WAYNE STATE UNIVERSITY

ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE

January 27, 2020

Present: L. Beale; P. Beavers; V. Dallas; r. hoogland; D. Kessel; C. Parrish; B. Roth; N. Simon;

W. Volz; K. Whitfield; A. Wisniewski

Guests: Dawn Medley, Associate Vice President for Enrollment Services; Catherine Kay, Senior Director for Financial Aid

The items marked with an asterisk constitute the Actions of January 27, 2020.

1. RaiseMe and Heart of Detroit Tuition Pledge: Provost Whitfield began the discussion saying that higher education has to respond to the affordability of education and must find ways to help students matriculate. We cannot continue to only think about the students that come in the fall. We need a pathway for people to get a degree or nothing will change. The STEM building is on target to open in the fall. Its purpose is to better engage the Detroit area. We need to tell potential students that we want them to come here. If we provide financial assistance and tell them we want them to come here we open the possibility that they’ll come. The first floor of the STEM building is designed for K through 12 students.

RaiseMe

Ms. Medley said that the university has three different engagements with RaiseMe that serve three different purposes.

First is a microscholarship platform that allows us to recruit students to come here as first-time freshmen. The Office of Financial Aid has a structure where students can earn microscholar-ships starting in their freshmen year in high school by doing such things as taking advanced placement classes, having leadership experience, getting As in their courses. The behaviors incentivize students to develop a mindset that college is possible. This allows the university to communicate with students in their freshmen year in high school that we would not be able to do otherwise.

The second engagement is like the first one except that it targets transfer students. The enrollment office contacted some students at the larger community colleges and incentivized behaviors that they think will transfer to a four-year institution. We have not seen the percent-age of growth of transfer students as we have had for FTIACS. Not only are FTIACS declining so are the number of transfer students in the midwest and nationally. The economy and immigration policies also affect enrollment. When the economy is good students may prefer to work. Travel bans affect international students who would otherwise study in the U.S.

The third engagement with RaiseMe is a pilot program. Wayne State is the first institution in the country to use the pilot program. We asked RaiseMe to help us build a program where we could incentivize microscholarships based on retention behaviors, such as students meeting with their advisors, going for tutoring, using the writing center, going for supplemental instruc-tion, registering for a certain number of hours. We piloted this program with 600 freshmen this

Proceedings of the Policy Committee – January 27, 2020 Page 2

year. The program began in summer 2019 prior to the students’ full-time enrollment with such activities as orientation, getting their ID, having an extra visit on campus, meeting with a faculty member in the department. The enrollment office will evaluate whether the program helped retain students and they will decide whether the program should continue for the second year. Policy members asked whether there was verification of the points and were told that this is self-reported behavior.

The cost of the FTIAC program for one year is $60,000, the cost of the transfer program for one year is $30,000, and the cost of the pilot program for one year is $125,000. Funding for the FTIAC program and the transfer program comes from the institutional budget for recruiting students. The one-time funding of the pilot program is from salary savings and a system upgrade.

Students sign up for RaiseMe with their high school guidance counselor on the RaiseMe platform to follow Wayne State. Almost 600 colleges are on the platform. If students do certain behaviors and report it on the platform, that is used in calculating their microscholar-ships if they come to Wayne State. The students self report. Wayne State can verify at any time with the high schools if students did what they report. If students do more than what is required they will earn more scholarship money but the money earned will not exceed the cost of attendance. Ms. Simon asked if students would receive scholarship money through the RaiseMe program if their parents paid the full tuition, and Ms. Medley said the student would get the scholarship. Ms. Medley believes that if the student engages early and does more than the program requires, they will earn more scholarship money than if they did not engage and received financial aid because they are better prepared. The university can top up the RaiseMe money to the level of Warrior scholarship or that type of award.

Several members commented that it sounds like the RaiseMe program is not in most cases ‘real’ scholarship money since those students would likely receive the same amount of funding even if they hadn’t done RaiseMe: it is merely appearing to allocate funding for ‘desired’ activities that would ultimately be allocated to the student anyway,

This is the third year we’re participating in the program. Policy members asked for data on the number of students who enrolled who had participated in RaiseMe, the number whose financial aid awards were higher than they would otherwise have been because they had engaged in RaiseMe, and the number admitted who would likely not have been admitted except for their participation in the program. Ms. Medley said that the university’s scholarship criteria focus heavily on ACT and SAT scores. Ms. hoogland thought students who did not meet our admission requirements but were admitted because of their participation in RaiseMe would be at greater risk for failure than students who meet the requirements. Provost Whitfield said that such data would show if we have made a good investment. Ms. Medley said that the university is working with the City of Detroit and the Detroit Public Schools Community District (DPSCD) to imbue students with the mindset of going to college and developing college behaviors. As a result, we might see more students who are more competitive for college. The individual institution decides the amount of scholarships it will award for the activities students complete.

