

WAYNE STATE UNIVERSITY
ACADEMIC SENATE
PROCEEDINGS OF THE POLICY COMMITTEE

September 21, 2020

Present: L. Beale; P. Beavers; L. Lauzon Clabo; J. Fitzgibbon; r. hoogland; D. Kessel; C. Parrish; B. Roth; N. Simon; Ricardo Villarosa; A. Wisniewski

The items marked with an asterisk constitute the Action of September 21, 2020.

Guests: Joyce De Leo, Principal, and Claudia Teschky, Consultant, WittKieffer Search; D. Ellis, Associate Provost for Academic Programs and Associate Vice President for Institutional Effectiveness

1. Search for the Dean of the Eugene Applebaum College of Pharmacy and Health Sciences: Ms. De Leo and Ms. Teschky met with the Policy Committee to discuss the search for the dean of the college. Ms. De Leo asked members to identify the strengths and the opportunities of the college and its challenges. Some members commented that candidates might be wary of the reporting structure where the dean of EACHPS and the dean of nursing report to the vice president for research and dean of medicine for clinical issues. Provost Clabo, who served as the Dean of Nursing prior to accepting the position of interim provost, said the bifurcated relationship was clearly laid out in the position description for the vice president for health affairs. The direct reporting line for the dean of the college of nursing and the dean of the Applebaum College is the provost, who does the annual review of the deans. She thinks the three deans have developed a good working relationship, meeting monthly to talk about clinical issues and expanding their leverage around clinical sites. Ms. Teschky hopes the candidates will see the advantage to having someone who coordinates what Wayne State offers in health profession education.

Ms. Beale believes an advantage for the college is that Interim Dean Catherine Lysack has had support from the faculty and the morale among the faculty has been good. Ms. Beale believes candidates will want to assess the relationship of the college with the vice president for health affairs and want to talk with President Wilson, Provost Clabo, and Interim Dean of Nursing Ramona Benkert. That relationship will be a fairly central issue to consider. Candidates will want to know if the relationship is positive or negative.

Ms. Simon mentioned that for a long time the dean had to be a pharmacist, which created problems for other fields in the college: the implication was that someone in the health sciences could not do the job. Mr. Kessel spoke to the need for the dean to understand academics. Ms. Beale added that the dean would need to be an academic leader within the college. Ms. Teschky responded that the search seeks someone with a terminal degree in pharmacy or a Ph.D. in the health sciences: other people at the university have also stressed the need for the dean to have experience in academic leadership. People with Ph.D.s in the pharmacy practice or in pharmacology are generally interested in dean positions. Many universities are adding programs in pharmacy and the health professions to their curriculum, but Wayne State should attract candidates in the sciences and research because it is an R1 university. But they will look at applicants from the health sciences, as well.

Provost Clabo said that the college has been a leader in interdisciplinary work that crosses traditional boundaries by working with faculty in other colleges, including in the Law School and public health. Mr. Villarosa added that one of the strengths in Pharmacy and Allied Health is strong representation as a result of the academic staff coordinating student groups and the college's pre-professional and personal service in the community. Mr. Parrish added that the college has very strong advisors who understand student interactions.

Through the University Assessment Council Mr. Beavers is aware that the college is exemplar in assessment of learning. There is a very strong commitment to improving the education of students and a firm handle on their goals and outcomes and how they can be engaged. Ms. Fitzgerald understands that the college has a very strong placement after graduation.

Ms. Teschky asked about morale across the university and the state of the state. Ms. Beale replied that it was difficult to answer the question positively because of the pandemic and Michigan's budgetary situation. The university's budget will not be finalized until October or later because of a disagreement about the budget among members of the Board of Governors. The morale of the faculty and staff is centered around the budget because early on the President threatened layoffs and furloughs and even cancellation of retirement benefits. There has been a fairly consistent statement that the faculty and academic staff should bear more of the sacrifice than administrators. Many faculty and academic staff served (without pay) on committees all summer, doing much of the drafting and other work, while administrators were being paid for their work. Faculty have done quite a bit of work dealing with the pandemic in terms of preparing for classes, facing internet problems, and working from home almost 24/7. There is a morale issue in terms of budgetary cuts and in terms of executive appreciation for the fact that faculty and academic staff are central to the university. On the other hand, once the restart process got underway and the Senate was able to convince the President that the Senate should appoint its own representatives to the restart committee, the process worked well even though we did not agree with every decision. A further challenge is concern among the faculty about our research status. In materials about the provost search there was a statement that in 2013 we were 64th among public research institutions. We used to be 49th. As of 2018 we are 68th. It is very much a concern that we have not accomplished the increase in grant funding and expenditures that our peer institutions have: we should have been able to do so. There is a lack of recognition of research within the arts, the social sciences and the humanities. There also is a lack of recognition that student success does not mean only undergraduate students. We have to also address success of masters and Ph.D. students because educating them is the most costly.

