

WAYNE STATE UNIVERSITY

ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE

October 19, 2020

Present: Linda Beale; Paul Beavers; Laurie Lauzon Clabo; Jane Fitzgibbon; renee hoogland; David Kessel; Charles Parrish; Brad Roth; Naida Simon; Ricardo Villarosa; Angela Wisniewski

The item marked with an asterisk constitutes the Action of October 19, 2020.

Guests: Dawn Medley, Associate Vice President for Enrollment Management; Cathy Kay, Senior Director, Office of Financial Aid; Rebecca Cooke, Vice President for Finance and Business Operations

1. Financial Aid and Special Recruitment Programs: The guests presented information about fall enrollment. In fall 2013 our undergraduate enrollment was 16,602. The number of full-time and part-time FTIAC freshmen increased 5.1% from 2,968 students in 2019 to 3,120 students in 2020. To determine that entering freshmen enrollment was the highest in our history, the Enrollment Management Office works with the Office for Institutional Research and Analysis and with Daren Ellis, the Associate Provost for Academic Programs and Associate Vice President for Institutional Effectiveness, using IPEDS data. It is Ms. Beale's understanding that the university does not have data prior to 2005. Provost Clabo will check if that is correct. In fall 2014 the number of full-time FTIACS was 2,101 and the classes grew gradually through fall 2017. There was a large increase to 2,957 in fall 2018 that is attributed to restructuring the way financial aid is awarded. Prior to 2018 the awarding of financial aid focused on merit scholarships. With the change, there has not been a decrease in the overall quality of students. Enrollment Management worked with Dean of the Honors College John Corvino to ensure they were still incentivizing honors students to attend. For entering freshmen in 2020 the GPA, ACT, and SAT scores are consistent with previous years. This year, students were unable to retest and raise their scores because the tests were unavailable. Four students were admitted under the test optional policy because they were unable to take the tests. Our market share of students in Wayne County increased 17.7% over 2018. Ms. Medley thinks the increase is due to the Heart of Detroit program. However, the number of students from Oakland County declined 3.4% over the past two years. We won't know Wayne State's share of the market among Michigan's public universities until February. There is anecdotal information that there are more job opportunities in Oakland County that are attractive to students after they graduate from high school. There has not been a precipitous drop in the number of high school graduates. There has been an overall decline in graduation rates in Michigan and in the Midwest. Ms. Medley said that national data show that, in the current COVID-19 crisis, 22% of students made different educational and financial choices and chose not to pursue higher education.

Provost Clabo said that although we do not have data from the state yet, we do know that enrollment in community colleges is down double digits. Parents and high school graduates had to decide if they want to pursue higher education and if it is safe. Ms. hoogland said that some of her students question if college is worth their time and money if they are not getting what they want from their college experience. Ms. Medley said that students, particularly those in community colleges, express the same concerns and are not interested in transferring to a four-year institution. Not having the transfer students from community colleges will hurt our

enrollment for the next two to three years. Only two universities in Michigan had an increase in their FTIAC enrollment, Wayne State at 5.1% and the University of Michigan Ann Arbor at 0.7%. Mr. Villarosa said Wayne State's first year enrollments were better than the national and regional data; specifically, we seem to have done better than those that publicized early that classes would be in-person and then later moved them online. Ms. Medley said that Michigan State University lost over 300 students in their freshmen class, Eastern Michigan lost almost 12%, Ferris State lost almost 19%, and Oakland University lost over 15% versus the enrollment they had last year. She thinks Wayne State was the local choice for students who felt they could not necessarily go off campus.

Ms. Medley next presented funding information on programs for fall 2020 as of October 6. The administration believes that one reason for our increase in freshmen was the Heart of Detroit scholarship program. Wayne State has been competing against Historically Black Colleges and Universities and out-of-state schools that could offer scholarships that we could not offer because Michigan is a proposition 2 state.

We did not have the Heart of Detroit program in 2019, but the Financial Aid Office re-worked the data to create what we would have had if the program had been in effect in 2019. They believe that if we had the HoD program in 2019 we would have had 269 students in the program. To be eligible for the Detroit Promise scholarship students need an ACT of 21 and a 3.5 GPA. They can come to Wayne State or a number of other institutions and pay zero out-of-pocket costs. At a Senate meeting a faculty member asked why we didn't just take more Detroit Promise students. Ms. Medley said the Michigan Education Excellence Foundation pays Wayne State only \$500 for each Detroit Promise student to help offset the tuition. There was an agreement with Wayne State and many other institutions that we would fill the gap. The HoD program allows us to market all of the programs under an umbrella-like format. Many of the 569 FTIACS would have come to us through the Detroit Promise program, and many would have qualified for the access award, which is our gap program. We have 118 unique students who would not have qualified previously. We increased our scholarship and grant offerings to the students in the HoD program to \$1.7 million. Previously the amount was \$604,000. The students brought in \$1.75 million in Pell grants and state awards and about \$300,000 in endowed funds and annual scholarship money. Previously students would have brought in about \$1.6 million. This year they will bring in \$3.8 million because of the HoD program. Because of HoD the university received roughly \$2 million in tuition and fees that we would not have had otherwise. Ms. Kay said the amount for this year is projected because we have not received all the money from the state. Just last week the university was notified that state funds have been awarded. There are also annual and endowed funds that need to be dispersed. They won't have the exact numbers until the end of the semester.

