

WAYNE STATE UNIVERSITY  
ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE  
April 1, 2024

Present: D. Aubert; L. Beale; S. Chrisomalis; L. Clabo; D. Donahue; r. hoogland; P. Khosla; J. Lewis; N. Rossi; B. Roth; S. Schrag

Guests: Dave Greco, III, Director of State Relations; Mark Schweitzer, VP Health Affairs

I. UPDATE ON SCHOOL OF PUBLIC HEALTH PLANNING

VP Schweitzer met with Policy to discuss the status of the proposed school of public health (SPH) and the 10 working groups assigned to plan various aspects of the school. Approximately two and a half years ago, former President Wilson started an exploratory committee to look into starting a SPH. The exploratory committee was mostly positive, but had a few concerns. A critical concern was financial sustainability. Another concern was that the incoming president should be able to decide whether to go forward.

President Espy is enthusiastic about starting a SPH. This university began as a medical school, and an appropriate bookmark would be to have a SPH. The second reason is the disadvantaged among our student and Detroit community: southeast Michigan and Detroit are the prototype for the need of better public health. Detroit is ninth of the 10 least healthy cities in America and the only large city on that list. By almost all measures of health standards, Michigan is in the lower half. We also have a strong nexus with public health—a long standing Master of Public Health (MPH) program, a successful undergraduate degree in public health and various graduate degrees that are related, though indirectly, to public health.

Schweitzer noted that having a SPH will bring a recognition to the university's public health programs that is different from having a public health department or program. Further, we are an R1 university, so we miss out on grants since 98% of grants in public health go to SPHs rather than programs. Understandably, the best students want to go to a SPH rather than a program. There has been only one SPH in Michigan since shortly after World War II, even though five new medical schools have been added since then. The state is over-investing in medicine but under-investing in public health. Schweitzer added that the faculty are generally enthusiastic about the opportunity. The administration has some funding committed from Wayne County; an earmark in the federal budget; and a likely large allocation from the state. The goal is that the SPH be budget neutral by year five or six, including increasing student numbers. Because the campus is somewhat overbuilt for its needs today, there is physical space, though in need of renovation.

Linda Beale requested a summary of the funding we expect. Schweitzer responded that the federal earmark is \$1 million; Wayne County is \$1 million; the state likely will be in the \$20 million plus range. Additionally, we have funds flow verbally committed from both Henry Ford Hospital and from Wayne County (in addition to that million dollars).

Beale asked what resources are necessary for hiring the additional faculty needed for accreditation. Schweitzer explained that a minimum of 21 faculty administratively located as part of the school is necessary, and the majority of those are currently at the university. The major recruit likely will be biostatisticians, who would likely also bring additional graduate students—an added benefit regardless of the SPH.

Beale noted we have been losing biostats faculty instead of retaining them. What is the assessment on hiring possibilities? Schweitzer indicated his debriefings of those who left revealed two main reasons: (i) there was no department of biostatistics in which they were supported, and (ii) they had no graduate students. That would be addressed by having a new SPH.

Steve Chrisomalis asked Schweitzer to explain the required programs. Schweitzer responded that accreditation requires two doctoral programs and three concentrations within the MPH program. One of the first tasks of the working groups (each with Senate representation) is for the faculty/curriculum/degree working group to consider what PhD degrees should be offered. It is likely that the SPH would concurrently start both a masters and doctoral-level biostatistics program. Whether those programs would have a graduating class by the time we were accredited is hopeful, but not mandatory if we have another two PhD programs.

Beale indicated that she understood that one possibility under discussion was to combine biostatistics and epidemiology. She wondered if Schweitzer could provide an overview of the other areas under consideration. Schweitzer confirmed that possibility as well as gerontology, toxicology and disaster communications. Genetics is possible, but unlikely. There is a PhD in social work with an environmental sciences concentration that might also be brought into the school in some way.

Jennifer Lewis noted there are a number of gerontologists in the School of Medicine. Schweitzer agreed there is a nidus of students and faculty in that area: Wayne State's SPH would be about top 20 in NIH grants the day we start the school. It would be good to start a school which would be a high-level school in the country from the date it is begun.

Noreen Rossi asked how the SPH would interact with the existing Institute of Gerontology (IOG). Schweitzer responded that recommendations would come forward from the working groups, and faculty also can voluntarily move into the new SPH. Clabo noted that IOG, which already has a significant research presence, will not be administered under the SPH since it is a CIAC-II entity, with faculty in several different departments. A new SPH, however, is an opportunity for the IOG to increase its research through contractual relationships.