Mr. Parrish suggested that the search firm should emphasize that while there has been political unrest at the Board level, they postponed approving the budget because the President does not have the votes to pass the budget at this time, but that will be resolved eventually. It is very unlikely that the political disagreements will reach the EACPHS. They have professional standards and they will succeed. We have committed professionals across the university.

Mr. Villarosa said that the university as a whole has fared much better than most of our peers in this area, in particular, because of the participation of faculty and staff. Some reasons are external—i.e., we don't own a hospital, we do have partnerships for dining and catering and for housing, and our tuition and enrollment have held fairly strong.

Provost Clabo said that candidates might be concerned when they see the number of deans the college has had in a short period of time. She said that it would be important to contextualize that early in the search process.

Ms. Beale ended the conversation noting that the commitment of the faculty and academic staff in the EACPHS and across the university is positive.

[Ms. Teschky and Ms. De Leo left the meeting. Darin Ellis, Associate Provost for Academic Programs and Associate Vice President for Institutional Effectiveness, joined the meeting.]

2. Phoenix Program: Mr. Ellis said that he and Naida Simon have been looking at our existing policies to see if they were serving our students or if they should be updated. One of them is the Phoenix Program. Ms. Simon presented the requirements of the current and the proposed changes to the program. Every college that participates in the Phoenix Program has a representative on the Council of Undergraduate Administrators. Ms. Simon talked with assistant and associate deans and directors to get a sense of how the program is working. The program was created in 1988 to give a second chance to undergraduates who left after one or two terms because they did poorly. If they returned, we did not want the unsatisfactory record to prevent them from graduating. To participate in the program as it was initiated, students have to be away for at least 5 years, have a cumulative grade point average below 2.0, have no financial holds, apply by the appropriate deadline, meet with an academic advisor, and earn at least “C” in each course in the first 12 credits within a 2-year time-frame after admission into the Phoenix Program.

Over time, however, the program morphed into a different program. In its changed form, anyone who was away from the university for at least five years and earned more than 30 credits with poor grades could return and have an unlimited number of credits “forgiven” (marked in transcript with “F”, when “E” was the failing grade). Upon successful completion of 12 credits, none of those original credits would be counted in the cumulative GPA but any original credits above a failing grade would be counted for graduation. Students must choose between Phoenix (poor grades, but no financial holds) and Wayne Way Back (in good academic standing, but financial holds apply). Ms. Simon and Mr. Ellis showed three examples of student records and how the credits and GPA are calculated. One result of the process is that students with a cumulative GPA for more than 80% of their grades can end up graduating after 12 more credits with better than a 3.0 GPA for those 12 grades serving as their cumulative GPA. Members were concerned that this was too favorable a result for the GPA, in comparison to peers who managed to take more than 100 credits and achieve a 3.0.

Ms. Simon explained proposed changes, Phoenix 2.0. Students would have to be absent from Wayne State for 3 years instead of 5 years. All the other requirements in the original Phoenix program have to be met. Additionally, students would be required to fulfill the general education requirements in effect at the time of acceptance into Phoenix 2.0, including completion of the quantitative experience within the first 12 credits unless math competency was completed prior to admission into Phoenix 2.0 or the math competency requirement was eliminated for that student by the moratorium. A student must have at least 30 graded credits to earn a WSU degree. Once admitted into Phoenix 2.0, a student must take 5 graded major and/or core courses. The courses taken during the probationary 12 credits can count towards the 5 courses. The proposal suggests that there be a maximum number of forgiven credits of 45.

One option would be to allow the student to choose, in consultation with the academic advisor, to have credits taken before entry into the Phoenix 2.0 Program counted on a semester-by-semester basis for the requisite 30 GPA credits. All courses in the chosen semester(s) would count in the GPA. At the point of admission into Phoenix 2.0, the student would be coded with an appropriate attribute in Banner. (The courses currently are not coded in Banner, so the university cannot check whether a student is successful.) The Registrar should also revise the

format of the transcript with a new designation for forgiven credits replacing the “F” since “F” is now a grade. Possible choices could be an asterisk or the carat symbol. Ms. Simon recommended that every 5 years the appropriate committees of the Academic Senate review the Phoenix 2.0 data to see if changes are necessary.

