

**WAYNE STATE UNIVERSITY
ACADEMIC SENATE
PROCEEDINGS OF THE POLICY COMMITTEE**

April 12, 2021

Present: L. Beale; P. Beavers; L. Lauzon Clabo; J. Fitzgibbon; R. Hoogland; C. Parrish; N. Rossi; B. Roth; N. Simon; R. Villarosa; Rohan E.V. Kumar; Amanda Powe

1. Approval of April 5 Proceedings.

Approval was deferred until Amanda Powe, the Senate's new secretary, has an opportunity to settle in and assist in preparation of minutes.

2. Research Facilities at Scott Hall.

Rob Davenport, Associate Vice President for Facilities Planning and Management, provided an update on research facilities at Scott Hall. He first explained how cooling plants work. The cooling tower is a large unit that is a water-cooled device. Water cascades down the coils, and the fans drag air across those coils and up through the unit. The chiller makes chilled water that is then used to cool the building. A typical condensing unit outside of homes is a combination of a cooling tower and chiller, called a dry cooler or a DX cooler. When it rains, it is cooling the refrigerant. The devices bring return air into the building, mixing in the box with outside air. The outside air come across a filter bank. If heating, the air goes past the heating coil. If cooling, the air would go past the chiller and perhaps also a humidifier.

The cooling tower at Scott Hall is large, with four units holding 12 thousand gallons of water. The challenge is to fill the cooling tower in 2 days to start the season, which is usually done in mid-April when Detroit temperatures are about 49 degrees with overnight temperatures in the 30s (and sometimes lower). The towers cannot be filled too early or the water will freeze, nor can they be filled too late, since cooling won't be available when needed. Every year staff attempts to get the timing right. The process to start a cooling tower, particularly at Scott Hall, can take up to a week and a half, because the tower is filled and water is treated. The procedures are designed by the internal Water Management Committee with a clear document governing tower startup. This year, temperatures zoomed to 15-20 degrees above normal, so the start-up was unexpectedly late. Scott Hall's proximity to the DMC also created an issue with respect to the startup. As the cooling tower operates and brings air into the fans, it brings water with it. If that water has legionella in it, it may be sprayed over the community. In the startup process, we introduce a chemical to prevent problematic biotics like legionella.

On the chiller side, there is a closed-loop system whereby the water goes into the chiller to be cooled and then ultimately into the air handler to introduce cooling into the building. This too must be filled in the spring, treated, and emptied in the fall. Over the winter we usually take the chiller apart for maintenance. The end is taken off and inside there are tubes that run the length of the unit. We clean the tubes and replace and repair as we see fit.

It is quite complicated to get the cooling towers and chiller working together. The recent Scott Hall challenges included supply fan and return fan failures (illustrated in the slides). It took two weeks to get those fans running, and that impacted the third floor of Scott Hall. In the spring and fall (shoulder seasons), there must be moving air 24/7. If we are not moving air, we have real problems. In the spring and fall, if the chillers are closed or not running at capacity, it is important that the fans run. These problems began about the 25th of March. The seasonal startup of the tower and the

chiller combined with the fan problems to create the second issue. With the high temperatures throughout Scott Hall, we placed spot coolers to assist. This helped once done, but it did not happen until late Thursday and early Friday. Additionally, FP&M has changed both chemical providers and service providers for the towers, and that transition also caused some challenges with the startup.

Over the weekend we were able to start the chiller and tower. We have been running them both for 24 hours. Temperatures have stabilized and we have gotten through the most difficult part of the season, which is the startup.

Noting that this is a perennial problem but was ameliorated by placing spot coolers in critical areas Thursday or Friday, Beale asked why the use of the spot coolers didn't take place much sooner. Davenport explained that there was a communication problem: once he was aware of the issue, he and his team were able to respond. He had frank conversations this weekend with the team and thinks they have achieved a cultural change as a result. It included a phone conference Saturday to be sure that our program for Sunday was working properly. Phil Cunningham was on this call along with Rob Moon. There are great partnerships and resources, but it was necessary to get the right people involved. Beale followed up with a question of where the gap in communication occurred. Davenport stated it was regrettably within his own team. Building occupants raised the issue and let it be known that it was an extensive issue, but it did not come to Davenport until Thursday afternoon. He indicated that one of the most important emails he received was the one from Beale letting him know the extent of the problem, which allowed him to "peel the onion back."

