LIBR), Rahul Mitra (CFPCA) and Sokol Todi (Pharmacology). The group expects the template to be applicable across the university, while still taking different perspectives into consideration. The recommended process is set out as follows:

- Steps leading to creation of a plan: Section I (Setting the Stage), Section II (Current State) and Section III (Planning & Implementation);
- Steps that focus on actions once a plan is in place: Section IV (Assessment), Section V (Revise & Revisit & Report) and Section VI (Resources & Toolkit).

There is not a detailed checklist because fields differ, and units are not in the same position regarding past efforts at increasing diversity and inclusion. The goal was to avoid being overly prescriptive to ensure the process made sense, was accessible to everyone, and was not overly burdensome. There are suggestions for elements that might be included in a particular step, but they are not intended to be read as university requirements.

Regarding the data collection, Linda Beale asked what kind of data the schools/colleges are expected to have and whether the focus on DEI is sufficiently broad throughout the document, in covering gender, sexual orientation, and ethnicity as well as race. She asked whether the working group discussion and template included the *importance* of talking about the broad scope of diversity data, especially in regards to differences among available hires, for example, across different fields. Clifton stated there were in-depth discussions about how to guide the template and ensure the broad scale topics across the university are included. At the beginning of the template, people are directed to the SJAC recommendations, campus climate study and university strategic plan. It is their hope that people will use these as guiding principles to determine goals within their schools and colleges.

Beale added that in the SJAC Steering Committee discussions and documents some of the language appeared exclusively focused on race rather the wider scope of diversity, which can be problematic under the Michigan constitutional provision that limits preferential treatment. She asked whether there was a clear statement in the introductory materials highlighting the importance of a broad scope view of diversity and inclusion, since simply referring to those other documents does not highlight the relevant issue in the same way a statement would. Koslowski explained there has been on-going discussion around what sort of documentation can be provided at

the Council level. The working group continues to meet on a bi-weekly basis and is poised and ready for this kind of feedback. If there is a specific request for certain terminology or guidance, it can be easily incorporated before it is rolled out to the university. Beale thought it was important to have a clear statement about the meaning of DEI: the university is thinking broadly and covers all the different categories. Roth pointed out a number of Middle Eastern students find it offensive to be lumped in with white students. Simon stated this is the worst campus for people with physical disabilities. Lewis agreed with those concerns while noting that the university sometimes is seen as not being welcoming to Black students and faculty: historically the university has done poorly in creating a welcoming environment for all these diverse groups but has especially underserved our Black students and faculty. Koslowski said the working group is aware of the breadth of the issue and the work to be done; an effort like creating a DEI strategic plan feels overwhelming in concept because there are so many gaps.

The DEI Council has a data and metric working group focused on data and metrics within the university's DEI work. They are a resource for departments as they understand: what do we measure (already)? What is meaningful? What is measurable? The Council recently began working on a "scorecard" to be initiated at the Council level and utilized across the university to capture some of the metrics that may be more applicable globally. Some of that will be informed by going through the initial DEI process at the unit level, as they begin to see what units focus on in their planning. Once there is a better sense of the focus, it may inform a university-level scorecard around DEI. There is a long way to go and not every issue will be fixed with the first goal: it is meant to be an iterative process.

Beale responded that these kinds of metrics and scorecards as educational policy concerns must go through an Academic Senate process (consideration by appropriate committees, including Policy) as well as a full Senate vote before it goes to the president or Board of Governors under the BOG statute. Further, she noted a concern that scorecards represent a quantification of what is a cultural problem and can create potential problems under the Michigan constitutional provision that forbids providing preferential treatment. The way we say things in official documents can be picked up and used in litigation even if our intent were not to subvert the Constitution.

Rossi raised a concern regarding the integrity of such data. These are sensitive issues for the individuals responding and there may be people who do not want to divulge their information but nonetheless feel pressure to respond. This will lead to missing data—a very important problem: the smaller the unit, the more awkward it can be. Koslowski stated the intent was to give agency to individual units, allowing them to determine what makes sense for them to focus on in their work relative to the DEI space. There are university-wide educational resources available and workshops are being rolled out to elevate awareness of these kinds of issues. The hope is for units to be in a position to make that call for themselves and avoid those sensitive situations where that is not possible.

