

WAYNE STATE UNIVERSITY
ACADEMIC SENATE
PROCEEDINGS OF THE POLICY COMMITTEE

December 14, 2020

Present: L. Beale; P. Beavers; L. Lauzon Clabo; J. Fitzgibbon; r. hoogland; D. Kessel; C. Parrish; B. Roth; N. Simon; R. Villarosa; Rohan E.V. Kumar

Guest: Edward Staebler, Vice President for Economic Development and President & CEO, TechTown

1. Report from the Chair:

- a. Provost Clabo updated the committee on the current 2.7% COVID-19 positivity rate, which is declining, as is the rate for the City of Detroit (from 9.4% to 8.8% in last seven days). Hospitals are also fairing better with more ICU beds available. Nevertheless, the Restart Committee tomorrow will discuss a strong recommendation from the Public Health Committee to **continue remote operation of the campus through the month of January**, because of the likely surge following the holidays. This means even chemistry labs, gross anatomy, clinical skills will wait until February to have on-campus activities. Ms. hoogland noted that Europe has also determined to go into hard lockdown following a period of more interaction through shopping and bars that allowed the virus to spread. Others agreed that the recommendation was appropriate. The Provost will send a communication out today to the campus community. She noted, however, that the university does not plan to cancel spring break since we are a commuter campus, so our students leave the campus every day. By that mid-March date, we may be in better shape, with the virus and the beginning of outdoor activities.
- b. Since the **mental health day** was a big success and Policy was supportive of doing something similar in the winter term, the Provost is considering a Tuesday or Thursday in February. Members suggested that it would be helpful if the date were flexible, within a specific week so that faculty and students could decide how to handle it, though there might be a specific day for programming for those who want to participate. For that, it likely would be better to choose a Thursday over a Tuesday, given the way various regular meetings are scheduled and likely on the 18th of February.
- c. Since the current Ombudsperson (a student-facing role) is retiring, the Provost has decided that she would like to appoint a committee to explore models for this student role and keep that separate from any discussion of a faculty and staff role, which she sees as a later phase of the project. The only role written in policy for the ombudsperson is chairing the tuition committee. She asked for discussion about the issue.

Ms. Beale was concerned that faculty concerns that could be addressed by an ombudsperson should not be delayed. She thinks there should be an independent office appointed for a specific term and removable only for cause that could act as an intermediary to help faculty get a concern not currently addressed under the union contract or shared governance procedures to the right place, as a confidential resource. A good process would be to ask for appointees from the FAC, CIC, SAC and Policy, with appropriate liaisons from administration (presumably DOSO and someone from the Provost's office) to

look at Ombuds generally to review and consider how to do. The Provost noted that most other university have eliminated the single ombudsperson role so that they can provide “more streamlined” assistance for particular constituencies. The role for students is more a navigator role than an advocacy role, and the role for faculty and staff is more complicated because of the need to avoid overlapping with the advocacy role of the unions. The Provost noted that she needs to move rather rapidly on the student Ombuds issue.

Mr. Roth supported the idea of splitting the processes, noting that there are sometimes tensions between the interests of faculty and staff on the one side, compared to students on the other. Having been frustrated with the current student Ombuds role, he thinks that there is a real need to deal with it. It isn’t clear that students have benefited from the position, so he thinks it needs to be made stronger. The Senate’s anti-bullying committee has also been considering the potential role for an Ombuds to help with those issues and has looked at models within other universities.

Mr. Parrish noted the difference in university with collective bargaining and those without. There has been controversy at Michigan State, for example, over the role of ombudsman, that take on something similar to handling grievances. The faculty and staff here have a number of grievances that are handled by the Union in weekly meetings, so it isn’t clear that an Ombuds role would be relevant here. He noted that grievances are contract violations, but the contract doesn’t cover a good deal in academic areas. The contract, for example, doesn’t really cover handling of curriculum well, and that is an area that should be looked at.