In addition, last year the university spent \$16,000 from endowed and annual scholarships. This year students are using \$280,000 in endowed and annual scholarships. There may be money we were unable to spend because we did not have students who were qualified to receive the money.

Since many of those are not four-year scholarships that continue each year, Mr. Villarosa asked whether additional funds would be needed in future years from other sources. Kay said that scholarships are being awarded earlier using the Financial Aid Office's new scholarship platform Academic Works. Some of the scholarships for students in the HoD program are for four years, but some are not. The university does have many endowed annual funds for sophomores, juniors, and seniors from a variety of sources. Ms. Cooke said that the additional federal

funding due to HoD students would be about \$1 million every year, so in four years we would have an extra \$4 million of outside money coming into the university.

Ms. Cooke said that the Budget Committee had discussed the structural deficit of \$13 million in financial aid at its meeting earlier on October 19. Ms. Beale noted that we had originally asked for a breakdown of the \$13 million financial aid deficit to know whether it was entirely undergraduate financial aid or included graduate and professional financial aid. Ms. Cooke indicated that she thought it was across-the-board, but she will check the breakdown among the different groups.

Next the committee discussed the KickStart program. KickStart was started as a combination yield activity and as a way to onboard high school seniors successfully because many of them had quit going to school in February or March. Working with Dean of Liberal Arts and Sciences Stephanie Hartwell, Dean of Fine, Performing and Communication Arts Matthew Seeger, and the Office for Student Success they created a program with specially designed courses in English and Communication. The courses were offered in the summer term at no charge to the students. The program was funded much like the Center for Latino and Latina Studies program is funded where the instructors are paid for teaching the course and students are not necessarily charged tuition. The program was funded with \$86,000 from the Office of the Provost and \$10,000 in salary savings from Enrollment Management. The program also was offered to support some graduate students because there was concern that they would not have access to their courses as part of their graduation requirements. The period to withdraw was longer than usual because they did not want the students to be penalized for trying the program. The program was to help them understand what coursework would be like in a virtual environment. Completing the course will hopefully shorten their time to a degree and help them complete thirty hours in their first year. They think the students will retain better and continue to bring revenue as they progress. The pass rate of the courses in the KickStart program was 96%.

Ms. Beale asked if the students who participated in the KickStart and the HoD programs were being tracked in Banner. We should know how many KickStart students registered in the fall, what courses they registered for, how successful they are in the fall, how successful they are in the winter term, if they are retained into the second year, if they graduate in four years, etc. Ms. Medley said there are cohort codes in Banner so they can be tracked. Five hundred eight-nine students registered for the KickStart courses. Ninety-six percent passed with a grade of C or higher. That does not include students who got an E, a W, or an F because students were able to withdraw later in the term than students can typically withdraw. Ms. Medley will break down the grades by course.

Ms. Simon asked about financial need and support. The participants in the KickStart program do not have to show need. They did complete the FAFSA so it would be done prior to their enrolling in the fall term. Ms. Medley said that the majority of students complete the FAFSA online. If they are unable to fill out the form online, they may fill out a paper FAFSA and a financial aid officer will review it. If they had a question related to the application, Ms. Kay or a financial aid officer are empowered to ask for additional information. The error rate is zero. The review can be lengthy. Financial Aid also has a unit they can use randomly. The university is required to verify 70% of our population. We are within the rules.

Ms. Simon asked about the sources of funds for students who fill out a paper FAFSA since they are not eligible for federal funds. Ms. Kay said that in most cases international students fill out the paper forms. There are endowed funds strictly available for students in financial need. We

have to determine need before the college can give an endowed award. The students do not qualify for federal or state funds. Ms. Simon asked about funds from the Board of Governors, whether that money was from the state or from tuition. Ms. Kay said the Board of Governors money is our institutional general fund money. Ms. Beale added that the general fund includes the state appropriation.