Beale noted the Institute of Environmental Health Science (IEHS) is a center that had been mentioned as possibly becoming a department. Schweitzer noted the process intends for these decisions to be faculty- and stakeholder-driven rather than dictated from above.

Clabo noted that there are some things that have already been determined. The MPH program will move to the SPH because it is required for accreditation, though it is possible that some of the current faculty will not choose to move with it. Similarly, the public health baccalaureate degree in CLAS logically should be in the SPH, rather than in a different school/college. The important thing is that the rules for faculty do not change. New faculty hired as SPH faculty will be expected to bring in 50% of their salary in grants. As said from the beginning, however, current faculty may decide to move or stay, and the rules will not change because a faculty member moves.

Chrisomalis noted that in anthropology there are faculty who are cross-appointed in gerontology, and there are faculty cross-appointed in public health. They are not likely going to move over to a new SPH. He asked whether affiliation opportunities will continue to exist. Clabo agreed that interdisciplinary work is important to the idea of this SPH. It would seem illogical not to make those opportunities available. Schweitzer pointed out that there will be an advantage in that the secondary appointment would be in a school rather than in a department.

Rossi noted that accreditation requires at least 21 full time faculty. Will it be problematic to have a significant number of affiliated faculty? Schweitzer noted that the 21 full-time faculty may primarily be research faculty—perhaps 19 research faculty and two teaching faculty. The school would need another 20 faculty to cover the curriculum. Twenty-one is the minimum, but in all likelihood, there will need to be at least 30 faculty associated with the school. Beale added that the accreditation standards assume that there will likely be affiliated faculty as well as full-time faculty so affiliation of the anthropology faculty would present no problem. Schweitzer agreed, noting that the accreditation agency works with university because it is important to get new schools accredited.

Beale pointed out that timing does come into play in the planning, because the accreditation of a school requires two years after the MPH accreditation is completed. Schweitzer noted that the MPH is in the process of being accredited, which should be decided in roughly a year and a few months.

Chrisomalis noted that many of the working groups—such as the communication group on which he is a member—have not met, even though there was a rush to appoint in the fall term. Schweitzer responded that there are a few groups, considered ‘least important’ for accreditation, that have not yet met. He has focused first on the areas most relevant for the accreditation document that should be mostly completed by next fall. Those are curriculum and degree offerings; accreditation; community engagement; finance; and preceptorships. Beale noted that it was surprising that neither the communication nor finance group has met.

Chrisomalis added that it will be important for the chairs of the groups to communicate with the university community, so people are not left wondering what is taking place. Clabo agreed: faculty who are interested in moving this forward need to be engaged. We do need to have all the committees meet. Beale suggested a message should also go to members of all of the working groups about where the planning stands and what is currently under discussion. Clabo said a town hall took place at the end of the fall semester, so perhaps it would be a good idea to conduct another at the beginning of fall 2024. That will require broad participation prior to the town hall.

Beale asked Schweitzer to outline his expectations for development by the end of the semester and over the summer. Schweitzer noted that key groups will meet weekly, such as the faculty-curriculum-degree work group. The executive committee, made up of the chairs and co-chairs of those groups, plus other key personnel such as the provost, the president and the dean of CLAS, met for the first time last Friday, and will continue meeting biweekly or monthly through the semester. Each of the work groups should have at least two meetings before the end of semester. He also indicated he would work on improving communication. Clabo noted there is already a website that should include minutes or updates or other information to ensure people are aware of developments.

## II. POTENTIAL FACULTY ROLES IN LOBBYING AT THE STATE LEVEL

Beale had talked briefly with Dave Greco at the last Foundation Board meeting after his update on Lansing developments. They talked about ways to better use faculty expertise and involve faculty in talking to legislators and staff. Beale asked Greco to share his view of what might be possible to get faculty meeting with legislators/staff so that they have a better sense of the broader topics and a deeper understanding of the university. In particular, it is important that they understand what happens in a university beyond developments in STEM disciplines, which they hear a good bit about.