Beale expressed a concern that faculty may also feel intimidated against speaking out on these issues. This requires a document that includes upfront a statement of academic values, such as a statement valuing academic freedom for people to consider the needs of a particular area as well as statements that set out plainly the Michigan constitutional issue, the goal of becoming a more welcoming and inclusive culture for people from all backgrounds, and awareness of idiosyncrasies of field availability of candidates from various diverse backgrounds. It is something people should feel free to talk about rather than feeling bound to a particular approach. Rossi provided an example from our recent past that demonstrates how outside forces impact diversity: when pediatrics split from Wayne to CMU, the diversity of gender in the School of Medicine plummeted. This is where the inclusion part comes in: we want people to feel welcomed by providing a welcoming atmosphere for individuals. Clifton said that a statement around the importance of an inclusive culture can be added to the template. Rossi also raised the idea of self-reflection: the various groups (and individuals) need to reflect and question their own biases. Koslowski agreed: for some units (and individuals) their starting point might be more focused on internal learning and development around the topic—the ability to reflect may not be there yet. They are not expecting everyone to be able to jump in and focus on metrics: they are trying to reflect that in the process.

Fitzgibbon asked Chamblee if Accenture (an information technology company) was still involved with her office. They have not had any engagement for a few months.

Fitzgibbon also pointed out that she could not easily find the membership of the 42-member DEI Council listed on university websites so that people can find the contact in their schools/colleges. Clifton said that the DEI Council consists of two individuals from each school, college or division, and they are now in the early stages of creating a communication plan that would include a website. Beale noted that poor communication from the Council is a problem, and partly reflects the fact that most members were appointed by deans and other administrators rather than selected by election. As a result, the Council is not representative and there is little awareness of those serving and, apparently, almost no consultation with members of units about the ideas being put forward by the members. Going forward it creates questions about legitimacy. That of course is another reason that it is important for the various ideas from the DEI Council to come to Policy early on and to the Senate before they are proclaimed as policies. Faulty communication is a huge issue on this campus. Lewis noted one success in communication, since the Education DEI members provide updates at the college's monthly assemblies and are accessible. She suggested that scorecards may be useful as a collaborative process, noting that imposition of particular outcomes would go against the DEI concept. Clifton suggested scorecards were intended as tools that could be useful.

One of the benefits of scorecards is the university's ability to communicate progress in a particular area. Koslowski said metrics could include X number of DEI objectives across the university and the timing of reaching goals: it's a way for university to capture and understand how this is moving forward. Beale responded that the emphasis on quantitative metrics implied by the term 'scorecard' is worrisome, especially given the Michigan constitutional provision. It suggests a focus on how many X, how many Y, rather than on creating a welcoming and inclusive culture. Roth added that he was astonished that he saw nothing even mentioning the Michigan constitutional prohibition on preferential treatment in the shared PowerPoint: surely that is something that each unit must be aware of and requires an upfront statement.

Rossi recommended encouraging DEI Council members to go back to their deans/units and collaborate with another school or college and report back to the Council. Another suggestion was to look at advancement: we always look at student progress, not at faculty and staff progress through the ranks. She knew of individuals (minorities) being dissuaded from going up for promotion. Often, we don't think about what happens once minorities are here. They need to be progressed, cultivated and appreciated: become a part of the culture.

Beale asked to what extent mentoring had been emphasized in the strategic plan. Chamblee said those types of recommendations are under the working group on hiring and retention. Beale recommended again including an upfront statement in the strategic plan about the importance of building an inclusive environment for the diverse community that you want to build, including through mentoring and discussion of characteristics of an inclusive environment. Clifton pointed out the category of recruitment and retention under the strategic priorities slide and the recruitment and retention work group, but Beale noted that the language seems to focus less on making it a priority to build a culture within a unit that is welcoming and inclusive of people from diverse backgrounds to recruit and retain such people and more on sheer quantitative data. A welcoming and inclusive environment is what makes recruiting and retention possible. Chamblee said culture is one of the strategic priorities that hits on that very thing: it is one of the most critical elements of trying to measure progress in DEI but it is not clear how one measures culture change.