Ms. Hoogland noted that the student Ombuds role does not seem helpful. If students file complaints against faculty, they can be forced to accommodate even badly behaving students. An experience in her first year left her feeling unprotected. This is the kind of situation in which an ombudsperson who understood the faculty role, rather than just catering to student whims, could be important. Ms. Beale agreed that this idea of an Ombuds as a neutral voice that could function when there are issues to be settled between faculty and students is important. She thinks there is a distinction between that and the union’s role, though understands the complication. Ms. Fitzgibbon also agreed that these kinds of issues are important and asked if they go to the ombudsperson or DOSO.

The Provost noted she had done a survey of types of issues that have gone to the ombudsperson. They are generally complaints about financial aid or denials of admission. There are some complaints about faculty, but less often. She wants to consider the role so that the university is not simply doing what it has always done without evaluating it. But she does think the same person could not likely navigate these issues for faculty and students, and the student issue needs to be addressed. She is asking David Strauss and Darin Ellis to share the position, with Naida Simon handling Student Code of Conduct issues. She asked the Senate to provide two representatives for a committee, with two student Senate representatives, and administrative representatives Boris Baltes, Darin Ellis and David Strauss. The committee would be asked to focus on the student role first and then expand to consider what might be appropriate for faculty.

Ms. Beale noted her concern with having always equal numbers of student and faculty representatives, since in this area the university has tended to listen more to students as “customers” than to faculty concerns. She suggested that there be three Academic Senate representatives, since they will look into issues, see what is done elsewhere, and make a recommendation. Faculty experience is relevant in ways students won’t be aware of. Mr. Parrish seconded that idea, but the Provost insisted that there should be equal numbers of

Student and Academic Senate members to avoid “us against them” mentalities. Mr. Parrish noted that the problem is that administrators tend to go out of their way to accommodate students whenever students complain. It is a continuing problem. Ms. Beale added that many of our concerns about the Student Code of Conduct come about because students push in these student-oriented administrative groups for particular outcomes, and faculty who work with students and have differing perspectives are often disregarded.

Policy members considered who might be best to participate. They agreed that the Student Affairs Committee chair (Naida Simon) and Faculty Affairs (renee hoogland) should come up with three names, including one person in an advising role.

2. Report from the Senate President:

- a. Ms. Beale noted that there had been an announcement regarding a virtual commencement on the 15th. They had neglected to include the Academic Senate but the Provost did intervene when it was called to her attention. It regrettably took about two hours to do a two minute speech but it did finally get worked out.
- b. Ms. Beale noted the announcement regarding restructuring within Monica Brockmeyer’s division, which puts advising and career services together. She asked if the Provost could provide any information about the rationale for it. Provost Clabo noted that it is not really a “major restructuring” as suggested in the email but rather a simpler change in reporting lines. Career Services and the Advising Center will continue as separate units but will report to Cheryl Kollin. Those two units already work closely together, and this will assure that there is good communication. Similarly, the Student Disability Services will continue with a separate budget and staff but will report through Michelle Bruner. The Provost noted that this had been decided some time back and she did not realize that it had not been discussed at Policy. Ms. Beale asked whether the changes resulted in promotions for Kollin and Bruner. Ms. Simon’s noted that Michelle Bruner was now a Senior Director but Mr. Villarosa said that had been done some time ago.

3. Student Code of Conduct Grade Appeal Process: Ms. Beale suggested that Policy create a working group to draft a revision to create a fairer process involving faculty. The draft revision will come to Policy and likely be discussed at a plenary Senate session before being forwarded to the Provost and President. Appointees for the working group could be selected by CIC, FAC, and SAC (two each). Also, a charge to the committee needs to be developed. Ms. Beale suggested that Mr. Roth could perhaps take that on since he has already written in emails a good bit of what would be needed in the charge. He agreed to do so. CIC has nominated Richard Pineau and Sandra Oliver-McNeil. Brad will serve from SAC and Naida will provide the name of an academic adviser. Renee will serve from FAC and will also ask Poonam Arya to serve. This will come back to Policy for finalization after the holiday break.