Jane Fitzgibbon told Davenport that she had also reached out in March. Davenport replied that he had followed up on that with the electrical supervisor. That problem involved the variable frequency drives (VFD), essentially a dimmer switch for the fan motors. Three VFDs failed. When they fail, there are two things that can be done: (i) put them in manual to bypass the VFD or (ii) bypass them all together. Davenport had provided specific instructions regarding how the technicians should handle the problem, but instead of following those instructions, other unsuccessful attempts were made to resolve the issue without informing him. He was surprised that his instructions had not been followed.

Noreen Rossi thanked Davenport for his responsiveness and noted that it seems both climate and equipment were causative factors. Dr. Hazlett, vice dean for research, said that there are various studies about the aging equipment, so Rossi suggested that projects should be prioritized and put into the budget along with better communication to those working in the building. She added that she works in the basement of the VA and tells her students that she likes being there since she is with the people that run the hospital—the engineers and cleaning staff. When administration is out, no one notices; but when there is no one to empty the trash, we notice. There needs to be a way to make it clear that their jobs are important.

Davenport noted that was something he hoped to make work better. He is restructuring the facilities staff to better define roles for this reason. When he came to Wayne a year and a few months ago, the group developed mission and value statements based on preventative maintenance (PM). Every dollar put into PM saves \$3 later. If 80% of work is scheduled maintenance, most of the budget will be spent on PM and only a fraction for reactive maintenance. Today, however, only 10% is spent on PM so the deferred maintenance backlog only increases. PM pays future dividends. For capital renewal, best practices invest 2% of current replacement value back into the campus. With a current replacement value of about \$2 billion, Wayne should be spending 2% or about \$40 million annually, but our current average annual capital investment for deferred maintenance is only \$5 million. Lacking both a PM program and capital to invest is not a great combination. FP&M is

working to find more creative ways to invest by creating a best-in-class operation and maintenance program.

This program has 4 pillars. PM-centric cultures, performance management, engagement, and expense management. PM requires 6 key steps that include identifying each piece of equipment and putting it into a workorder system that will automatically signal need for a PM action, and attaching a task list to each work order. Workflow management will be a significant change. Currently, engineers and trade workers are largely autonomous, but this system will introduce planning and scheduling that will put PM and reactive maintenance workorders together into a fully scheduled week of work for each technician. Schedulers will then direct technicians to the proper place. From there it is about maintenance execution. Lack of appropriate performance management has created considerable wasted time. As the technicians become more productive with the refined workorder system, the university can limit its currently excessive subcontract spending by taking over the work.

Additionally, engagement with the people who need the work done is a commitment to the campus. There will be a clear response time for each workorder created—both in terms of acknowledging the need for the work and completion. No workorder will take more than 30 days before the situation is addressed and completed. This will be followed with various surveys to ensure that the work is being addressed appropriately. Currently, the maintenance trade group and engineers work in silos in a centralized model out of a single building, requiring many trucks and too much time spent moving around the campus. The new organization will have two regions (A and B) with 4 districts under those regions. Each district will have dedicated support staff, technicians in maintenance trades, and engineers. Technicians will for the first time have equipped mobile tool carts rather than driving back to base to get particular tools for each job. This will permit elimination of many trucks and of excessive subcontractor expenses. As the work environment becomes more reliable, the practices will be more predictable.

This model should go live in June and should result in better accountability, improved communications, improved operational performance, privilege of focus, and operating expense management. It is a huge paradigm shift. Sightlines/Guardian has been engaged to identify all the assets and get them into the system, as well as provide a facilities condition index score. We will know precisely where all equipment is and when it needs to be replaced.

Villarosa asked how the changes to arrangements for engineers and skilled trades would impact the people currently in those roles. Davenport reported that there has been open discussion with the maintenance trades' and engineers' unions and leadership. The goal is to have the right engineers and trades persons with the right skill sets in the right buildings.