Ms. Simon mentioned several actions she would like academic advisors to encourage the students to do. Students should go the Academic Success Center for diagnostic testing in reading and comprehension skills to identify the skill set they may need. They should go to Career Services for counseling and to take the Student Interest Inventory to see if their major is a good fit for them. They should meet with an academic advisor each semester while in Phoenix 2.0 and have a mid-semester check after EAA or mid-term grades are in to check if students are progressing. Ms. Simon thinks departments could waive this last recommendation on a case-by-case basis. Mr. Ellis thought the diagnostic testing and the Student Interest Inventory would be beneficial for students who did not do well in the courses they took. He added that this program is modeled after the medical withdrawal program. Looking at the transcripts it appears that students did not understand the withdrawal policy or didn't care.

Ms. Beale believes similar programs such as KickStart and Warrior Way Back also should be reviewed every 5 years because programs do change over time.

The proposal that generated the most discussion was whether to allow as many as 45 credits to be forgiven when students return. The program was intended for freshmen that flunked out. It morphed into the university forgiving as many as 80 credits. Mr. Ellis is cautious about setting firm numbers because we have professional academic staff who make decisions about how the program is used and who can benefit from it. Often firm numbers result in unintended consequences. For older returning students who have a lot of credits with horrible transcripts and got caught in some of our old policies 45 will not be enough. Mr. Ellis appreciates that students need enough graded credits and that we can't wipe out all the old credits. He said that the issue might be moot if we allow the semester-by-semester exclusion of grades rather than wiping out the entire transcript. Members were supportive of that option of using selected semesters of prior courses, but concerned at students having a cumulative GPA reflecting too few credits at WSU since that appears to provide a distorted view of their achievements.

Ms. Simon pointed out that if a student takes 12 credits and needs 5 core/major courses they would complete another 15 credits for a total of 27 credits. The student needs another course to reach the 30 graded credits. Mr. Ellis said the department of the major could decide if students need grades in their discipline. Ms. Beale believes we need a university standard. The university requirement, Mr. Ellis said, is a minimum. The Board of Governors Statutes state that units may impose additional requirements.

Provost Clabo likes the approach of taking away the notion of a maximum of forgiven credits. She thinks the firm requirement of 30 graded credits will help us do that in the reverse. It may help us do that in a way that is kinder. We want to maintain rigor but do not want to add an additional burden and especially an additional tuition burden.

It appears to Ms. Beale that the semester-by-semester ability to count the credits addresses that issue. She does not want students to “shop” for a GPA. Students may see this as not having to count any of their lower grades and graduate with a high GPA. She likes that students are rewarded for returning to complete their degree but it is deceptive to let them play the GPA. A maximum number means they would have to apply some of the grades they earned in their earlier semesters. She does not want to balance the incentive with a false GPA.

Mr. Ellis said that the people who need the program probably have more than 45 credits to be forgiven. Perhaps the cap is problematic, Ms. Beale noted, but the program needs to ensure that the GPA reflects more accurately the performance toward the degree. There is a fairness problem across all students if Phoenix students' GPAs can be manipulated by not including any of the core credits and limiting the number of credits.

The group decided to get more information about the program. Which departments use the program? How many students are in the program? Ms. Beale asked that the Curriculum and Instruction Committee review the proposed changes. How many students have participated in the program for the past several years? Mr. Ellis will check which departments and colleges use the Phoenix Program and how they apply it.

Provost Clabo said that it should be standard policy to include review procedures in all policies.

[Associate Provost Ellis left the meeting.]