At the meeting, Dawn Medley indicated that the Heart of Detroit Tuition Pledge is part of the RaiseMe program. In the RaiseMe program they want students to take more competitive classes, visit colleges, become financially literate, and complete the FASFA. 26,000 high

Proceedings of the Policy Committee – January 27, 2020 Page 3

school students follow Wayne State in RaiseMe. Policy Committee asked for additional data: how many students who participated in RaiseMe in the second year of the program were admitted to WSU. *[After the meeting, Policy Committee learned that participation in the RaiseMe program is being waived for the students admitted to the Heart of Detroit Tuition Pledge program for fall 2020.]*

Enrollment Management used to pay for lists of students who took the ACT, the SAT, or the PSAT. We had a direct e-mail campaign and waited for students to respond. These tests are focused mostly on high school juniors and seniors. In Michigan many students do not take the standardized tests until late in the junior year. It is more difficult to find students and create a relationship with them. Dawn Medley indicated that she thinks RaiseMe gives us an earlier connection with students than if we wait until the junior year. We used to spend $100,000 to purchase the names from ACT and SAT to be used for direct mailing and marketing but we have had diminishing returns from that process. We continue to purchase ACT/SAT names, however, though only for those in northern Ohio and Chicago. Enrollment Management cross lists the information from the tests with the RaiseMe program. If a person’s name is on both lists the College Board or the ACT gives us a credit of 41 cents for each name.

Ms. Medley was asked what Enrollment Management would do if they had more resources. She would like more admissions counselors so they could cover all areas of Michigan and northern Ohio more than they do now. Detroit’s high school population continues to shrink. We need to look outside the state. Ms. Medley needs two more admissions counselors to serve the Detroit region. They would help students create a college-going mindset. This is the first year the DPSCD has committed to funding a guidance counselor in every high school. If admissions counselors had time they could teach students how to pay for college and where to get the money.

We have students commuting from Canada even though crossing the border is difficult every day. Some Canadians don’t come here because of the hassle. The university has begun a program with Jackson College. They need more education, entrepreneurial, business, and industry majors. Ms. Medley would like the university to provide services to adult students and adult returning students outside the 8:00 to 5:00 work hours. Mr. Roth suggested that volunteer faculty and students might be mobilized to take Wayne State to the outlying areas. Ms. Medley said that at the end of the winter semester there would be more information how we can continue to involve faculty in student recruitment. She would like to involve faculty with recruiting in Detroit.

Ms. Dallas pointed out that offering dual enrollment courses attracts students. The dual enrollment program allows high school students to earn college credit while they’re still in high school. Ms. Medley said that dual enrollment gives WSU an advantage because all univer-sities do not accept dual enrollment credit.

Ms. hoogland suggested that the university might have a program where students who are undecided about an area of study could visit regular classes to help them decide. She’d like to see such a program offered throughout the year.

Proceedings of the Policy Committee – January 27, 2020 Page 4

Heart of Detroit Program

Ms. Medley explained how the program developed. A program, the Detroit Compact, morphed into the Detroit Promise program. Wayne State has been a promise institution since the inception of the program. The Detroit Promise, like the Kalamazoo Promise, is supported by an external foundation. Students who graduate from a Detroit high school and meet certain requirements will get a Detroit Promise scholarship that they can take to any institution. The Detroit Promise scholarship gives students $500 towards the cost of their education. Wayne State absorbs the remainder of the cost. The Detroit Promise is a last dollar in fund. Students are required to complete the FASFA. If they receive Pell Grant money that money goes to the institution to help offset costs. If students qualify for any of our merit scholarships that money may offset costs. If they receive a RaiseMe scholarship that money offsets costs. If any of the cost remains, Wayne State has agreed to fund those costs as the last dollar in.

Three and one-half years ago when the administration looked at the way our financial aid and scholarship programs were structured, we were offering a lot of money to students who stayed here for two years and then transferred out. Our average test scores and our retention rate were not increasing. We had a lot of students who got big scholarships and then chose to transfer out. We restructured our financial aid and scholarship programs to support students in full because most of our students get money from both sources. That is when the Access award was created. The university fills the gap for students who have an Expected Family Contribution (EFC) of $0 to $5,000. We apply any federal grant, state aid, and institutional award to tuition. Whatever is left, the university fills the gap.

