

WAYNE STATE UNIVERSITY
ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE

June 12, 2023

Present: D. Aubert; L. Beale; J. Fitzgibbon; r. hoogland; M. Kornbluh; P. Khosla; J. Lewis; B. Roth S. Schrag; N. Simon

Absent with Notice: N. Rossi

Guests: Rob Davenport, AVP FP&M

I. UPDATE ON FACILITIES

Davenport was invited to Policy to discuss the new scheduling and “district” implementation of work orders that support workers’ ability to respond more readily, making information about building coordinators and work order information more readily available, and updating staffing issues.

Facilities, Planning and Management (FP&M) has begun the roll out the operations and maintenance service delivery transformation program. Davenport shared a slide deck with Policy that will also be shared with building coordinators, deans and chairs at upcoming roadshows. FP&M will focus on four pillars: preventative maintenance centric culture; performance management; customer engagement; expense management. Setting up a preventative maintenance culture and program requires six steps: equipment foundation; maintenance strategy; workflow management; maintenance execution; operating reviews and reporting; continuous improvement and innovation. Several of these steps have been completed (i.e., equipment in the TMA work order system, job plans, planning and scheduling is now active).

Linda Beale pointed out that workflow management had been a significant issue for some time. Davenport confirmed that has been resolved and people are now sitting in the chairs. Productivity is increasing, and the idea is to bring focus to each area so that people are not multitasking; tradespeople are not doing inappropriate administrative tasks; and administrators are not doing trades work.

Davenport shared the response matrix with Policy designed to ensure that when an emergency work order comes in, it will be immediately acknowledged, responded to and finished within four hours. This information is reported to Dave Massaron (VP, CFO) monthly.

Beale asked what would happen if she reported a problem in a building to somebody she knows because she does not know how to submit a work order. Davenport advised reporting to the building coordinator or to somebody who understands how to call it in or put in a work order online. Building coordinators are a central part of this program. Their role is to make sure that it is appropriately entered into the system and responded to in this time frame.

Provost Kornbluh questioned if anybody could see where a work order is in the system. Facilities is currently tweaking TMA to allow for that and anticipates it being done within the next 60 days. Beale noted it is important to have it done before the fall because people need to know the status of a work order they placed. They also need to be able to easily find building coordinators. Last semester, for example, Richard Pineau (CLAS) could not determine who the

building coordinator was for an issue in the STEM building. If information is available and easy to find, much faculty frustration around these issues will be eliminated.

Naida Simon complimented FP&M for fixing a problem in FAB within 24 hours, though she still does not know who the building coordinator is for the building. Beale added that she had reported a problem directly to Davenport about the custodians not knowing how to fill the new soap dispensers: she was able to do that because she knew she could write to him directly to ensure it was done. But everyone should be able to easily find whom to contact to get something done. Jane Fitzgibbon suggested listing the building coordinators on the FP&M web page. This information should be easily findable—no more than one click away from the home page. Davenport agreed to include a tile of building coordinators on the front page.

Davenport outlined the service request priority definitions of emergency, urgent and routine, and the structure around those categories. When a work order is placed with the call center or entered online, the reporter's perception of the priority will not be disputed. As the work order is completed and closed out, an automatic survey is generated out of the system and sent to the initial requester of the work order. This is one way they can get feedback. Only 5% of the work orders receive a survey response, which is an industry standard. Quarterly surveys will go to the building coordinators and semiannual surveys will go out to deans, chairs and BAOs because feedback is essential for improvement. Beale recommended including the chair of the Senate's FSST Committee on surveys.

Davenport shared the FP&M organization chart for hard services facility management (trades and team engineers). Custodial and grounds are not included in the chart but will be soon. The transition requires considerable work. Currently, they are configured in sectors, and they bid on sectors. The new agreement was just ratified, so as they work with it, custodial and grounds will slowly become a seamless team. Jim Brock (SrDir, FP&M Facilities Ops) is at the top of the organization. Eric Karteczka (Dir., Operations Engineering) and Ken Mason (Dir., District Operations & Maintenance) are the two regional directors who have district associate directors within each of the four districts. Mike McCanney (Dir., Central Operations and Maintenance Support) oversees the central team, and it is his responsibility to manage the data—an important feature the university never had in the past. How is the reporting system doing? How is being utilized and is it being utilized properly? Is everybody engaged in the process of using the workorder system? If good data is put in, they cannot get good data out.