4. Social Justice Action Committee Recommendations for Faculty Hiring and Retention: Ms. Beale shared the most recent list of recommendations sent by Associate Provost Marquita Chamblee for review. She noted some concerns with the recommendations, including the DEI Council. The suggestions also include having lecturers, clinicians, and researchers serve on hiring committees for tenure-track faculty as a way to increase diversity. There are both pluses and minuses with that recommendation, given the fact that members of a search committee must assess and evaluate candidates for positions for which scholarship is a substantial expectation.

Mr. Parrish noted that FPAs are not faculty and the idea of including such individuals on searches appears ridiculous. Faculty have for many years worked hard to recruit minorities and

this list of recommendations seems to assume as though faculty have done nothing to achieve that. This feels like a lecture that does not understand that there has been a strong commitment at Wayne to diversity for a very long time. The assumption underlying several of these recommendations is that there has been nothing done whereas there has been considerable progress here.

Ms. Beale noted that Jennifer Stockdill asked a significant question at the plenary session regarding whether the working group had contacted the different departments to find out what kinds of efforts were undertaken currently and what types of problems they faced in succeeding to recruit and retain underrepresented minorities. The answer was that there was no effort to do that by the group. This was one of the concerns Ms. Beale had in the way that the Administration had picked the faculty members on the groups, with the Senate only at the last minute being allowed to add one appointee to each of the groups. The implication here is that faculty are a stumbling block for recruitment of minorities, when in fact it is often the deans that are the stumbling block or the lack of ability to take advantage of a serendipitous opportunity to hire a lateral from an underrepresented group. Having people serve on the committee is fine if the department or college thinks it will help them hire women or people of color or people of different sexual preferences. But the language about changing the way search committees work is worrisome—all deans are being told to push for this specific expansion of faculty search committees to allow non-tenure track faculty to serve, and not to approve new bylaws that in any way limit the dean's or chair's ability to diversity a search committee. That approach is insulting to faculty.

Mr. Roth noted that it is possible that not every department has in fact been doing everything we could in this regard, but quite leery of the failure to acknowledge the structural impediments that affect the success of search committees. In his 24 years here, he has observed very few applications from African Americans. In some fields, there are simply no African American applications, no matter how widely the search committee reaches or how many different avenues it takes to try to find diverse recruits. The most worrisome in these recommendations was item F, about the "rubric". Mr. Roth doesn't think that anyone who had served on a faculty search committee could have drafted that language, which simply doesn't make sense.

Mr. Parrish agreed that the whole document suggests a lack of experience in the actual process that the document is addressing. It is as though it is sourced in something that had determined that faculty here are inherently racist and misogynistic. Several years ago, Mr. Parrish researched the number of minority Ph.D.s in his area of political science and found a very small number. There were more that had a doctorate in education, but that is not attractive for a political science department.

Mr. Parrish also added that the first parts have no required funding, making them more symbolic than intended to make a difference. Ms. Beale pointed out the item that calls for limiting the ability to waive job postings. This is in fact one of the best ways to get minority candidates, since sometimes you find a person who is interested and extraordinarily well qualified but would need an offer asap when the opportunity arises, rather than after a posting. Eliminating the possibility of waivers poses a problem to recruitment of underrepresented minorities!

Mr. Parrish and Mr. Beavers noted that the implication here is that the faculty are the ones at fault and the administration are the "heroes" for imposing these changes to the way faculty search committees work. Ms. Beale noted her earlier point that it is actually the deans or the chairs or other administrators that make it harder often to hire diverse faculty.

