

WAYNE STATE UNIVERSITY

ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE

January 9, 2012

Present: L. Beale; R. Brown; V. Dallas; D. Kessel; R. MacArthur; C. Parrish; L. Romano; A. Vlasopolos; W. Volz; A. Wisniewski; J. Woodyard

Guests: Monica Davie, Associate Director, Undergraduate Admissions; Robert Kohrman, Associate Vice President for Budget, Planning and Analysis

The items marked with an asterisk constitute the Actions of January 9, 2012.

- \*1. Proceedings of the Policy Committee: The Proceedings of the Policy Committee meeting of December 19, 2011, were approved as amended.
2. Focus Group for eProcurement and Strategic Sourcing: Michael Gleason, Procurement and Strategic Sourcing, asked the Academic Senate for the names of persons to participate in a focus group to provide feedback on business requirements to be used in the configuration of the new eProcurement system called WayneBuy. Policy Committee suggested faculty to serve on the focus group.

[Provost Brown joined the meeting.]

3. Report from the Chair:
  - a. Provost Brown updated Policy Committee on the searches for the Deans of Social Work and Liberal Arts and Sciences and on the search for the enrollment manager. In response to questions from the Policy Committee, Mr. Parrish will contact the faculty in the College of Liberal Arts and Sciences for nominations of candidates for the Deanship of CLAS. Mr. Romano, who serves on the search committee for the Associate Provost for the Office for Teaching and Learning, reported that the committee conducted telephone interviews with applicants. The finalists will be brought to campus for interviews.
  - b. The Board of Governors and President Gilmour are interested in how the University recruits and provides services to veterans. Lynn Hill, the Interim Director of Counseling and Psychological Services, will chair a committee that is being formed to look into the support services for veterans on campus. Policy Committee nominated three faculty from which the Provost will select one to serve on the committee.
  - c. A member of the Policy Committee mentioned that an alumna and long-time employee of the University who worked on a part-time basis and who has retired was being removed from the University's e-mail system. The Provost will ask Joseph Sawasky, the Chief Information Officer, to keep her on the system. Another member suggested that having eternal e-mails for graduates would be a good way to keep in touch with them, enabling the University to check on their success and to solicit support. The Provost will ask Mr. Sawasky about this also.

- d. A Policy Committee member mentioned that some universities pay special attention to entrance applications from the children of their alumni. This might be something for Wayne State to consider.
  - e. Asked about enrollment for the winter 2012 term, Provost Brown said that enrollment overall was good, and applications for undergraduate admission have increased. The Provost will provide the data to the Policy Committee.
  - f. The Huron Consulting Group has begun its review of the Division of Research.
4. Report from the Senate President: Mr. Romano has not heard from the Graduate School about the proposed policy on graduate faculty status. The Provost said that it is under consideration by the Graduate Council.

[Mr. Kohrman and Ms. Davie joined the meeting.]

5. Meeting with the President's Cabinet: Policy Committee's next meeting with the President's Cabinet is January 19. They listed the items they would like to discuss. Mr. Romano will send the list to the administration.
6. Student Success Report: Robert Kohrman was invited to the meeting to tell the Committee how the policies in the Student Success Report would affect the budget. Monica Davie, who substituted for Judy Tatum, the Senior Director of Undergraduate Admissions, attended to inform the Committee about the new admission process. The changes would not go into effect until Fall 2013. Mr. Kohrman said that the Statute on Undergraduate Admissions would be changed to remove the need for a specific high school grade point average or a specific ACT score. Applications will be evaluated individually.

Ms. Davie said that in the holistic review process students would be evaluated on their cognitive ability to achieve, their desire to learn, and their tenacity. Their essays will be evaluated and some will be interviewed to determine, if they were performing well and their grades dropped, whether there was an incident that contributed to the problem and if they are likely to succeed.

The traditional student profile of success is a high school grade point average of 3.3 and an ACT score of 23 or 24. For students who do not meet that profile but are close to it, the University is developing a Bridge Program where their Math, English, and tenacity will be tested to determine if they might succeed.

The first 31 credits will be selected for participants in the Bridge Program. The students will move through the program as a group. Students who experience academic problems will be evaluated to identify if the problem is their study habits or socio-economic problems. The summer Bridge Program will have 150 students who will have the opportunity to participate in the fall Bridge Program. Students in the summer Bridge Program must complete 12 credits: a math course, an English course, and a skills-to-success course that includes character building and financial management. If students do not receive a C or better they will not be able to continue.

Some of the students who apply to WSU apply in the summer after the summer Bridge Program will have begun. The students who do not meet the criteria for regular admission will be put in the fall Bridge Program.

The students who pass the summer Bridge Program will be placed in a fall program called APEX (Academic Pathways to Excellence) Scholars,

Associate Provost for Student Success Monica Brockmeyer is leading the initiative. She asked that Davie form an academic advisory board to assist her. Policy Committee members spoke about the need to ask the Policy Committee for faculty representatives for the advisory board and to involve the faculty who teach the courses in the development of the program. Policy Committee's concern was not whether admissions standards should be raised but who is designing the Bridge Program and APEX. Faculty have the expertise to set up academic programs and course work. Ms. Davie said that Ms. Brockmeyer wants input from faculty. Ms. Brockmeyer and the Admissions Office are looking at the University of Michigan's Bridge Program and the Meyerhoff program at the University of Maryland Baltimore County.

