WAYNE STATE UNIVERSITY

ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE

February 24, 2020

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

K. Whitfield; A. Wisniewski

Absent with notice: r. hoogland

Guests: Susan Burns, Vice President for Development and Alumni Affairs; Brian Escamilia, Director of Development Communications; Gayle Foley, Foundation Relations Officer; Tracy Utech, Associate Vice President, Principal Gifts, and Campaign Director

The item marked with an asterisk constitutes the Action of February 24, 2020.

1. Bold Moves: Provost Whitfield informed the Policy Committee that the university is preparing for the next capital campaign, of which a key pillar will be a number of transformational ideas or Bold Moves. Ms. Beale serves on the Bold Moves planning committee and invited Vice President Burns to talk with the Policy Committee. Faculty involvement in understanding the priorities is critical to a successful campaign.

Ms. Burns said that as the last campaign was ending she knew the next campaign would have a higher goal. To reach that goal the university will have to raise 160% of the $776 million raised in the last campaign because FMRE will no longer be included. We need to attract philanthropists who will make gifts of $1 million and more, similar to what our peers are doing. The Development Office will look at the priorities of the schools and colleges and work with the strategic planning process. They want to encourage big ideas from faculty that could pique the interest of philanthropists.

Mr. Escamilia stated that the plan is “to identify and develop large-scale, transformational ideas, to build on the strengths of the university, and to create significant fundraising opportunities with donor investors” who are capable of making multi-million dollar gifts. It is an initiative for faculty, staff, and students to explore their knowledge and passion and use their imagination to create a project or program that will make a significant impact at Wayne State, the city, the region, or elsewhere without regard to the cost.” They want people to be bold and inspired to act. At the end of the process they hope to have strong priorities that will attract multi-million dollar donors, that might inform the next strategic plan, or that emerge as unit-based ideas that might match the interests of major donors.

The Educational Advisory Board (EAB) put together a best practice plan that identified challenges and opportunities. Donors want to have an impact and connect with faculty and students who are involved in the projects they support. EAB developed case examples and created processes for other colleges and universities, including criteria and scoring that the institutions modified to identify large-scale ideas that were meaningful to the institution and that had the potential of being transformative and of interest to large donors.

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The Bold Moves Steering Committee will generally follow the process EAB developed for preparing and submitting proposals. The process will be transparent, widely communicated, and easy to understand. The steering committee will define the criteria, the time lines, and scoring. Vice President Burns said that they want the proposals to focus on the strengths/emerging strengths of the university. The proposals should not be solely for capital projects but should include academic and university community projects of broad scale. The proposed criteria are that the projects be transformational, compelling, building on a WSU strength (“Warrior Strong”), distinctive, collaborative, and enduring.

It will be a two-step process. There will be an initial RFP or call for ideas. The abstract should be about two pages in length. The Development staff will work with the applicant on the second step to develop the proposal and submit a complete application. They will work to bring together people who submit proposals with similar themes. The goal is many submissions: even if an idea isn’t one of the primary 5 or so selected for emphasis, it may become a department or college priority or a project that matches a donor’s interest. Selection of a proposal does not guarantee funding; it guarantees exposure. The steering committee will screen submissions. The committee is co-chaired by Provost Whitfield and Vice President Susan Burns. The other members are Ms. Beale, Vice President of Research Stephen Lanier, Dean of Students David Strauss, Professor of Science and President of the Academy of Scholars Wei-Zen Wei, and Chief of Staff and Vice President for Marketing and Communications Michael Wright.

Mr. Parrish suggested that several more faculty should be added to the steering committee. The current composition means that administrative considerations will be heavily weighted. Ms. Utech said that EAB recommended the composition of the committee as a way to encourage submissions. A possible way to increase faculty involvement would be to increase the number of faculty who review the second round of submissions. Limiting the number of faculty decreases the appearance of bias that might reduce the number of faculty who submit proposals.

The call for abstracts will go out April 1, 2020, with a return date of November 1, 2020. The project will be widely publicized. During this period, Development staff will meet with faculty assemblies and with individuals. They will work with senior faculty encouraging them to submit abstracts and to assist junior faculty in preparing abstracts. The steering committee will review the abstracts between November 1 and December 1, 2020. Invitations to submit a full proposal will be sent out on December 1 with a return date of March 1, 2021. The steering committee, perhaps with additional reviewers, will select the applicants that will be asked to submit the full proposal. That public announcement is currently slated to take place on April 1, 2021.

After the projects are selected, members of the Development staff will speak with individuals who are capable of donating significant amounts. Members of the University Foundation will meet with other foundations to make connections and to get feedback. Bold Moves is a key component of the capital campaign. It will overlap with school and college priorities that emerge but that are not part of the Bold Moves process. There are leadership or presidential priorities. There may be cabinet and dean priorities. Donors also may identify needs within the university that the Development office will pursue. In the fall they will begin working with the schools/colleges/units on their priorities that fall outside the Bold Moves project. The priorities will be coordinated with the strategic planning process.

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Provost Whitfield asked where named faculty positions could fit in the campaign. The Policy Committee and the Provost have advocated for that being a priority for fundraising for a long time. Development staff suggested that should be done at the school and college level. The deans and department chairs have to be involved. The Provost saw it being a project where the school/college priorities overlap with the presidential priorities. Mr. Escamilia said his team creates proposals and materials around such projects. They have a number of endowed professorships on behalf of the major gift officers in some schools and colleges. Ms. Beale pointed out that after the last campaign Development said it would definitely make a broader range of endowed professorships and endowed chairs a significant focus of the next campaign. A range of faculty titles with some support, not necessarily for $5 million, as well as endowed professorships, should be a presidential priority. Ms. Burns repeated that she sees this as school/college priorities. She sees presidential priorities as being about such issues as health. Ms. Beale said that if a presidential priority is not to inspire faculty and increase their recognition, then we have a problem because faculty are the university and faculty titles contribute to the reputation of the university. Endowed professorships need to have a higher priority in this campaign.