Ms. Beale noted that the guest for the meeting had arrived and suggested that they would have to return to this issue at another meeting. It is a concern, and it appears that the President intends to approve these recommendations and push them onto the campus. The timing isn't clear, and Ms. Beale has asked the President to assure that any final report from the Steering Committee come to the Senate for its vote and comments before there is any action such as taking it to the Board of Governors or requiring Deans to carry it out. He agreed generally in the meeting, but that doesn't guarantee that it will happen.

5. Economic Development and Tech Town: Mr. Staebler noted that the university has an economic impact as the seventh largest employer in Detroit, generating about \$90 billion in state tax revenue. The Office of Economic Development was created under President Gilmour to lead the engagement with the community. Staebler indicated the effort is focused on "place, business, and talent." The office doesn't do all of the programs that are listed in the presentation but plays a role in coordinating activities and helping strategize about what the university should be doing. For example, he noted that the university had tripled housing on campus since 2002, with the new Anthony Wayne Drive residence completed recently. The university has also helped to drive up the occupancy rate in Midtown, under its Master Plan: Economic Development worked with that framework and helped in planning. The cultural center planning initiative (CCPI) is something else that Staebler has been engaged with to create the 'east-west cultural axis' running from the Public Library and DIA through the campus to athletics at the other end. An idea being pressed is to use the parking lot behind the DIA for outdoor events.

Beale noted that she serves on the Capital Planning and Priorities Committee that had talked about the two issues he was address—the east-west cultural axis and the cultural center. She asked if he could clarify what specifically his division or TechTown had contributed in connection with those ideas. Staebler answered that as a member of the CCPI steering committee he ensures that someone is there to enunciate the university's interests. By connecting the DIA's planners with our planners he was able to help facilitate better planning. The office serves a "coordination and collaboration role". For example, working with the DIA Staebler's office coordinated the university's presentation with various key stakeholders on campus to ensure that what was described was what the university needed out of the DIA's planning process.

Moving on to Real Estate, Staebler noted that the university often works with private developers and Economic Development generally participates in those discussions. The 'sale' of the criminal justice building on Cass was one example, which is now renovated on the interior. The idea was that the university would have an art gallery there, but Staebler noted that it is not currently part of the plan. TaTa Technologies has the top floor of the building and We Work has a large part as well. Similarly, Economic Development took over the I2C building and led a conceptual design process for that district (including iBio and TechTown). Leading the engagement and getting many different university and external stakeholders involved is important. Staebler hopes that a proposal provided for the Bold Moves campaign will raise the money to accomplish that long-term plan. In the short term, Economic Development looks to industry and university partnerships for I2C, such as Engineering. Public Safety is a similarly important economic issues and Staebler works closely with Chief Holt. Together with the Center for Urban Studies, they have "flipped the script" on how they do policing. Economic Development has partnered with Public Safety to raise grants to support them, such as getting cars and a police dog. This is an important part of economic development, since safety is necessary for investment.

Another area in which they have worked is in mobility. They have served as advocates for zipcars to Midtown and many other modes of transportation. Economic Development did the first

feasibility study for the city's bikesharing program and Staebler chairs that board. Staebler had negotiated a university pass program with DDart, Smart, QLine, People Mover so that the OneCard will allow free use of the services just before COVID 19 arrived and set that back. That will be on the agenda for next fall.

Ms. Beale asked how items get on his agenda as something to work on. Staebler responded that many come from students, while others are just things that other universities are doing in urban areas. Transit is key for Detroit so this is a way that the university can use its human capital and some dollars to strengthen and invest in public transit. The division benchmarked what 15 other universities had done with local public transit providers to design the new pass system. So whether it is students or faculty, if someone mentions an idea that seems reasonable and the division has capacity to work on it, they will do so. Last year the division started a strategic planning process to help focus that work, but that has also been delayed because of the pandemic crisis.

Ms. Beale asked to what extent his activities result in committing the university's General Funds versus raising grant monies to support the projects. Staebler responded that activities are funded by grants, except for the salaries of the persons in the division. Ms. Beale responded that the salaries are rather significant—about half a million dollars from the General Funds—and wondered whether it shouldn't be completely grant or external-funds supported.