Beale noted that Scott Hall has a limited lifetime, but researchers will need to conduct research there throughout that limited lifetime. How does FP&M expect to handle that issue in terms of the necessary improvements in a building that is slated to die? Davenport responded that some components are non-negotiable and must be replaced, like the malfunctioning fans. But there are different ways to cool a building. I-BIO, for example, has a large DX unit rather than a cooling tower. In future, the university should invest in dry cooling, but it would not be reasonable to do so for Scott Hall. Each issue will require choosing among possible options. Beale asked if dry cooling was less susceptible to the legionella issue, and Davenport answered that there is no legionella problem because there is no water. The startup and cool down can be done in hours if needed.

Rossi asked if there could be a central reporting number that anyone could call to report important issues. Davenport responded that the problem currently is that the workorder system is not reliable, and folks don't have confidence that the issue will be handled appropriately or timely. The new

process should address that. Those who do the work are ready for this, too, because they see a broken process. It is a middle management change within FP&M that was necessary.

3. Student Senate Course Information Matrix Plan.

Riya Chhabra, president of the Student Senate, joined by Nathan Chavez from C&IT and Marcella Eid, vice president of the Student Senate, joined Policy to discuss the course information matrix the students have been developing over the last year and a half. It is an online platform that will allow faculty members to upload syllabi and other materials that would provide students more information about their courses during the registration process.

Eid explained that students would like to see a class syllabus before registration. The rationale is that they have a better idea of what to expect, which is helpful when they must work while studying and need classes that fit their schedules. The syllabus may show what weeks have high activity and assignments. The Student Senate began by presenting the matrix to the CLAS faculty and hearing their objections and concerns. After further developing the matrix, the CLAS faculty had no further concerns, nor did the Council of Deans. The students hope the Academic Senate will also support the idea.

Chavez explained that his team supports Canvas, Zoom, and other programs that are used within Canvas. His department took on the project so that it could use Canvas capabilities. The matrix allows access to course materials, before registration, to the extent that faculty have selected documents for students to view through this opt-in model. The original discussion, in Fall 2019 when the project began, was to make the actual syllabi for courses available. Canvas offered an opportunity: “Wayne State University is a leader in the state and beyond with some of the work we are doing.” The project was on hold during 2020 but has continued now. The program is available at <https://cim.app.wayne.edu>. Faculty will be prompted to upload material, and students will be able to browse. Beale asked whether faculty can browse, and Chavez noted they can do so by clicking the “browse courses” link to gain access to the student view.

Faculty can share information under any or all of five topics: course description, course summary, grade weighting, modules list, and syllabus. The decision regarding what items to share can be made for each course. Content is displayed as it is in Canvas. A faculty member can open the Course Information Matrix and enable content to be shared for any course. It is an archive, not a predictor. Faculty are not expected to share course materials until a course has completed. Beale asked how far back it goes, and Chavez responded that it includes course content back to Winter 2018, which was our first semester with Canvas. Beale asked whether all those years would be shared even if not relevant. The answer was that all would be shared *unless* the faculty member selected only certain years, terms and courses.

Villarosa asked if there was an automatic clean-up and, if so, whose responsibility that would be. Chavez noted that the control is on the user level. Faculty would have to uncheck documents and select new ones. Beavers mentioned that he maintained a paper version of this in the library but thought this matrix would better serve students. Fitzgibbon asked if this pulls from a specific course page, and Chavez explained that it pulls from whatever is in Canvas. It will not show documents for a course that is not published.

The workflow starts with faculty visits to the site to decide which courses or terms they would like to share, that information is added to the matrix, and then students visit the Course Information Matrix to view all previously shared information. Beale asked if there were any issues related to faculty materials and ownership of them. Chavez noted that in order to access the system, you must

have an Access Id: no access is available externally. Beale suggested there should be a copyright statement in the initial webpages for the matrix, cautioning students not to share the professors' workproduct. Chavez indicated they would look into it.