As director of state affairs based out of Lansing, Greco does Wayne State’s day-to-day advocacy with the state legislature, state departments, the governor’s office, other obvious stakeholders and

associations in and around Lansing that interact with the state legislature. There are three areas that offer opportunities for interaction: (i) direct appropriation opportunities, (ii) grant opportunities with different agencies and departments outside of the state appropriation process, and (iii) opportunities for subject matter experts to assist departments, agencies or the legislature. For example, the School of Medicine works with firefighters and police associations in the state to do first responder PTSD services for those who have suffered a first responder incident. Greco's office works with the police and firemen's associations to seek an annual appropriation that runs through the School of Medicine. Recently, the College of Engineering worked with the Michigan Economic Development Corporation to create talent action teams to address the expansion of semiconductor work in Michigan, with the idea that Wayne State engineering graduates can help create a pipeline. Regrettably, Wayne State has not developed opportunities for subject matter experts well since our work has tended to be primarily focused on state appropriations. An example from U-M is annual state revenue-estimating conference to determine the state's financial outcome: U-M experts present to the legislature and work with the Department of Treasury and fiscal agencies to project revenues.

Greco summarized that the university has a strong system in place for appropriations, there is a growth opportunity in the grant space and there is a significant growth opportunity in the subject matter expert space. The question is how to engage faculty and others in the process to increase those opportunities. He is hopeful that this conversation helps to outline what opportunities might exist and how best to begin utilizing them.

Regarding the two examples (Engineering working on semiconductors and the School of Medicine on the first responders), Beale asked how those came to the office and what led the office to work with those schools to develop the contacts. Greco responded that those were brought to Wayne State by external parties wanting the university's support—the State Department in the semiconductor case. There are other examples for which the idea originates in the university and then is brought to the government affairs team: one example is Social Work Dean Sheryl Kubiak, who directs the Center for Behavioral Health and Justice, and brought an idea to the government affairs team. The team worked to get some additional funding and then later worked on further opportunities.

Beale suggested it is important to understand how this has worked to determine how we can achieve more substantial impacts. What led the external departments to come to Wayne State rather than MSU or U-M? Greco said sometimes it is just luck, but he has focused on building stronger relationships with agencies in Lansing so that it will be possible to engage when the synergy makes sense. In some instances, it is because of our location or because staffers or legislators have learned about Wayne State subject matter experts through a third party. When Greco was hired about 18 months ago, there was no long-term strategy in place: that is a work in process now.

The Michigan Legislative Council as a nonpartisan entity researches and drafts bills for the legislature. At one point the Council needed graduate students in information sciences to help them build repositories/databases for their research so that they could easily access earlier research requests. We responded to that opportunity but there was no systematic follow-up to help us take advantage of similar opportunities in the future.

Rossi observed that these opportunities are a complex interaction of various people and agencies, but it seems that the university has primarily adopted a passive approach of hoping the legislators or other agencies recognize our expertise and contact us for help. Might it help if you were better equipped to provide information regarding the scope of expertise on campus? There may be things that the state needs that they do not even know they need or that we are able to do for them

that they do not realize we can do. Is there some plan moving forward to broadcast the expertise that exists in ways that help them recognize us as a potential partner?

Greco noted that there is a formal timeline and process for direct appropriation and grants, so President Espy has created working groups to help ensure we capitalize on opportunities. A university resource development group will consider the various funding opportunities, including state appropriations and grants. The goal is to formalize a process in which we prioritize and systematize the requests, looking ahead 12 months in terms of setting priorities, engaging with the deans and faculty and determining what process to follow in pushing matters forward.

There is less of a framework at this point for the subject matter expert. To be successful requires more interactions for Greco, VP Patrick Lindsey and COS/URO Melissa Smiley with the faculty to learn about their expertise so that it is possible to connect what faculty are working on with potential opportunities in Lansing.

One example is the interaction with Varun Vorha (Dir., Michigan Poison and Drug Information Center) to connect the poison center with the legislature on matters relating to toxicity. If there is legislation coming up on use of nitrous oxide, Vorha can be suggested as a subject matter expert on issues from the perspective of emergency departments and the poison control center. These relationships must be built over time as the government relations staff learn about faculty research and learn about legislative and agency areas of concern. Obviously, Greco cannot talk to everyone in the university, so there needs to be some process for establishing that knowledge about areas of research and interests. As he learns what faculty are doing, his day-to-day job is to observe what is happening in Lansing and create those connections. It will also be important to find like-minded legislators that can be connected to university faculty to build relationships so that those linkages happen more organically.