Over the past several decades there has been a significant drop in the number of residents in the City of Detroit and an even bigger drop in the number of high school age students. Because Detroit is the largest city in the state, when other institutions recruit students they come to Detroit. The Heart of Detroit was set up to target this population of students to keep them in the city. It is funded the same as the Access Award. However, there are students who qualify for the Heart of Detroit award that may or may not qualify for the Access Award or may or may not receive a merit award. The Heart of Detroit award is a last dollar in award that recognizes students who graduate from Detroit high schools and students who live in Detroit and graduate from high schools outside the city. Ms. Medley anticipates that this award may bring 100 to 125 additional freshmen to Wayne State. It allows us to go head-to-head with the students who may consider going to Michigan State University or the University of Michigan.

Ms. Beale asked if there was a difference in academic requirements and in funding for students who receive the Heart of Detroit award and those who do not receive the Heart of Detroit award. Ms. Kay said that students who are not eligible for the Detroit Promise award and are not eligible for the Access Award might be eligible for the Heart of Detroit award. Students who receive the Promise award need an ACT of 21. They may be fully admissible but not receive the Promise funding. Students who may not be eligible for the full Access amount because their EFC is just above the threshold for a Pell grant would benefit as well. People in the low middle income range would benefit. Financial aid is not a line item in the budget. They track students based on Financial Aid’s tuition discount model. Three and one-half years ago Financial Aid doubled the net tuition revenue on the freshmen class from $11 million to over $23 million. They anticipate that this tuition discount will keep them in the 43% tuition discount rate. Any increase in the cost would be offset in that percentage based on the number of

Proceedings of the Policy Committee – January 27, 2020 Page 5

students. Other students who would benefit are those who are able to cover their full tuition and fees but fall below the level at which we would have given a merit scholarship previously. When we figure financial aid we do not include the EFC as a resource as some institutions do so students can use those resources to buy books or pay for transportation and housing. The university will not require a student to be financial-aid-eligible in order to receive Heart of Detroit funding, but based on the number of students who enrolled in the last four years and do not need financial aid, Ms. Medley thinks that will result in at most two new students who need no or little financial aid enrolling and receiving Heart of Detroit funding. Over the next five years the program will cost $2 million, spending $500,000 per year for each cohort.

Policy Committee asked whether students in Hamtramck and Highland Park were included in the Heart of Detroit program. Ms. Medley said they wanted to focus on the City of Detroit but could possibly expand later. Provost Whitfield said interest has been good in supporting the program.

Ms. Beale mentioned that the Heart of Detroit Tuition Pledge was announced after consulting only with Kim Trent, the Chair of the Board of Governors. No other members of the Board knew about the program. Nor was the Academic Senate consulted. Ms. Beale commented that consultation about such programs would be wise. If the Senate had been consulted, the issue of including students who graduate from schools in Hamtramck and Highland Park probably would have arisen at that time. Many people who live in Detroit don’t make a distinction between Detroit and Highland and Hamtramck. Many residents of Highland Park are underprivileged. The decision is negative and excludes hundreds of students.

Mr. Parrish commented that these types of programs are subject to criticism because they appear to be mostly symbolic. They affect hundreds of students. However, if students don’t score 21 on the ACT they are not eligible for the Detroit Promise. Many graduates of the Detroit public schools and charter schools have ACT scores below 21. These programs do not address the urban educational experience in Detroit.

Ms. Medley responded. The Detroit Promise does require an ACT score of 21. The Heart of Detroit program is for students who are admissible and have less than 21 on the ACT. The Heart of Detroit is not symbolic. It is a real opportunity. The Detroit Promise is a sliding scale based on the high school GPA. It is likely that a student with a 2.75 GPA and an ACT score of 18 would be admitted to the program. The students are interviewed by APEX and the VIP. Enrollment Management would consider admitting a student with an ACT score of 17 ACT and a GPA of 3.0. Ms. Beale asked if they were applying exactly the same admission criteria in these cases as in every other case. There was not a clear answer.

The price of tuition and fees at Wayne State for an academic year is $14,000. That does not include transportation, parking, books, and the cost of living on campus. Pell grants provide $6,000. Gap money from financial aid, student loans, and jobs cover the remainder of the cost. Mr. Volz spoke about the importance of the university providing jobs and internships for students. Financial aid is at the heart of the viability of Wayne State. We should make opportunities for students. Mr. Beavers pointed out that units have to live within their budgets and may not be able to afford hiring students. Provost Whitfield and the committee members talked about the need for students to be financially literate. He believes students need to

Proceedings of the Policy Committee – January 27, 2020 Page 6

understand how much money they need for the four years and how to manage their behavior so they can afford college.