- *3. Approval of Proceedings of August 31, 2020: The committee approved the proceedings of the meeting as revised.
- *4. Approval of Proceedings of September 14, 2020: The committee approved the proceedings of the meeting, as revised.
- 5. Report from the Chair:
 - a. Late last evening the administration was notified of the death of Professor of Economics Ralph Braid.
 - b. The Board of Governors was scheduled to act on the budget for the 2020-2021 fiscal year at its September 25 meeting. After listening to feedback from a variety of sources including the coalition of unions, the administration was asked to look for a way to balance the budget while minimizing the impact of layoffs. One difficulty in projecting the budget is the uncertainty about the state appropriation. The state is expected to inform the university of the appropriation later this week. We expect to follow the FY 2020 budget until the Board approves a new FY2021 budget.
 - c. The positivity rate on campus for COVID-19 is 2.42%. The positivity rate for the city of Detroit is 2.6%. Our testing is giving us a reasonably good sample. The 3-day average of new cases is one new case per day. Our 7-day average of new cases is 0.43 per day. We remain in phase 4 of the reopening. The availability of hospital beds is 22.7%. The availability of ICU beds is 23.9%.
 - d. There are anecdotal reports of inconsistent use of facemasks on campus, particularly among students in outdoor spaces. The experts on the public health restart committee said that at least until we have a vaccine the mask is our vaccine. Whether indoors or outdoors everyone should wear a mask. The peer pressure approach alone is insufficient, but we cannot have groups of people congregating outside in close proximity to each other unprotected by facial coverings. The university will move to more stringent enforcement if necessary. At 3:00 p.m. today, Governor Gretchen Whitmer will report on new outbreaks in higher education. In addition to the 22 ongoing outbreaks she will announce 7 new outbreaks. We are not one of them, but people must wear masks so we do not have an outbreak. Provost Clabo and President Wilson met with a group of random students last week and the Provost met with the Student Senate last week. Students are concerned about full transparency and honesty when people complete the screener. They feel pressure to attend face-to-face classes even though they are not feeling well. The Provost

would like PC to encourage their colleagues that it is much better to have a student miss a few classes than have an outbreak. We have to find a way to insure that everyone is answering the questions on the screener honestly. The screener is our first indicator that a problem may be developing. If students don't answer the questions honestly because they are afraid they may be penalized it will become a useless tool. The screener is the one thing we use that other universities don't use, and the Provost thinks it has protected us. She encouraged all faculty and staff to complete the screener every day they come to campus. Faculty should ask students to show they completed the screener.

Some employees are not taking leave time because they do not have the same flexibility as faculty and academic staff. The restart committee could send a message to faculty telling them to be flexible with students. The Senate also could send that message to their colleagues.

The total number of cases on campus since July 1 is 34. Since September 1, the total number of cases is 19. Provost Clabo said there are anecdotal reports that students have complained that the restrictions at the libraries are too stringent but to keep people safe they will not change the capacity requirements. Only people with a WSU One Card may enter the libraries. To enter the Student Center Building, people had to show their One Card. That has been changed. People must show their green scanner for the day. An announcement will be sent to all employees that they must receive the influenza vaccine by October 15 if they will be on campus for at least one day in the fall and winter semesters. Faculty and staff may decline the vaccine if they have documentation from a primary care provider saying they should not receive the vaccine. They may decline for religious objections or they may decline for any personal, ethical, or moral reasons. They must provide a statement declining the vaccine by October 15. Free COVID-19 tests are available at the Campus Health Centers for students, faculty, and staff. Encourage your students to get tested. We will have a better handle on the pandemic as long as we have a robust panel of results each week.

6. Personnel Actions: Mr. Villarosa asked if there have been announcements to hold personnel actions because the budget for FY 2021 has not been approved. Some academic staff have been let go explicitly for budgetary reasons. The Provost said that deans might have taken actions in advance of the decision to re-analyze the budget. Human Resources would have to be contacted about those decisions. No personnel actions in terms of layoff or furlough would have been based on an FY 2021 budget that has not been approved.
7. Agenda for Academic Senate Meeting: Policy Committee reviewed the agenda for the October 7 Academic Senate meeting.
8. Meeting with President's Cabinet: Policy reviewed the agenda for their meeting with the President's Cabinet on September 23. President Wilson has 2 agenda items and Policy Committee has 2 items. Policy's items are shared governance and research and the impact of current restructuring in the School of Medicine. It is hoped that there will be genuine discussion with the cabinet on these items.
9. Liaisons for Committees: Policy members selected the Senate standing committees on which they will serve as liaisons.
10. Student use of Matthaei Complex Parking Lot: Since the pandemic began, students have been able to park in the Matthaei lot for free in order to access the Internet. The Parking Authority is

now charging students to park on campus and they have to pay when they park in the Matthaei lot to access the Internet. Could an accommodation be made for that use or is there another place they could use? Provost Clabo will check.

Approved as amended at the Policy Committee meeting of October 5, 2020