Lewis noted that in the past she went with former Director of State Relations Gregory Bird to meet legislative analysts who work in education. This work probably is a fourth area of opportunity, since it was working with legislative analysts who help legislators have a better understanding of what educators at Wayne State do and how to better prioritize. That was a productive relationship since the staff visited her in the Detroit schools and she would visit them in Lansing, leading to an ongoing conversation. Once a comfortable relationship had been established, she could suggest to them that they had been funding the wrong programs—because they could see what is being done in Detroit and the difference it has made. The relationship is necessary because otherwise they do not see firsthand the situation and cannot really understand the concerns and approaches used. That was friend-raising and allyship-building. There was no direct ask for funding, but a chance to let them see work done in the field and allow faculty to see how the staff use what they know. It was meaningful and had a long life after the original meeting that did shape policy in small ways.

Beale agreed that we need to find more ways to have legislators get to know faculty, which requires having Greco get to know faculty. Perhaps it could be Greco arranging a meeting of one or two faculty in a particular field with various analysts who might be interested in that area, or other meetings of a small group of faculty with legislators and their staff—talking in the morning with one group and talking in the afternoon with another group and having lunch with somebody else. Beale's sense was that we need to have them better understand the story of what a university is. That includes understanding what faculty do, so that when they have an issue that they do not understand or when they see a problem, they would have some idea that this university has people who know about that area. Calling it a fourth area of opportunities might make more sense because it is pure relationship building. For example, if Chrisomalis talks to staffers about what anthropologists and social workers can do together about some subject matter, there might be a time when they have an idea for something that could assist the legislature in

making a decision about that matter. There would be a relationship because of the interaction that could make that possible. Beale noted that few faculty seem to have been invited to meet staff or legislators in Lansing. Rossi emphasized that the university needs to be active rather than passive by arranging meetings and initiating contacts.

Danielle Aubert asked about representation of Wayne State on larger issues, such as the importance of supporting higher education. There was a group called Growing Michigan Together Council focused on higher education and reversing the Michigan brain drain. Greco noted that the government affairs office works both at the association level and on the institutional level to advocate for operational funding for the university and for universities generally. Wayne State, as part of the Michigan Association of State Universities (all 15 public universities), worked with that council, which recommended free pre-k through 14. Ultimately, the governor's budget only proposed free community college.

Greco added that there are plans for more active engagement with faculty. For example, the president has talked with her leadership team about planning for the May 7 Advocacy Day, for which each college/school will be asked to send two representatives. The focus will be the importance of general operational funding for the university's success. Each person attending will have an opportunity to share something from their own expertise or something interesting within their school or college. The office will be coordinating these kinds of meetings regarding the impact of higher education.

Clabo suggested it would be worth considering having legislative staff visits to campus. We can maximize visits by getting those staff to meet for coffee with faculty by fields of interest—like Lewis described, treating it like philanthropy: it is relationship building that grows over time. It may not be that they call Rossi the next time they have an issue on pediatric nephrology, but they may do so the time after that. When we get staffers on campus, though hard to do, it changes the nature of the relationship. We need to go there, but they need to come here, too. Beale added that when they come here, they need to meet faculty in a process that allows for genuine conversations so that they get to know who we are. That is the way we get the story of the importance of higher education across—through those one-on-one relationships. That is more important than big events where a few people say something about what faculty across the university are doing.

Rossi agreed the staffers are key because they tend to stay in that work and provide information continuity, especially with the current term limits. Having been a congressional staffer, Beale confirmed that many ideas come from the congressional staff because they have met people working on the idea and can present it to the person who has to decide. They look for good ideas to put forward: if we can have a role in that, it would be good.

Lewis commented that Greco's role seems to be directed primarily at procuring resources for Wayne State, but it is also important for the university to let the legislature know how best to benefit students generally. That is not about getting a particular funding line, but rather about having a broad influence as a university that conducts research. Rossi added that is also true for deployment of health care. The Upper Peninsula is devoid of nephrology, for example; Wayne State needs to attract students to train in that field and work there. That does not benefit the university directly, but the training we offer should ensure them a good job in a community that will benefit from the health care they provide. That is important.

Greco agreed that these are important expansions of the subject matter expert/relationship part of the role. These kinds of interactions that do not ask for money help us when we ask for money. Greco hopes that his interactions will demonstrate why it is worth their time to get to know Wayne State: knowing that, they will see the value added for the state. Similarly, if they have

relationships with people at the university and trust that we speak with expertise, we can indicate our support or opposition to legislation and have an influence. That is clearly the long-term goal. He also agrees with developing relationships with staff who decide substantial matters because of their own knowledge and sources of information. If we are utilizing the university, we must be cognizant of how we are utilizing the staff. It will require a strategic approach to engaging staff, to ensure that we are interacting with the right staff.