Staebler then talked about "placemaking", which he described as making the built environment more welcoming and inclusive. The division has arranged pop ups and walking campaigns. Woodward and Warren Park is one of the more visible things that resulted. The Master Plan called for a park there, and the existing buildings were just destroyed and green space left. The division raised about \$200,000 to create some warm weather seating, an area that could be used during the summer, and various games and market events.

Staebler noted that the division also does a lot to support local businesses. There have been a number of different initiatives, such as discounts for use of a One Card or free appetizers at some locations. The division has also run a retail market in which 30 Tech Town client business participated with the help of 30 students from the College of fine, performing and communication arts. Another program is the Detroit Revitalization Fellows. Four cohorts of 80 fellows each have gone through the program, most of them staying in the metro Detroit area. The division is trying to "grow more talent here". Ms. Beale asked who had funded the fellows project. Staebler noted it was a Ms. Matina Black, a Wayne State employee who had gotten a grant to fund the entire project.

Staebler noted a program helping second stage businesses that have been running for a couple of years with a few employees making just under a million a year but looking to grow is just five years old. This has been one of the most successful sites for this program, in terms of graduation rates. Staebler indicated that it is a partnership with Oakland, Wayne, and Macomb Community Colleges. Beale asked whether Wayne faculty are involved. He responded that Ahmad Ezzedine has tried unsuccessfully to involve faculty in the division's projects but they are not interested. Beale suggested that Staebler send us something that describes how the project works and has evolved with specifics about how it works, and maybe the Senate can inform more people about the possibilities. Staebler indicated he would follow up with Ahmad and ask him to send something that shows what the challenge is.

Staebler then addressed the work at TechTown, the business accelerator originally founded 20 years ago using a building donated from General Motors and in partnership with Henry Ford.

The goal is to commercialize technology from Wayne State and the Henry Ford Health System. In 2012, the division began revising the methodology for tech startups and expanded the services to help folds do other types of work. One was a platform for connecting students with leaders. "Launch Detroit" was an incubator that will likely not happen next year due to lack of funding. TechTown generally helps business from the beginning to scaling up the business. There is a good bit of financial focus to the work TechTown does. A program called 313 Strong helps support businesses in the Detroit-Highland Park neighborhood. There is a retail bootcamp, popups, workshops and similar activities. There is a 130,000 square foot facility with a co-working space, event space, and meeting space so there is a hive of activity normally. In 2019 there were 220,000 people through the door, though of course 2020 hasn't been so busy because of the pandemic.

Beale asked who does most of the training for all of the small business activities Staebler had mentioned. Staebler presented his organization chart that has program people: white funded by TechTown, Blue funded by grants, and green funded by Wayne State. It is the program people who do most of the work for the business incubator function. CoAct is a nonprofit support center for work. Others are data people, and there are building and facilities teams. Beale followed up with a question regarding to what extent the division has interacted with the Business School and the Law School in dealing with startups, innovators, and tech commercialization issues. Staebler noted that he would love to have a good relationship where they help them and then refer them to other areas in the university that can meet needs. He would welcome having people from the schools come and use the TechTown space to address his clients.

Fitzgibbon asked whether TechTown has set up internships for students. On the slides, there are all kinds of silos for activities, so do those silos use student interns. Staebler answered that they have had some students involved, but not always. There is a student in the TechTown marketing team. They struggle because they don't believe in unpaid interns but there is no funding to pay interns to work with them. Launch Detroit was an accelerator for college students from anywhere in Michigan with \$2500 stipends to go through the 10-week accelerator. But now that has been shut down for lack of funds.

The division also does a lot of work in communities and neighborhoods in the city, in partnership with the community development corporations. The division has worked with eight of these corporations and signed a number of memoranda of understanding to building out neighborhood workspaces like TechTown where classes could be taught and programming undertaken. The division had raised about \$1.5 million from General Motors and Michigan for doing this when the pandemic hit so the first groundbreaking didn't happen. Perhaps by next year that can be reborn.