The message to be conveyed with these roadshows will be a recognition of past problems and information about the teamwork that should now ensure that every work order will be handled appropriately. As this becomes more reliable, people will feel more comfortable utilizing it. The central team is also managing data for the custodians: rather than handling that centrally, there will be two regions and three districts within each region. The call center will take phone or online work orders, determine whether it is an emergency or urgent request, and then follow the outlined response matrix. McCanney also oversees the call center team.

The program will go live soon, and the pilot is currently under way with two call center associates (with overlapping shifts) and Answer United for work order service after hours. (In the past, work orders arriving after 3 pm were handled by a reference to another area for dispatch of an engineer by radio, without any record of overnight activity.) The call center will handle calls through the regular procedure after hours and on weekends, with work orders created and tracked no matter the time. The quest is to not lose touch on anything that happens after hours.

Beale asked whether the outsourced call center can appropriately perform the processes for making sure things get done. Davenport confirmed they have our work order system within their system, as well as the contact list and escalation call tree. If an urgent workorder needed to be reported at night on a weekend, it can be handled by reporting to the call center. Beale asked where people can find the number to the call center. Davenport responded it is on the facilities web page. Beale pointed out that people who do not normally make those kinds of calls or deal with work orders need to be able to easily find this information on the website's home page, similar to the need for building coordinators to be easily findable within one click. Davenport confirmed there is a 'submit a work order' on the home page. Beale worried that the 'submit a work order' tab may not seem like the best way to inform facilities about an emergency –perhaps that needs to be made clearer.

Kornbluh noted that a search for “Wayne State University call center” takes you to the Facilities webpage, but there is too much text before a person seeking the call center can find a phone number. Davenport confirmed the page is under redevelopment. Beale stressed that it must be easy to locate this information—a highly visible tab for emergency contact. Davenport agreed to socialize the call center number so in the event of an emergency it is easily located.

Davenport provided a sampling of the reporting that is now coming out of the WebTMA/PowerBI dashboard. Completion rates have been going up month over month: there was less than a 5% on-time completion rate in April but a 20% on-time completion rate in May. Industry standards indicate we should be at 98% on routine work orders and 100% for anything urgent or an emergency. One issue we have is that personnel forget to close work orders when the work is completed, so McCanney and his team are focusing on planning and scheduling.

Beale asked whether the dashboard is what Davenport expects people to look at for information on work-order status. If she were to report a work order to the building coordinator but wanted to track the progress, is there something she can look at that is clear and easy to find? In her view, the dashboard is meaningless; if you want people to respect facilities, it has to be something that they can understand in order to find out what has happened with the concern they raised. Davenport agreed to create something that was more user friendly. During the roadshow, FP&M will also provide monthly reporting at the AD level.

Davenport provided an overview of the communication and escalation process of work requests. When a work order comes in, the call center dispatches it to the associate director who then forwards it to the planner/scheduler. The planner/scheduler schedules a technician (engineer or tradesperson) to work on the request. To triage the situation, the planner/scheduler calls the individual that placed the initial request to verify the situation and ask for more details. This ensures the right person is sent to the right place at the right time. Although the call center has limited purview, it can dispatch the order to the right district that includes that building. From there, the associate director keeps in contact with the building coordinator and the individual that put in the work order to ensure constant communication. Ideally this gets done so quickly that nobody would ever need to check up, although that functionality is available so that TMA can provide that detail to anybody requesting it.

Beale again noted the importance of the information and process being easily findable on a website: there could well be other people who notice an issue beyond the person who first reported it. People should have a place to check whether a problem they noticed has already been reported. Davenport said the building coordinator and the call center “play interference” on multiple requests for the same issue.

Policy members agreed on the importance of various issues raised here: (i) FSST should serve as a sounding board for FP&M on how to handle issues; and (ii) there should be highly visible/easily findable a) contact number; b) building coordinator information, c) click to file work order request, and d) system for checking on status of submitted work orders. renee hoogland suggested having someone translate this into something that is accessible to people, making the process more user friendly.

II. APPROVAL OF POLICY PROCEEDINGS

The Policy Committee proceedings of May 22, 2023 were approved as amended.

III. REPORT FROM THE CHAIR

Presidential Search: The provost reported that the Board has given every indication that they are ready to make an offer to one of the presidential search candidates and that we will have a new president introduced to the campus in the relatively near future. There are a number of rumors going around, so he has conveyed to the chair of the Board the importance of making an announcement soon. It was Beale's understanding that the Board will not hold any interview sessions for various groups such as Policy, Council of Deans, Student Senate Executive Committee, and no 'town hall' style session for the campus community generally.

Proposed Budget Cuts: The budget team will attend Dean's Council tomorrow to share the proposed cuts.