Damecia Donahue suggested that expanding opportunities for this kind of engagement should not exclude academic staff. They have an understanding of a range of activities that legislators and their staffs are often not informed about.

Clabo noted that legislators and staff may have long-established relationships with people from U-M or MSU who have helped them shape policy, but we must take every opportunity to help them see that if policies relate to urban environments, they should consult with the university located in an urban setting rather than those non-urban universities. If the legislature is considering policies that impact urban health, it needs to consult with those who live, practice and do scholarly work in the city. Greco suggested that historically we have been hesitant to broadcast that message of being an urban research institution, and as a result, there has been an increasing mission creep on our space from the other institutions. Wayne State has worked for 50 years in urban health from prenatal through postnatal to gerontology, but we have failed to let the state and legislators know. MSU grabbed our thunder and got a \$20 million grant for infant health in the city, claiming that no one was doing that work!

Lewis added that just talking with people is not enough: university faculty should be taking people into the settings in which they work. For example, walking people through a Detroit school so they see our students working with children provides a compelling story. She worked with legislative budget analysts from western Michigan who had earmarked funds for those parts of the state. After they came to Detroit on Opening Day and saw the work that we were doing in the urban setting that was different, they understood the value. Beale shared a similar anecdote from the first year she came to Detroit and participated on a bus tour over three weekends with other newly hired faculty and some people from the metropolitan area. She sat with a woman in her forties born in Detroit whose family had moved out when she was a baby. The woman had never been inside the city limits since, and her mother had urged her not to participate in the group tour, since “the city would be too dangerous.” Yet the woman was thrilled with the experience and delighted to learn that Detroit was not the crime-ridden city her mother had imagined. It is important to find these kinds of opportunities where faculty can talk to staffers and legislators in small groups and can show them what they do: that is profoundly different from reading about it in a brief news story.

Beale suggested that Policy and Greco should continue considering ways that faculty who would be interested in meeting legislators or hosting staffers can be enlisted for this kind of programming. Ideally, there could be meetings on campus and/or meetings in Lansing that allow legislators and staffers to meet and greet university faculty. Greco suggested verbal or written updates from government affairs, which can start to curate a list of interests, willingness to engage and then consider how to create those engagement opportunities. Perhaps we can pilot the idea the next time we have staff or legislators on campus by having a conversation of how to build out their day. They may not have a full day, but we might have a two-hour block to give them an informal tour with opportunities to meet with one or two small groups of faculty. There may be opportunities to expand that outreach on campus and in Lansing. Based on those events, more opportunities for conversation can be created. He suggested Policy members could share any ideas with Greco so that they can work together on engaging the entire university community more actively.

### III. APPROVAL OF POLICY PROCEEDINGS

The proceedings of the March 25, 2024 Policy Committee were approved as revised.

### IV. REPORT FROM THE CHAIR

May commencement: Commencement is around the corner. There are six school/college ceremonies and one PhD hooding ceremony. Arrangements have been made to bring greetings on behalf of the Academic Senate with various Policy members participating in different ceremonies. Clabo noted that some changes have been introduced to reduce repetitions in the script.

The distribution of the faux diplomas had been done by anonymous staff since Covid, but these ceremonies will return to having the deans on the first stage so that the students get their diplomas from someone from their own college in regalia. We heard from students that they like that center-of-the-stage moment, with their diploma in their hand and their name on the big screen. Clabo has asked deans to ensure that students continue at an even pace rather than talking with some, because if they are overlong, families get impatient. We will continue to use the AI-generated system that allows students to read their own names: it worked well and avoids the mispronunciations that causes people to cringe.

Fall Opening: The Office of the Provost is now planning for Fall Opening. The combination of opening events and move-in days last year made some think the festivities were focused only on residential students. This year move-in will be Wednesday and Thursday, and fun activities will be Friday, Saturday and Sunday. Students will be settled in, with the traffic jam out of Anthony Wayne Drive before the fun. The block party will be on Friday night at the athletics complex to start a series of deeper engagement between athletics events and students, by letting them know that it is a short walk across the bridge from main campus. The faculty brunch was enjoyed by faculty and will be continued on Sunday morning before convocation.

Unless Policy objects, the plan is to move New Student Convocation back to McGregor. Even though it is somewhat crowded, it creates a sense of excitement and seems more appropriately academic. Keast Commons did not work, since it looked too sparse in an empty field; people came and went too easily; the stage presented accessibility issues because of unlevel ground, and it was too close to FestiFall. New students and their families appreciate the gauntlet walk from the McGregor convocation, in which faculty, staff and leadership line both sides of the sidewalks as they walk towards FestiFall. Because of interrupted sight lines at McGregor, planners are considering having screens on either side of the stage. Also, McGregor feels more academic to Clabo than the carnival stage with the wiggly stairs. There were also accessibility issues at Keast Commons because of the unlevel ground.