Beale noted that the matrix is being described as voluntary and suggested there should also be an overall statement of purpose and expectation to ensure that faculty, students (and administrators) understand that this is a voluntary sharing decision by faculty. It would be helpful to see a written draft for approval before the Academic Senate could fully support the idea. Chhabra explained that they passed a resolution at their last Senate meeting which included the idea of a voluntary platform for instructors. The idea is to include this in the email to faculty and students. Beale noted her appreciation but pointed out that such a student statement has no force. There will need to be a *university* statement for these issues that provides the foundation of the project. Simon added that this was similar to what was available in paper when she was in school; but clearly faculty will not want someone to take materials and use them in their own book, as if they were the authors of the materials. Beale added that this is why a general statement about copyright, notice, and policy is needed.

hoogland asked whether there is a way for faculty to remove zoom links from modules that were added for current students but that she does not want to remain available to other students. Her department utilizes a Canvas site with the syllabi added, but while Canvas permits faculty to 'hide' items, it does not seem to permit faculty to remove them. Chavez replied that a course from a previous semester will eventually go to read-only status. Faculty would have to contact C&IT at lmsadmin@wayne.edu to request that they open the course to permit faculty to make those changes or for any other tech issues. Course content is off limits to the matrix, but the syllabus will show in full. hoogland mentioned that she would be happy to allow students to see the syllabus ahead of the class start.

Clabo thanked the presenters for their work on the project. Beale asked Chavez to send the PowerPoint to her for Senate records.

4. Report from the Chair:

a. Campus Virus and Vaccine Status.

Provost Clabo reported that the campus positivity rate has increased to 5.4%, which is the highest ever even though there are fewer people on campus. The city of Detroit's most recent 7-day positivity rate is 20.3%, again the highest ever. Hospitalizations have quadrupled in the past two weeks, increasingly with younger people who are sicker. There is also a slow uptick in deaths. Rochelle Walensky, the Director of the CDC under Biden, spoke specifically to the issues in Michigan, noting that we can't vaccinate our way out of this because the impact of vaccine distribution takes two-to six-weeks to be felt. Her recommendation is to shut things down.

We will have received 1000 doses by Wednesday of J&J vaccine targeted to students. The Campus Health Center will be running three vaccine clinics this week in three different places with second-dose Moderna, second-dose Pfizer, and single-dose J&J. The Center is expecting to vaccinate about 1600 people.

Responding to renee's question why Michigan was hit so hard, Clabo noted the large proportion of the B.117 variant which is more transmissible. Further, MDDHS suggests that Michiganders that were infected last year have diminished natural immunity and that may be leading to spikes here as well as in New Jersey and New York, states hit hardest early on. Beale wondered if these were likely people that were asymptomatic. hoogland asked if the spread could be related to the fact that the Detroit Airport is a hub for those that travel through the Midwest. While travel has been a source

of some transmission, it is not clear why Detroit would have a larger problem than Atlanta or Texas or Florida, states that have been more open.

The variant seems to be the issue, and there will be more variants the longer it takes to get sufficient people vaccinated to reach herd immunity and prevent the virus from morphing further. There is considerable vaccine resistance in younger men. Indoor dining and bars are another method of transmission. Any place where people are unmasked and sharing air is a problem. There will be a vaccine town hall with Dr. Zervos, Dr. Kilgore, and Athletics, since it is important that athletes be aware of the risks and myths. There is a risk for semi-elite athletes who have long-haul COVID with a cardiovascular impact.

b. Budget Planning Council and Promotion & Tenure Committee.

Clabo thanked Policy members and Senate representatives currently serving on the Budget Planning Council. It is an exercise in patience and persistence with many budget hearings. Similarly, she thanked Hoogland and other faculty who served on P&T, which completed its work last Friday.

5. Report from the Senate President:

a. Teaching Recognition.

Beale noted the problem of many key lecturers having received pink slips as a ‘flexibility’ gimmick by deans. The irony, of course, is that senior lecturers with pink slips who have been with the university for years, such as Richard Pineau in Math, are being simultaneously recognized for their excellent teaching.

b. Social Justice Action Committee (SJAC) Report.

Beale noted that the SJAC report was finalized without providing an opportunity for Steering Committee review and comments on the final draft as she had expected. This was disappointing. The final report, of course, included the DEI Council as initially suggested by Dean Kubrick’s SJAC subcommittee, without any acknowledgement of the Senate resolution or the problem of usurpation of Senate jurisdiction over various educational policy issues. It seems to be par for the course for President Wilson to ignore Senate resolutions on substantial educational policy issues and concerns, without even deigning to provide an acknowledgement of receipt.

c. The Strategic Planning Steering Committee.