A number of other comments and concerns were mentioned. One member expressed the concern that more students need special attention than the program can accommodate. The Statute covering admissions will be rewritten to say that every student will be evaluated on a holistic basis. The University will put on its website the acceptance rate by range of ACT. Students with ACT and GPA above a certain floor will also get the holistic review because they will be reviewed for a scholarship. The Admissions Office will need more counselors to evaluate applications and fewer clerical staff because the application process has been automated.

Ms. Davie will relay the Policy Committee's concerns to Associate Provost Monica Brockmeyer and will inform Mr. Romano of the outcome.

Mr. Kohrman compared the data for applications and admission of freshmen to date for fall 2012 with that for fall 2011. The University has received 11,158 applications; last year we had received 8,960 at this time. Five thousand eight hundred fifty-seven students have been admitted for 2012 compared with 4,895 at this time last year. Over 2,100 of the students admitted have a GPA above a 3.5 and/or a 23 ACT composite.

WSU has received 790 applications from community college students compared with 461 last year. Transfer students usually apply in the spring. To date, 185 students from community colleges were admitted for fall 2012 as compared with 107 admissions last year at this time.

Five hundred thirty-one students or 4.7% of the applicant pool were denied admission this year to date. Last year's figures are not a good comparison, but two years ago at this time, 6.4% of the applicants were denied admission for fall 2010.

Mr. Kohrman said that about 570 high school students attended the Presidential Scholars Day in December.

About 19% of the entering freshmen class in 2005 were in the Division of Community Education, with only 2% of those students graduating within six years.

Mr. Kohrman said that every 1% drop in undergraduate enrollment represents \$2 million and every 1% drop in graduate enrollment represents \$1 million. The freshmen class is usually 2,500 students. A 10% reduction is a reduction of 250 students, which would be about \$2.5 million in revenue. Mr. Kohrman predicted that the University could suffer a 1% to 1.5% decrease in students, but that decrease would not continue. With a \$565 million budget, a reduction of \$2 million to \$2.5 million is about 0.5% of the budget.

A member mentioned that grade point averages vary by school. The average ACT score is 21. At 24 a student is in the 75<sup>th</sup> percentile, at 27 in the 87<sup>th</sup> percentile. The ACT defines college ready as between 21 and 22. If you are college-ready then you have a 75% likelihood of getting a C in a course and a 50% likelihood of getting at least a B. Many more students need moderate to intensive assistance than the Bridge Program can accommodate.

Mr. Woodyard said that rather than the average, one needed the distribution of the ACT scores to predict how many students will graduate. He asked Mr. Kohrman to provide the distribution of the ACT of the students who apply, are accepted, and enroll to the Policy Committee every fall.

In addition, the enrollment reports will be given to the Policy Committee.

A member noted that while a lot of a student's academic success depends on the student, who teaches a course is also very important. She urged that a faculty member who has had success teaching students be the instructor and that the instructor's success be measured. Ms. Davie said that they want instructors who want to work with the population and who have experience working with students who have different learning styles.

[Mr. Parrish left the meeting during the discussion of item 6.]

[Ms. Davie and Mr. Kohrman left the meeting.]

- \*7. Academic Staff Professional Development Committee: A member of the academic staff who was selected to serve on this Committee left the University. The Provost and the Policy Committee jointly selected a replacement.
8. Article from *The Economist*: Provost Brown had sent an article titled "University Challenge" that was published in *The Economist*. Mr. Parrish wrote a response to the article.

9. Responsibility Center Management (RCM): Mr. Romano asked the Provost if the proposal from the Huron Consulting Group (HCG) that unit budgets be responsible for all their expenses would be implemented. Provost Brown understood that HCG recommended an RCM-based model in which colleges would collect their tuition and would be billed for their space, for faculty, etc. This type of system tends to make people accountable. The Huron Group would have to work with Vice President Nork to determine if the University could adopt such a model. The Provost believes the colleges that have high enrollment, are producing good research, and have good scholarly activity should be incentivized, and support for colleges with declining enrollment and that are not hiring faculty should be reduced. How that might be done would have to be worked out. It might be, he said, that some aspects of the model are implemented rather than having a strict RCM model. Mr. Romano pointed out that the Provost's Office and the Deans should be involved in any discussions. An RCM budget model would have a dramatic impact on the University. Another member noted that personnel would have to be hired to implement and track the expenses. Mr. Romano asked the Provost to keep the Policy Committee informed about developments in this area. Mr. Romano will ask Mr. Nork to make a report to the Senate Budget Committee.

[Provost Brown left the meeting.]

10. Reporting Problems in University Buildings: On December 20, the Policy Committee wrote to Associate Vice President for Facilities Planning and Management James Sears about the need to clarify procedures for reporting maintenance problems or repairs in University facilities. Mr. Sears informed the Committee that a new Guide to Services was being developed. He offered to present a review of the initiatives his office is developing with the Huron Consulting Group to the Senate. Policy Committee will invite him to the February Senate meeting.
11. Committee Minutes: The Policy Committee received the minutes of the Budget Committee meetings of September 19 and November 7, 2011, the Curriculum and Instruction Committee meetings of September 27, October 18, and November 22, 2011, the Facilities, Support Services and Technology Committee meeting of October 12, 2011, the Faculty Affairs Committee meeting of September 26, 2011, the Research Committee meeting of September 22, 2011, and the Student Affairs Committee meetings of September 21 and October 12, 2011.

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Approved as submitted at the Policy Committee meeting of January 30, 2012