To understand the cost of a college education, people need to have access to information about the real costs and we need to package that information so they understand it. Ms. Medley said that there are links on the student account website that shows the actual tuition and fees. The financial aid packet walks the students through the estimated cost of books, travel to campus, and living expenses. The information includes the estimated cost of housing for the different options, i.e., living on campus, living near campus, and living at home. They give the average cost of living on campus. The cost varies depending on the accommodations students select. Ms. Beale noted that the tuition calculator and the cost of living information on the university’s website are not connected but should be, so that a student can easily see all of that information in calculating their college costs.

Research

Mr. Parrish commented on the report the Vice President for Research submitted to the Board of Governors for the Board’s January 31 meeting. Wayne State, he said, maintains itself as a higher education research institution. We are funding our infrastructure for research out of undergraduate tuition. After World War II NIH gave us funding for direct costs of research plus overhead for maintaining the institution. The state provided funding to build infrastructure. Both those sources of support are declining. It will be a crisis for an institution like Wayne State. The only significant increase we had in research funding for the period 2016 to 2020 was an accounting change: Vice President for Research Stephen Lanier started including the money the Karmanos Cancer Institute gets for research and clinical trials in our totals. Otherwise, our NIH funding is essentially flat. In 2016 we received $21,000,000 from NIH and in 2019 we received $22,000,000 from NIH. If we are going to remain a research 1 institution we have to address this issue. It will require deft leadership at this institution. Mr. Parrish questioned whether there is such leadership here.

Ms. Beale mentioned that at the Budget Committee meeting on January 27 a faculty member in the School of Medicine said that the university is not maintaining the genome core research facility even though we supposedly are funding the core. Researchers go to Michigan State University and the University of Michigan to use their genome core because ours is not equipped to do the research needed. In the past, funding for use of our core facility was part of the grant request. Now, researchers say they cannot include that since the genore core facility here is generally inadequate. We get less money from NIH because we are no longer supporting the core facilities appropriately.

[Ms. Medley and Ms. Kay left the meeting.]

 2. Report from the Chair:

a. Provost reported that people like the Faculty Impact Newsletter. The next issue will be on faculty engaged in Detroit. In late March the issue will be about faculty success and student success.

b. The Provost is making progress in getting funding from the Division of Research to support undergraduate research. He would like the Senate to figure out how to include research in the undergraduate curriculum and thus involve more students.

Proceedings of the Policy Committee – January 27, 2020 Page 7

\*3. Proceedings of the Policy Committee: The committee approved the proceedings of its meeting of January 13, 2020, as submitted.

\*4. Committee to Revise the Acceptable Use of Information Technology Resources Policy: Policy Committee appointed John Rothchild, Professor, Law, to serve on this committee. Mr. Rothchild is now the university’s chief privacy officer. Because he holds that position he asked that he serve ex-officio. Policy Committee agreed with his request.

\*5. University Research Grant Committee: One of the faculty selected to serve on the Arts and Humanities Subcommittee of the URG no longer wants to serve. A replacement was selected.

 6. Availability for Committee Meetings: Policy Committee members discussed the difficulty getting some faculty to accept appointments to committees and the difficulty in scheduling Senate committee meetings. When the Senate President sends memos to deans about the election of faculty and academic staff to serve on the Senate, she always writes that they should be available between 1:30 and 3:30 once a month on Wednesday. Provost Whitfield asked Ms. Beale to send him a statement about attendance at meetings that he could give to the deans to encourage members to attend meetings. Ms. Beale thinks that faculty and academic staff who serve on committees should get a minimal acknowledgement of their committee service including a small stipend.

\*7. Agenda for the Senate Meeting: Policy Committee reviewed and approved the agenda for the February 5 Senate meeting.

 8. Undergraduate Research Opportunities Committee: Mr. Roth mentioned that one of the recommendations of the committee is to appoint a standing committee to oversee the competition and handle policy issues and issues that arise over time. The report of the UROP committee will be presented to the Senate at the March 4 meeting. Ms. Beale suggested that the committee might talk with the colleges about emphasizing research for undergraduates. Provost Whitfield suggested that PC consider whether an existing committee might take on this work.

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Approved as modified at the Policy Committee meeting of February 10, 2020.