Beale agreed with Chamblee that the challenge is qualitative versus quantitative but if we can't get to that in this process, the process won't do us any good. If we do not build an inclusive, collaborative community, those we bring in to increase diversity will leave. Beale did not see that kind of emphasis in the strategic plan template. Roth elaborated a further consideration in terms of quantitative and qualitative methods: the need to build an ethos of emphasis on the kinds of social problems the university is concerned with, one that is more responsive to the needs of our particular geographic area and focuses on the kinds of issues that have been left unaddressed by

academe over long periods of time. If that is the focus, then we will naturally draw the kinds of demographics that correlate with a connection to those issues. That is a way of doing recruitment that does not run afoul of the Michigan constitutional provision (MCRI, which is the elephant in the room). Once you start focusing on numbers of people who fit certain demographic criteria, then you are providing fodder for plaintiffs in discovery being able to develop a case against you for violating the constitution. Rossi commented further on the ethos: it's about changing everybody's attitude, and *that* is the rub. When we choose leaders, they must be committed, have the attitude, and walk the walk. If they do, the culture will build around it and they will foster that because there will always be individuals that won't change.

Lewis noted the interactive nature: we build structures that support a more DEI-friendly workplace, and that helps people for whom some of this does not come naturally. In the best-case scenario, you start becoming more like that. For example, in Pathways to Faculty, units had to propose specific ways to mentor people. If they take their own medicine, they will grow because there are new structures that are different, quantitative and will be very easy to track.

Kornbluh added that he has been working to get funding for the cluster hire. He pointed to a study of diversity among full-time faculty in *The Chronicle of Higher Education* that indicates that WSU is the third most diverse faculty R1 institution in the country (Rutgers and CUNY are at the top). In 60 years of affirmative action, higher education has not done a very good job. We are very ambitious to make this a more diverse institution, and we have merely failed less than other universities.

Koslowski noted that the deans are ultimately responsible for ensuring plans are created and progress is made. The two liaisons per unit that serve on the DEI Council are expected to be a force in helping that progress. It was helpful to know some additional nudging and directing is needed. Beale asked what the terms of the liaisons were (two years) and requested a list of members (with titles and schools) and a list of who is on the working groups. She thanked the DEI Council members for meeting with Policy.

## I. APPROVAL OF PC PROCEEDINGS

Proceedings of August 29, 2022 Policy Committee were approved as revised.

## II. REPORT FROM THE CHAIR

Official Holidays: The university administration has made a one-time decision to make both Election Day and Juneteenth official holidays for 2022-23 (no work or classes). This doesn't relate to the AAUP-AFT: both are already academic holidays. The reason for a one-time decision relates to having to pay double or triple time for various unions: it will be part of negotiations with relevant unions.

Ph.D. Graduation: There is no time in December to do a separate Ph.D. graduation ceremony and Special Events had decided to wait to award them at the spring ceremony. Instead, the Provost arranged for Ph.Ds. to be awarded with the colleges at the December graduation ceremony. There will be a special graduation for Ph.Ds. in the spring.

Administrative Searches: The search is underway for a dean of Education. A national search will also be conducted for the assistant dean of the Teacher Education division, one of the larger and more troubled units in the College of Education. Trying to resolve the future of that unit will help the college. This is a position with various duties including involvement with school districts, student-teacher placement, and accreditation issues. This will be a new faculty position.

AVP of Enrollment Management: The president approved a national search for an AVP of Enrollment Management. This will be somebody who brings external expertise in admissions and financial aid, and

reports to Ahmad Ezzeddine (VP Academic Student & Global Engagement). Despite the optimism, we did not do what we hoped to do this past year and we need some new ideas. Kornbluh did not believe this would dramatically change the salary structure in the Office of the Provost because there will be other changes that will relieve some of the salary pressures. Beale asked if there would be a search committee and the provost said he will welcome someone from Policy to the committee. Roth agreed to serve.

Campus Atmosphere: There is a sense that the atmosphere on campus is different than the start of last fall. Students are present and seem to have put COVID behind them. We have not had a bump in illness with the start of classes. There is still community transmission, but no evidence that the university has contributed to that. The Student Health Center will be offering the new variant vaccine beginning Wednesday. In the near future they will discuss removing the Campus Daily Screener stations. Currently, they are still operational in the Student Center, Welcome Center and libraries.