Ms. Simon asked whether undocumented students were given state funds, and Ms. Medley said that the university does not track if someone is undocumented. Neither the Board of Governors nor the state has a policy that the university should track whether students are undocumented. Ms. Simon pointed out that one way of knowing a student is undocumented is that they would not have a Social Security number, but Ms. Medley said that information is not necessarily required for the form applying for financial assistance. There are other reasons why students may have to fill out the paper FAFSA form. They may not have access to a computer.

The discussion ended. The guests will return to discuss MedDirect at the next meeting.

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

*2. Proceedings of October 5, 2020: The committee approved the Proceedings of their meeting of October 5 as corrected.

3. Report from the Chair

- a. The Michigan Coronavirus Task Force on Racial Disparities awarded a \$3.9 million grant to the United Way of which \$2 million is a sub to Wayne State. The grant is an interdisciplinary effort across the School of Medicine, the College of Nursing, the Eugene Applebaum College of Pharmacy and Health Sciences, the Institute of Gerontology, and the School of Social Work to develop a series of telehealth outreaches for vulnerable seniors and their caregivers. The grant was awarded effective October 1 and the spend down is December 31. The seniors will be recipients of services from Focus Hope. We are partnering with the United Way, Focus Hope, and Connect 313. The Provost pointed out that this is an example of the university's connecting with our community as part of our service mission.
- b. Last Wednesday Provost Clabo met with the faculty who were hired under the interdisciplinary hiring program for health disparities. The new faculty met as a group for the first time with the interdisciplinary hiring committee and with their Chairs. They began brainstorming activities around what they were doing and where they thought there might be synergies among research efforts. It was, the Provost said, a good productive meeting.
- c. Provost Clabo and Susan Burns, Vice President for Development and Alumni Affairs, co-chair the committee that heads up the Bold Moves capital campaign. The Provost and Ms. Beale are members of the Bold Moves Steering Committee. The first meeting of this academic year was held last week. About 14 proposals have been submitted in the early stages for feedback from the committee. They are from across departments and colleges. More proposals are in development. The proposals are due in December. The Provost finds it an interesting process to think how the university might put transformative proposals in front of potential philanthropists.
- d. The Provost has asked John Corvino to work with Honors College students who might be hired as work study students to remotely tutor families who need such assistance. We would focus first on families in our campus community, but the need is growing and it is a service we can provide. The students would be from the Honors College and the College of Education. She hopes we will have a robust plan in place for January. This is an important step in caring for our families in the pandemic when childcare options are not very accessible.

- e. The campus COVID-19 positivity rate is 3.3. Last week 565 people on campus were tested. The ten-day rolling average of new cases per day in Michigan is 588 cases a day more than the prior ten days. The state has a ten-day average of 1,700 new cases per day. The cases are concentrated in the upper peninsula and the west side of the state but as people move indoors when the weather gets colder and they stop wearing masks and no longer practice social distancing cases likely will increase. That is why, the Provost said, the Campus Health Center is testing many people. We want to find cases early.
- f. An issue that surfaced in the Restart Committee is concern about student engagement. Students are ghosting classes. Residential students who are in single rooms feel isolated. Visitors are not allowed in the dorms and students are in remote classes. There are mental health issues. Faculty and staff are weary from Zoom meetings. President Wilson and Provost Clabo had a conversation with the Student Senate Executive Board and they have designated Friday, October 30, as a mental health day. Faculty who choose to do so may cancel classes that day, but there is no obligation for them to cancel their classes. The administration wants to reduce the number of Zoom meetings that day and give people the opportunity to be free from the screen for a day. Many members of the executive leadership agreed to call students to say hello and ask how they are doing. We have 2,700 freshmen whose courses are solely on line. Dean of Students David Strauss will have goodies with a Halloween theme available for students to drive through and pick up. Students will take over social media and have classes such as yoga online. The purpose is to make connection with students and reduce the reliance on screens for one day. Some students may have to be in class for part of the day, but the Provost hopes they will be able to take off part of the day. The idea began as a way to meet the students' needs but the faculty and staff need a mental health day too.

4. Report from the Senate President:

- a. The Graduate School sent out the call for nominations for the Garrett Heberlein Teaching Awards for Graduate Students. The deadline is December 18. Ms. Beale encouraged faculty to submit nominations and to remind their colleagues about the awards. The website is <https://gradschool.wayne.edu/students/funding/scholarships#heberlein>.
- b. The search committee for the Provost will hold its first meeting in early November to discuss the pool of candidates. The deadline for applications is November 28. A senior member of the WittKieffer search firm has been added to head the search team.

5. Senate Representative to the Student Success Collaborative: Senior Associate Provost for Student Success Monica Brockmeyer has formed a Student Success Collaborative to bring together the various units that contribute to student success. She asked Policy Committee to appoint faculty representatives. Ms. Beale asked Policy Committee to nominate faculty who are interested in student success and student support initiatives and who are willing to be involved in one of the working groups. Ms. Beale will ask Ms. Brockmeyer for the charge to the collaborative and the current members of the working groups.