Beale noted that a steering committee has now been appointed by President Wilson. Marisa accepted our appointment as one of the two senate reps with Beale. There are 13 administrators, including a significant portion of the President’s Cabinet. President Wilson selected 4 deans and 2 faculty (one from Pharmacy and one from the Humanities Center). The full list includes Patrick Lindsay (VP Government and Community Relations); Laurie Clabo (Interim Provost, as a co-chair); deans Amanda Bryant-Friedrich, Stephanie Hartwell, Ingrid Lopez, and Karen Mourtzikos (Executive Vice Dean of Medicine); Senate reps Beale and Henderson; Professors Paul Kilgore (Pharmacy) and Walter Edwards (Humanities Center Director); Steve Lanier (VP for Research, as another co-chair); Carolyn Hafner (HR); Rob Thompson (C&IT); David Strauss (Dean of Students); a student; Dawn Medley (Enrollment Management); Marquita Chamblee (Chief Diversity Officer); and Michael Wright (VP Marketing and Chief of Staff, as the third co-chair). Mark Kornbluh is expected to be a fourth co-chair when he arrives, which would make it 14 administrators with 2 Academic Senate reps (one professor and one academic staff) and 2 faculty members selected by Roy. That represents incredibly limited input from the Academic Senate and faculty generally, even though faculty and academic staff are the core of the educational enterprise. This flawed membership makes the Academic Senate standing committees’ project on higher education even more important as an element of strategic planning, though the very early fall date

for finalizing this set by President Wilson seems to ignore that faculty need the summer to conduct research and leaves faculty very little time to work on strategic planning.

d. Budget Planning Council.

The Budget Planning Council is always a challenge because some of these presentations simply miss the point. Members ask questions, but they often are not or cannot be answered in the meeting. There are certainly questions regarding how the additional federal HEERF (higher education emergency relief funds) dollars and millions in institutional PEPPAP money figure into the budget needs, and it is not clear whether that information will be forthcoming to us. The strategic initiative funds are not available for discussion nor is the president's office funding.

e. Teams Leads Meeting.

Beale noted the email from Richard Pineau regarding a change that allows students to update their contact information. This may change the course roster. He asked that we think about any issues that might arise. She suggested members email her and Richard if they think of something that should be included. If a name, email, or contact point changes, it may cause a problem for faculty. Roth mentioned that emails should typically stay the same, but it would be good to have a system for informing faculty of changes since sometimes the name also changes on the email, which is confusing. Fitzgibbon mentioned that she has a student this semester who decided to change to her married name. Hoogland added that she has trans-identifying people that have one name on the official record and another that they use in class. As a result, she had four Elliots in one class. Hoogland asked Clabo if students were able to update their names to have their names officially changed to their chosen name. Clabo confirmed that possibility. The consensus seemed to be that some notice to faculty instructors of such name and email changes would be appropriate.

f. Meeting with Terri Lynn Land.

Governor Land cannot make the May Senate plenary but would like to meet in person on the 25th or 27th of May. Beale suggested that at some point we could consider an outdoor lunch in front of McGregor, but Clabo noted that the current campus restrictions are not likely to be lifted by that time. Beale suggested inviting the Governor to a special Zoom meeting, either at our regular time or at a special time. Hoogland suggested an online happy hour as a way to make it less like a meeting and more a way to get to know someone more casually. Beale asked if the days worked for everyone, and all agreed. Beale will work to schedule this if possible.

One-on-One Meetings between President Wilson and Senate President Beale.

Professor Parrish asked about Beale's information to Policy that Wilson had refused to continue the one-on-one meetings of the university president with the Academic Senate president that he had previously agreed to. Beale explained that he refused to do the meeting as agreed. He wanted to expand to include the provost and possibly others. Parrish asked why Beale had not circulated Wilson's email to the Policy Committee. Beale responded that she does not typically share all emails that she receives as president of the Senate. Hoogland added that she was copied on the email, and that it was explained in an email to Policy members. Beavers asked whether the provost's being included was seen as a problem. Beale stated that it was, since Wilson's firm commitment last year was for quarterly one-on-one meetings that provide a real opportunity for private discussion about sensitive issues. The Senate President meets quite often with the Provost (both at Policy weekly and privately twice a month), so including the Provost in the meeting with the President defeats the purpose of the meetings to create better collaboration and understanding between the two presidents. Wilson had also firmly committed to hold fall and winter meetings of Policy with his executive cabinet, which he has also not done this semester.

Approved via email on April 28, 2021