Food on Campus: The provost is concerned about the expense and quality of food on campus. The parents' Facebook group has complained about food in the dorms. There are supply chain problems and Aramark has to pick up the food to get it here. Kornbluh has been eating at Panda Express when only rice, chicken and noodles have been offered—no vegetables. The cafeterias are also offering a smaller variety of food. He is meeting with Aramark later this week and will try to get them to release the restraints on catering. For FestiFall, they did not use Aramark because the quote was \$13 per hotdog. However, they did pay Aramark \$39 per fajita for a recent student life event because the other quotes came in too late. He said it was complicated because Aramark has union labor, and we don't want to undermine the union situation on campus. DOSO has money to enrich student life with food and a significant amount of free food will be given out on Warrior Wednesdays to enliven campus. Lewis asked if the new restaurants around campus have helped. Kornbluh said theoretically they do, although last week the new pizza restaurant closed shop and vanished in one night after not paying rent for about 18 months.

OVPR Centers: The Center for Leadership in Environmental Awareness and Research (CLEAR) and the Center for Health Equity and Community Knowledge in Urban Populations (CHECK-UP) have appeared on the OVPR website. The provost questioned if Policy had approved these centers. Beale confirmed they were not approved and that she had raised this issue also with Steve Lanier (VPR) since it was OVPR that has included them in announcements. Kornbluh said CHECK-UP was supposed to come to Policy: he will follow up with the dean of Medicine. The Institute of Environmental Health Sciences (IEHS) was approved and is on a review schedule, but it also claims that the Center for Urban Responses to Environmental Stressors (CURES) and CLEAR were established under it. Beale stated that Lanier has presumed that OVPR can do all these under the aegis of the one approved institute, though it is not clear whether these two come within the specific limited provision of the BOG statute that permits that. She is concerned about the various "initiatives" under OVPR that appear to be centers as well. Kornbluh will follow up with Lanier to either explain in writing how these initiatives fit or get them approved.

Indirect Cost Recovery (ICR) Funds: The provost has received a petition, led by department chairs, to change the distribution of indirect costs. The president's cabinet discussed this several months ago, the president agreed to create a committee, but nothing further has happened. The provost will follow up. Beale said there was a significant change in ICR fund allocations based on a 2014-15 administrative recommendation that did not include Senate input: the percentage allocated to schools, departments and principal investigators was reduced, with a much higher percentage going to OVPR, much of it designated as a research stimulation fund, with Lanier making the decision on how that money is spent. OVPR was expected to take on the management and budgeting of the core facilities as well. Originally, Beale recalls, OVPR was expected to cover the General Fund costs for the core facilities, but discussion at the Budget Planning Council revealed that funding was instead provided by other central funds. Lanier later said that the total for the cores was increased to \$1.5 million with OVPR funding half. Rossi noted that the OVPR website indicates the change in allocations occurred in 2016. Beale has asked Lanier multiple times for a specific report on how the

amount allocated to research stimulation is used, but he has never provided that information, other than the general reporting about general categories of OVPR research stimulation funding programs and “estimated” amounts expended on them he provided at the Policy meeting earlier this year. Some researchers have expressed concerns privately that Lanier favors a very few researchers with the grants OVPR provides and thus may not reach many who would use the funding productively.

Lewis said the allocation and administration of grant ICR funds has led her and other colleagues to house their next grants at other institutional partners. Kornbluh explained the problem as being no feedback mechanism or response showing how the funding is spent. If you had a VPR that met with the deans, chairs and departments and invested the money with the advice of a P.I. council, it wouldn’t matter. The OVPR here acts very much on his own without accountability.

### III. REPORT FROM THE SENATE PRESIDENT

Presidential Search: Beale contacted Board member Mark Gaffney recently regarding the presidential search. He indicated that the BOG expects to put out an RFP for a search consultant very soon. There will be a resolution on the search process and the general makeup (though not necessarily specific appointees) for the search committee at the September 30<sup>th</sup> Board meeting. He does expect that it will be a “diverse committee.”

September Plenary: The Policy Committee Election will take place at the September 14<sup>th</sup> plenary. Steve Calkins (Law) nominated Carol Miller (Engineering) after the deadline, but she withdrew because she doesn’t have the time and will not be on the ballot after all. There are eight nominations for the committee: one is entirely new to the Senate. It is rumored that another person may be nominated at the meeting who is also entirely new to the Senate. Beale suggested a new requirement to consider for the bylaws amendments would state that candidates for service on Policy have served on the Senate at least one year.