Another important activity is Detroit Urban Solutions. There are many different technical developments (cybersecurity, medtech, etc.) but they don't talk to each other. TechTown created solutions to bring these groups together so that they could innovate together. This can bring technology to bear on community problems. This will be important in the near future. CoAct is another example of the convening power to bring people together. The Ralph Wilson Foundation asked Tect Town to help nonprofits the way it has helped businesses. The foundation paid for the development and partnership to create CoAct to do capacity building for nonprofits. \$1.75 million this year came from the foundation.

When the pandemic hit, we realized that many of our small business clients, who have very little operating cash on hand, would be thrust out of business permanently. Staebler noted that he spent the weekend of March 13-15 on the phone with Detroit, Lansing, Washington seeking a way to help them. Ultimately he raised \$600,000 to distribute to 300 businesses across the city,

and then raised another equal sum for another 400 businesses. That helped bridge the gap until the PPP monies came through.

Beale asked whether Staebler thought the revenue stream would hold steady for the activities—the grant and TechTown revenues and whether his major responsibility was grant writing, while the other people are the primary interactors with the specific programs. Staebler responded that it is a question every year. There are some multi-year grants but most foundations shrank during the pandemic to one-year grants. He noted that fundraising is a massive part of his job—probably 50-60% of his time. There is some support from the central Development office, especially for federal grants because you need particular expertise when applying to some federal agencies. He has raised about \$100 million in all over the ten years he has been at Wayne.

Beale asked about the relationship between the group that works with small business and entrepreneurship at TechTown and the law school. Staebler noted that TechTown does refer some clients to the law clinic. The difficulty is that the Law School works on an academic calendar and entrepreneurs don't.

Beale also asked about the relationship with Matt Rolling in the Business Innovation Center newly established by the Provost's Office. Staebler noted that the BIC would be moved into the I2C facility. He meets with him weekly and are planning on coordinating the student entrepreneurship efforts.

As the meeting concluded, Brad Roth thanked Staebler for his statements to Detroit regarding the election issues. Beale reiterated how important it was to have someone make a strong statement about not discounting individuals.

6. New Business:

- a. Title IX: Mr. Roth noted that he had received a request from Brandy for Title IX advisors that would take the role of advocate. The advisors have to be willing to serve as advisor for either complainants or respondents who may be assigned to them. They are the sole people able to engage in cross examination. It will require very capable people. It is similar to lawyers, yet you don't have the ability to do everything a lawyer would do. It likely will require someone trained as a lawyer. The university has decided rather than to develop proceedings under the regulations by February they will wait to see if the new Biden Administration simply does away with the regulations. Beale noted that the regs were finalized, so it will be harder to remove them—they will have to go through a notice and comment process. Roth agreed, and the result is that the interim regs will have to be perpetuated, though it is a weird sort of limbo.
- b. Winter Term Planning: Hoogland brought up the question of sync and async classes. Beale noted that Darin Ellis had sent an email saying that once students had registered, there could be no change from sync to async or vice versa, but there is latitude for how faculty handle their classes. The Provost noted that Renee has the ability to indicate that synchronous classes will meet as scheduled on Tuesdays, but on Thursdays there will be other activities, etc. Hoogland agreed but said the problem was that registration resulted in synchronous classes not filling while async classes filled. Fitzgibbon had the same experience that asynchronous classes filled, making it difficult to know what sections to add. Waitlisting has made that harder, since students can waitlist in multiple classes or multiple sections of the same course. And the cycle for filling from the waitlist then also takes much longer.

Waitlisting should be limited to two sections of the same courses, else it is impossible to know how many students will be in any section.

The Provost noted that enrollments are better this week, down about 1.88% overall.

Approved as amended at the Policy Committee meeting of January 11, 2021