Rossi asked what happens if there is a downpour. Clabo responded that New Student Convocation has been cancelled in the past for a terrible downpour, while FestiFall was simply rebooked to another day. If it is light showers, the program goes on.

Mellon Foundation grant: Sr. Assoc Provost Faculty Affairs Boris Baltés served as PI of the Mellon grant temporarily, but now that former Provost Mark Kornbluh has retired, Graduate Dean Amanda Bryant-Friedrich will serve as PI. She was already given oversight responsibility for the Pathway to Faculty program and assisted Kornbluh on parts of the Mellon grant proposal, especially the new faculty mentoring piece. She has served with the steering committee and has experience managing large grants. Both the Mellon Foundation and the steering committee were supportive of that change.



Budget hearings: Clabo announced that the Budget Planning Council (BPC) is almost at the end of the budget hearings. The hope is that recommendations will avoid across-the-board cuts by making determinations about where some investment can support growth/generate revenue and where existing funding or programs are no longer moving the university forward. Those are tough decisions, but BPC members seem to agree with that direction forward. Clabo noted her special thanks to those who have served on the BPC, as it is a substantial amount of work during each winter term.

#### V. REPORT FROM THE SENATE PRESIDENT

M. Roy Wilson portrait ceremony: The M. Roy Wilson portrait ceremony will take place on April 2 at 4 p.m. in the undergraduate library. Beale cannot attend because of her class, but suggested that a Policy member could attend in her place, if possible.

Student Senate resolution: The Student Senate recently passed Resolution 2324-18 Declaration of March as Arab American Heritage Month. Policy discussed the rather aggressive approach that some of the students have taken towards faculty to push for specific curricular changes. They also discussed talking with students to encourage earlier discussion with Senate members on curricular matters. It would also be helpful if chairs, directors and others let faculty know that they do not need to respond personally to queries from student organizations if they see them as problematic. Beale will reach out to the Student Senate president to talk about processes, and the provost will also approach the Student Senate from her leadership perspective.

#### VI. FOREIGN INFLUENCE POLICY AND FAQ DRAFTS

Policy discussed the draft foreign influence policy, draft FAQ and existing website under the Research Division. The concern is that the foreign influence policy is only on the research integrity website, and the FAQ draft deals (except for one vague and short example) only with research issues. Policy has noted the need for the policy and FAQ to correlate appropriately with the consulting disclosure requirement and to indicate that there are two different reasons for disclosure: research relationships and relationships with a listed country—such as Pramod Khosla’s teaching in China. While this information and the forms need to be incorporated under research integrity, they probably also should be easily available under the faculty affairs part of the provost office website.

Members were further concerned that the FAQs as drafted were poorly written. They were vague, did not provide enough context to be helpful and did not begin to answer the questions faculty will have about the two different kinds of disclosure—i.e., research disclosure and "bad countries that a faculty member has a relationship with" disclosure. Beale suggested bringing the full Foreign Influence Policy Committee to another Policy Committee meeting. She also asked Policy members to send their concerns about particular questions from the FAQ, wording of the policy document and items from the website that were noted as inaccurate.

#### VII. MARKETING AND COMMUNICATION REPORT (FINAL)

Policy members discussed particular oversights or inclusions that were problematic in the marketing document.

Aubert pointed out the only Board member interviewed was Terri Lynn Land. Also, the crisis management information seems outdated. renee hoogland was overwhelmed by the use of marketing jargon, though the document seems generally to make sense. Chrisomalis noted the College to Career page is nebulous because the initiative is nebulous to date. To identify students

whose experiences highlight the goal requires that there be a clearer explanation of the initiative than received to date.

Clabo pointed out we have asked generalists to do all these specialty things. If we can actually hire specialists or bucket people's work in their specific field of interest or specialty, we might improve the result.

Khosla noted we have a marketing department in the Mike Ilitch School of Business with 22 faculty experts. Why are we constantly bringing in people from outside and not using our resources? As a graphic design faculty member, Aubert pointed out she does not have time to do graphic design for the university; however, it would be valuable to consult our own faculty expertise on ideas as they develop.

---

*Approved as revised by the Policy Committee via email April 12, 2024.*