6. Academic Senate Plenary Session November 4: The committee reviewed the draft agenda for the meeting.

7. Executive Order on Combating Race and Sex Stereotyping: President Trump has released an "Executive Order on Combating Race and Sex Stereotyping" that eliminates certain diversity training for federally funded activities. It is not known how the executive order will affect the university. Provost Clabo said that curricular activities are exempt so the fact that many students are funded with Pell Grants should not impose restrictions. Will it affect federal grants and the

committees we have that are addressing issues of racism, sexism, and bullying? General Counsel Louis Lessem is reviewing the executive order.

8. Interdisciplinary Hiring: The Faculty Affairs Committee and the Curriculum and Instruction Committee met with Provost Clabo to discuss the interdisciplinary hiring initiative. Ms. Hoogland found the discussions to be productive and helpful. The last two initiatives will inform what will happen moving forward. The interdisciplinary hiring initiative will not be conducted this year. The FAC and CIC want to be kept informed about the progress of the interdisciplinary teams. Ms. Beale thought the key takeaway from the meeting was the Provost's recognition that if we continue with interdisciplinary hiring initiatives we also need to keep core academic areas strong. It was very important for the Provost to hear how we moved from the IBio hire model to the first round of interdisciplinary hiring and how the process was modified in the second round. The FAC and CIC members had a variety of perspectives. It is important to share them when interdisciplinary hires are proposed in the future. We need to do more inter-professional knowledge development but we have disciplinary responsibilities and we need to build our core programs as well. Mr. Parrish asked if the faculty hired for the interdisciplinary initiatives had tenure or were on the tenure-track. Provost Clabo said they are tenure-track. Provost Whitfield had insisted that they have a tenure home.
9. Reports from Committee Chairs and Liaisons:
 - a. Undergraduate Research Opportunities Program: Mr. Roth reported that the UROP Subcommittee met with Matthew Orr, Program Coordinator, Undergraduate Research, and Darryl Gardner, Director of Operational Effectiveness, Student Success. The call for proposals will be sent out next week and the return date is November 20. The proposals that are submitted will be sent to faculty referees. On January 15 the UROP Subcommittee will meet with Mr. Orr and Mr. Gardner to make the final determination of the recipients of the awards. Vice President for Research Stephen Lanier had agreed to contribute financial support to the program, but he has not thus far allocated the money. Mr. Roth said that there is a lot of difficulty with undergraduates, having access to laboratories. If proposals are funded, students need access to the labs. In addition, some proposals may not be funded because people cannot travel abroad. Ms. Beale pointed out that PC had been told that the OVPR would contribute \$50,000 to the program and had asked at the Executive Cabinet meeting whether Mr. Lanier was doing so. He responded that he is waiting on information regarding need.
 - b. Research Committee: Vice President Lanier attended the Research Committee. Mr. Beavers, the PC liaison to the committee, said that when Lanier was asked about undergraduate students having access to labs, he seemed to believe that there were procedures in place so they could use them. Lanier talked about precautions that invoices pass through his hands before they were approved but it seemed like they were being approved automatically. Ms. Beale asked if Sponsored Programs Administration had improved in providing up-to-date information to principal investigators. It has not improved. Investigators have to keep their own records.
 - c. Student Affairs Committee: Ms. Simon said that the SAC and the CIC would meet on October 28 with Nathan Chavez, Associate Director, Academic Application, Computing and Information Technology, about Respondus. He will give the committee members a sample test so they can experience what students experience. Ms. Simon said Policy Committee members could also take the test if they want to see how Respondus works.
 - d. Budget Committee: Mr. Villarosa reported that the Budget Committee met on October 19 and will meet again on October 26. Vice President for Finance and Business Operations and Chief Financial Officer Rebecca Cooke, and Bryan Dadey, Senior Associate Vice President and Deputy Chief Financial Officer, updated the committee about the budget

shortfalls. Our budgetary crisis now is not because of COVID-19. It is a structural crisis. VP Cooke and AVP Dadey are still working on the budget to present to the Board of Governors. It sounds like they will present more than one option for the FY 2021 budget. They may take money from the reserve funds. Ms. Beale pointed out that the overall shortfall is stated as \$32.5 million, which includes a deficit in financial aid of \$13.5 million, an increase from the \$8 million deficit mentioned in the summer, presumably covering items such as Med Direct. Provost Clabo said that the financial situation is changing rapidly. We had projected a 2% increase in enrollment but we had a 2% decrease. That is a loss of \$7 million in tuition revenue.

Approved as revised by the Policy Committee on November 2, 2020