Chief Diversity Officer Search: Kornbluh provided an update on the CDO search. There is a committee that is interviewing five tenured professors who are interested in being the interim chief diversity officer and there are bids from search firm to do a national search. The national search will be delayed until we know who the new president is going to be and ask whether they would prefer to have a CDO report directly to the president as opposed to the provost before we do a contract. Although there will be a national search, Kornbluh promised the interim candidates that they could put their name in for the permanent CDO.

VPR Search: Kornbluh confirmed there is an ad for the VP for research, but they are not going to come back with any names until late August. The provost is waiting to discuss with the new president how to modify the ad to include a description of the new president. The long description of the outgoing president was removed from the ad as requested.

IV. REPORT FROM THE SENATE PRESIDENT

Approval Memo for the Center for Gender and Sexuality: Policy members approved Beale's draft of an approval memo for the Center for Gender and Sexuality.

Approval of Memo to the Provost on the AI Subcommittee Preliminary Report: Jennifer Lewis had raised concerns about the ad hoc subcommittee's preliminary report because she had hoped for more inclusion of additional considerations about syllabi in the report. hoogland was in support of the memo; however, she was not in support of creating major editorial changes to the report at this point. Beale agreed. This was the preliminary report distributed to the plenary, and that is the one Policy must use. They had agreed to send an email to all the faculty and staff urging them to include something in their syllabi and that they consider using the academic integrity module in some way. The full report may be included, or just a memo from Policy. The provost already has that report, so this memo is to make it official that the report is being given to

him. He had agreed to do something with faculty orientation in OTL and encourage DOSO to consider it as well. The student code of conduct and general issues around AI will be on the September plenary agenda. Policy still has some work to do and will continue to work with the ad hoc committee.

Centers and Institutes: Beale provided an update on the issues around the creation of centers and institutes. Regarding the translational neuroscience institute, she was pleased to learn that interim VPR Tim Stemmler had made progress in terms of the agreement that has been signed by President Wilson, School of Medicine Dean Wael Sakr and institute director David Rosenberg that provides for the \$20 million gift which will be an endowment for a new institute (which is what the translational neuroscience initiative will be becoming). This institute was funded substantially by the university over the last several years. \$2.5 million will be provided from multiple university offices that will fund operational costs/instrumentation. OVPR, SOM and the WSU Foundation have agreed to provide salary supplements for the director and another associate director. President Wilson plans to provide a temporary charter to the Center.

Beale also reported that everybody is now in agreement that the Center for Emerging Infectious Diseases is a CIAC II center, not a college center under medicine, and they need to come forward through the CIAC II Committee, do a self-study and have an adequate budget plan. One of the problems was they were counting on revenue from Paul Kilgore's (EACPHS) vaccine lab as funding, but many facilities doing that kind of testing have closed, so the odds that they will get the kind of revenues that they were projecting from his lab are not high. Kornbluh added that he chaired that meeting and insisted it should be a CIAC II center: there was no commitment in that meeting of any substantial university funding. It needs to be structured the right way, and he tried to convey that School of Medicine centers have to go through governance.

Graduate Council: Beale met with Ed Cackett (Chair, Executive Committee) and essentially agreed that the process that has been going on in Graduate Council about graduate faculty status is not working very well, and they will try to work together on a draft over the next two to three weeks. On the issue of faculty of record, the Executive Committee is working on a draft that will be shared with Policy. Cackett is becoming the chair of his department and cannot stay on Graduate Council, so Beale pushed to get these things done while he is still chair of the Executive Committee.

Faculty Titles: Beale reported that she received a complaint about teaching faculty titles: at a recent conference, a teaching faculty member did not use 'of teaching' in their title. She recommended the Provost's Office encourage teaching faculty to include their full title when they make presentations, since it can be misleading if titles do not include 'of teaching', 'of research', 'clinical'. Kornbluh pointed out we will have some departments with more professors of teaching than professors.

Senate Budget Committee Meeting: The Senate Budget Committee is meeting on Friday, June 16 from 11 a.m. to 12:30 p.m. This is the meeting to set tuition, so Policy members are welcome to join as guests.

Upcoming Farewell Events: Beale reported on a number of upcoming farewell events. There will be a campus-wide farewell social gathering for President Wilson on June 21 from noon to 2 p.m. near the south entrance of the Student Center Building. There will also be a reception for the president at the Tierney house on July 18 from 5 to 7 p.m. The retirement reception for Marquita Chamblee (CDO) will be held on June 21 from 4 to 6 p.m. in the FAB atrium.