Ms. Burns said that the President supports the idea of increasing faculty endowments. Ms. Beale countered that that is different from having faculty titles at various funding levels as a very high initiative and creating the kinds of materials that help donors understand the importance of faculty titles. All of Wayne State’s peers have many more named titles for faculty. They are a reputational factor for the entire university. They attract donors and they affect them. Provost Whitfield added that if named professorships are included in other initiatives they might not be as visible as if they were stand-alone initiatives. Ms. Burns said that the President would set the priorities, not the Development Office. However, Provost Whitfield pointed out Ms. Burns would discuss the priorities with the President. We have many faculty who are of the caliber to have such distinction. They add prominence to the university. He supports the recommendation of the Policy Committee. Ms. Beale stressed that support donated for named faculty titles is not for salaries. It is to support such activities as research, travel expenses for students to attend conferences where they can share their knowledge with others, and other activities that add to the university’s reputation.

Ms. Utech noted that the public phase of the campaign will not launch until the staff has raised half of the campaign goal, which is estimated to be 2025. Campaigns usually last eight or more years from the beginning of the silent phase.

Mr. Beavers believes that a Bold Move has to be directed at undergraduate education. We should publicize the fact that our general education requirements were revised and that we have well-prepared students who are admitted to law schools and medical schools. We should have more special educational opportunities for students, such as travel abroad.

Wayne State, Mr. Roth stated, has a comparative advantage as an institution. We have nationally and internationally known faculty who work with undergraduates. That puts us at an advantage over most of the Michigan public universities that don’t have the quality of faculty. Our faculty are much more accessible to undergraduates than are the faculty at the University of Michigan and Michigan State University. Wayne State’s accessibility, including financial accessibility, can attract a lot of attention particularly with respect to donations. There is no obvious place on the website to donate money for such things as undergraduate research or

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undergraduate study abroad opportunities. These educational opportunities are fundamental to a college education.

Ms. Simon thinks that supporting students to study abroad would be a big selling point for donors. Many students would love to study abroad but they cannot afford it. Mr. Roth added that donors would remember the transformative impact of their own study abroad experiences as undergraduates. Ms. Beale thinks there would be support for the sustainability efforts in which students are interested. Mr. Volz mentioned the possibility of focusing on driverless vehicles, transportation corridor from Ann Arbor to Michigan Central, labor, or the quality of the Reuther Archives. Ms. Dallas said that transportation is an issue for many of our students. It would be beneficial if the university could partner with someone who could create transportation to and from campus. Parking is very expensive and she thinks students would take advantage of such transportation even if they had a car. Mr. Beavers said that would accompany this year’s theme for interdisciplinary hiring of faculty: the social and environmental determinants of health. This should be very attractive and relevant for southeast Michigan.

It was suggested that the Development Office have a website where people interested in interdisciplinary work could post their interests so others could contact them or where they could look for someone with whom they’d like to work.

Other ways to attract donors and participation of faculty were discussed. An employee in the Development Office could be paired with a faculty member in a college. Areas of support might interest donors, such as an endowed chair in Middle Eastern studies, or expanding the ethnic rooms. It was mentioned that it is the job of a dean to identify faculty who might be involved in projects/programs.

[The guests left the meeting.]

1. Faculty Appointments: Provost Whitfield and PC members discussed problems related to the hiring of faculty with appointments in two departments. The faculty must be clear which is their primary appointment, i.e., where there tenure will be.

3. Report from the Chair: Provost Whitfield arranged for Policy Committee to tour the STEM building.

1. Report from the President:
2. The U.S. Department of Education’s Course Program of Study will affect most of our students. Policy Committee wants to meet with the university administrators who are in charge of implementing the program to discuss the ramifications for our students.
3. Three candidates for the position of Vice President for Finance and Business Operations will visit campus next week. Members of the Senate’s Budget Committee will meet with them. Policy Committee asked that they also meet with the candidates.
4. Some members of the Board of Governors expressed interest in attending a Policy Committee meeting. Policy Committee asked Ms. Beale to arrange a meeting.
5. Initially students who were admitted under the Heart of Detroit Tuition Pledge program were required to participate in the RaiseMe program. That requirement has been waived for the 2020 applicants for the 2020-21 academic year.

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1. The College of Liberal Arts and Sciences re-instated a policy of notifying all lecturers whose contracts expire this year that they will be terminated.
2. Oakland University is asking the state to institute floor funding for state universities. It would be detrimental to Wayne State because that does not take into account the higher cost of graduate instruction and research.
3. The employees of the Wayne State Press that were fired have been re-hired.

\*5. Proceedings of the Policy Committee: The Committee approved the Proceedings of its meetings of February 10 and February 17, 2020, as submitted.

6. Agenda for the March 4 Senate Meeting: Policy Committee reviewed the proposed agenda.

7. Reports from Standing Committees

a. Ms. Simon chairs the Student Affairs Committee. At its February 19 meeting the new bursar Patrick Beirne told the committee about the functions and policies of the office. Cheryl Kollin, Director, and Kate Bernas, Associate Director of the University Advising Center, spoke about the Excellence in Academic Advising Project.

b. Mr. Roth chairs the Curriculum and Instruction Committee. He reported that the CIC and the Faculty Affairs Committee held a joint meeting with Provost Whitfield and Boris Baltes, the Associate Provost for Faculty Affairs and Associate Vice President of Academic Personnel, about the Provost’s interdisciplinary hiring initiative.

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Approved as submitted at the Policy Committee meeting of April 6, 2020