UPTF Welcoming Event: A UPTF welcoming event is being held Friday, September 16 from 9:00 AM to 1:30 PM at the Student Center in Hilberry A/B. Beale thought it would be good for someone from Policy to attend and provide a sense of what they do at that meeting and whether it would be helpful involving tenure-track faculty—in part to make it more welcoming and in part to talk about pedagogy. Simon said she will try to attend.

Office of Faculty Affairs and Development: Beale called Policy’s attention to an email notice about resources from the “Office of Faculty Affairs and Development”—with no name of the administrator sending out the notice. This is an office title with which she is unfamiliar: these kinds of anonymous emails are an example of the poor communications throughout the university. The email provided links to various university resources such as a teaching handbook and other teaching tools, but there was nothing about the academic integrity unit from Assoc. Prof. of Teaching Richard Pineau that has been strongly supported by the Policy Committee as a resource for faculty.

The GEARS Project: The Gender Equity Advances Retention in STEM (GEARS) Project is holding an event on October 12 at the Student Center on faculty workload issues. Beale pointed out this is being held during the next Academic Senate plenary session. The provost will contact Boris Baltes (Sr. Assoc. Provost Faculty Affairs) to see if it can be rescheduled. Senate members may want to participate in this.

### IV. COMMUNICATIONS AND REQUIRED ACTIONS

#### A. Charges for Senate Standing Committees

Beale shared a list of potential charges for the Senate standing committees. Committee chairs will review and consider the list and suggest adding or removing topics before next week’s Policy meeting.

Consideration of tuition, block tuition, and financial aid packaging is one of the issues suggested for consideration. Kornbluh explained they have been considering the benefits of block tuition and believe it can work financially. The president will discuss this during his remarks at the September plenary. The provost and Dave Massaron (SVP Finance and Business Affairs) plan to speak with the Executive Committee and the Board of Governors to help them further understand block tuition. Undergraduate tuition will be the same total price whether a student takes 14 or 18 credits. Part time costs for 12 and 13 credits will go up slightly so that students are not inappropriately incentivized to take 12 instead of 14 credits. It is expected that some of the increased tuition from part-time students will be used to create financial aid for part-time students through a four-year process. This must be determined by November to begin offering block tuition in fall 2023. Most other schools have block tuition from 12 credits up, but when advisors tell students to take 12 credits, they don't receive full federal financial aid. To resolve this problem, the administration is considering a 3-credit study skills course to succeed in college. The provost also wants to develop fallback courses (late starting courses): these courses would allow students to withdraw and take another course so we can aggressively work to get them to 15 credits. Our student body is changing and there are fewer part-time (six to 12 credit) students. The goal is to get them near full-time.

Fitzgibbon questioned if transfer students are eligible for financial aid: they need to be incorporated into the block tuition. Simon confirmed they are eligible. Kornbluh said national financial aid consultants are coming next week to help us rethink financial aid. Scholarship Universe should be available in October, but in the meantime, Fitzgibbon noted that there is no scholarship website information. Beale considered it problematic if websites from which students seek information are unavailable: it looks like we are incompetent. Kornbluh noted he did not want to have inaccurate information for next year on the website, but agreed that the website should indicate when it will be updated and available again.

Rossi raised a related financial aid problem: some M3 and M4 medical students cannot get their loan funds because supervisors have not timely posted grades. More medical students have been placed outside our typical sites for clinical rotations, so she questioned whether those individuals (many of whom are private practitioners) have failed to provide a grade. There is a question of whether there is an easy online website for posting and whether they have been informed of their grading obligation and the time frame. There needs to be somebody with authority to tell them what needs to be done. Simon added that students also often ask the financial aid officer to contact the faculty member who has not provided a grade, which indicates a larger problem. The provost noted that financial aid was not awarded until three weeks after the new academic year started, which is also problematic. He will follow up on this issue.

#### B. Academic Senate October 12 Plenary Session Draft Agenda

Beale recommended discussing the IT security issues at the October plenary. She will reach out to Rob Thompson (AVP/CIO) and possibly Garrett McManaway (Sr. Dir. Information Security & Access Mgmt.) and invite them to speak. It is important to have this discussion at plenary. Kornbluh agreed and explained they are moving quickly to require use of university-issued equipment (end of year goal).

Policy members also recommended introducing chairs at the next plenary.

#### C. Academic Senate FSST Committee Chair Selection for 2022-23

Policy's first choice for FSST Committee chair was not available. Beale suggested two other options. Policy will wait for the Policy Committee election results to make a final decision.