Enrollment: Beale reported overall enrollment looks better with a .96 increase. Kornbluh explained the budget is predicated on a near 3% drop in enrollment. Graduate enrollment is running slightly ahead and undergraduate enrollment is running significantly ahead. It is possible that against past trends, students are deciding earlier, and we have made orientation available earlier. This information is based on who is registered, so at this point it is hard to tell. It is possible that the state money will reverse the decline in the number of 18-year-olds going to college, and we could see some increases across the state.

V. COMMUNITY ENGAGEMENT AWARD GUIDELINES

Policy discussed the draft of the community engagement award guidelines and was supportive. Beale will suggest to Sara Kacin (Assistant Provost, Faculty Development & Faculty Success) some edits as well as a brief, easily readable communication that goes out from the provost announcing the establishment of the award, followed not too long after by an email from whatever office is going to oversee the intake of nominations to all faculty/academic staff/academic administrators calling for nominations and self-nominations.

VI. DEI COUNCIL DRAFT DOCUMENT

Kornbluh reported that the President's Cabinet objected to much of the original draft assigning the DEI Council responsibility for making policy in a particular area, so he had done some edits to make clear that the DEIC is advisory to the Chief Diversity Officer. Beale noted other language in the document that does not work well. She suggested that she work with Brad Roth on either comments to Marquita or suggested edits.

VII. PRESIDENTIAL TRANSITION DOCUMENTS MEMO

Beale reported that BOG chair Mark Gaffney asked that all the deans and officers provide certain materials for a transition book for the new president. The documents shared for us to provide from the Academic Senate include a memo with information derived from the bylaws and statute, paraphrased to make it less formalistic, Senate and Policy Committee proceedings from last year and the Academic Senate Bylaws.

VIII. STUDENT SENATE REQUEST RE UROP COMMITTEE

Beale reported an issue with the UROP subcommittee. Roth explained Patricia McCormick (CFPCA) had taken over the subcommittee, but she could not get people to convene and the subcommittee has ceased to function. Beale suggested reconstituting a Senate subcommittee. The committee process built more accountability into the system and that should be continued. Roth agreed and recommended including faculty who are prepared to participate to systematically judge the applications and provide feedback to Matt Orr (Program Coord., UG Research) about how this is functioning and how it might be further amended. He suggested reaching out to people who have sponsored UROP grants so that we can re-establish the subcommittee. Beale will reach out to Orr for a list of names from which we can pick six people. She will then reach out to determine their willingness to serve.

IX. NAMING CAMPUS BUILDINGS MEMO

Beale reported that President Wilson had apparently suggested to a donor that the \$20 million gift for naming the translational neuroscience institute could also cover naming the iBio building for this same donor. Gaffney requested a memo from the Policy Committee. The majority of the

Board apparently agrees with Beale that one \$20 million gift is not sufficient to name a center and a building, but a Policy memo explaining our perspective may help. Beale understands that Wilson did not consult with Vice President David Ripple, General Counsel Mike Poterala, Provost Kornbluh or VPR Stemmler on this iBio question.

Secondly, Board member Marilyn Kelly has proposed naming State Hall after Wilson without any fundraising effort, in spite of the many connections Wilson has that might be approached. That issue needs to be addressed as well. Lewis suggested decoupling the memo from Wilson to focus on the fundraising opportunity that is important to the university for naming buildings: surely any naming must have a minimum price. Beale noted that idea will clearly need to be emphasized, but the State Hall naming cannot readily be decoupled from Wilson since that is the issue that will be before the Board. Hoogland thought that under these circumstances the memo should be 'and' rather than 'either/or'. The Joint Appropriations Committee has approved \$30 million towards a new law school building, and the university committed \$15 million to get the type of building desired. We want a naming donation, but it will be a challenge if we name the largest campus building without any fundraising. Pramod Khosla agreed with Lewis on the principle and politics but thought Policy should make a statement on this issue. Kornbluh noted naming policies usually allow the president to waive requirements.

Jane Fitzgibbon questioned the term “quasi-success” for the Ilitch School of Business. Beale explained \$40 million was not enough (i.e., did not include any provision for parking or enough of an endowment for the ongoing support required). Additionally, the Hilberry project set a \$10 million goal when they originally thought it was going to cost \$50 million instead of the \$70 million actual price tag: only a relatively small gift of \$7500 was received from Valade to name the Jazz Center. Most universities sell seats (a name on a brass plaque on the back of a seat), room names, the box office name and the building name.

Policy members voted unanimously in support of the memo, with a commitment to provide any suggested edits/comments within the next 24 hours.