

WAYNE STATE UNIVERSITY
ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE
January 24, 2022

Present: D. Aubert; L. Beale; P. Beavers; M. Kornbluh; J. Lewis; N. Rossi; B. Roth; N. Simon;
R. Villarosa; A. Wisniewski

Guests: Marquita Chamblee; Ahmad Ezzeddine

1. Expanding Support for Diversity and Inclusion and Use of OMSE. One of the presentations at the January 28 Board of Governors Student Affairs Committee meeting will be by the Office of Multicultural Student Engagement. Vice President Ahmad Ezzeddine and Associate Provost Marquita Chamblee informed Policy Committee about ways the OMSE is trying to expand support for diversity and build a more inclusive culture on campus. Diversity and inclusion are in the university's mission statement, its vision, values, and strategic plan. OSME is committed to investing in students overall, but particularly in underrepresented students. One strategy is to provide opportunities for students from diverse backgrounds to participate in events that encourage connections to various cultures as well as celebrating and exploring their own culture through programs and educational activities. OSME provides workshops and training that introduces students to a variety of diversity, equity and inclusion related topics including exploring their identity, micro-aggressions and implicit bias. They are retention-focused programs.

OSME has 4.5 full-time equivalent employees. In addition to their work in the office, the staff contributes to student success through committees and by supporting registration and retention events. With the expanding needs of students, more staff are needed. New positions are in Black student engagement and LGBTQ student engagement. A director of global student engagement would engage our international students in intentional ways about diversity, equity, and inclusion. The Center for Latino/a and Latin American Studies (CLLAS) supports students from their matriculation to graduation. Chamblee wants the Black student initiative to do the same.

Policy Committee members asked about the structure of the new programs/offices. Ahmad Ezzeddine said the new initiatives would be linked to the current programs. Provost Mark Kornbluh said that the Black Student Engagement Office would be modeled after CLLAS. The global student engagement program and the LGBTQ student engagement program would provide programs for students. Kornbluh said that in trying to break down silos, the directors of these programs would attend the meetings of academic directors.

Paul Beavers asked about having similar programs for students from the Middle East. Kornbluh said that the global student engagement initiative is designed to increase programming and support for and around Middle Eastern cultures. Ezzeddine said that the global student engagement is not only for international students but also to support our domestic students in building their global competencies, engagement and experiences. This initiative will engage with the other groups, not only with Arab American or Muslim students. If the students' needs are not being met, the OSME will explore how to better meet their needs. All of these groups will have a common foundation and unique programming but it is important to expose all students to the various ideas in the groups. Chamblee added that they are looking at the possibility of supporting Middle Eastern students, indigenous students, and Asian American and Pacific Islander students.

Chamblee said it is expected that the directors in OMSE will be in intentional regular bi-weekly conversation with directors of other offices such as the Academic Success Center, housing and residential life, and the Dean of Students office. A faculty advisory group would be formed to shape the programming and enhance engagement with students. Faculty engagement and mentoring across the disciplines will be important in supporting student success in the classroom, in research laboratories and other professional settings. It is important not only for faculty from diverse backgrounds to mentor and support multicultural students but that faculty from majority cultures mentor students and engage with them.

Ezzeddine said that in addition to engaging faculty in program planning and development, they are considering having a faculty fellow. There will be incentives to involve faculty in guiding some of the activities. All of the programs are tied to an academic unit.

Beale thinks having a faculty fellow is a great idea. However, people might view the new positions and money for fellowships responsible for funding cuts within the schools and colleges. She does not want anything we do in this area to take away from the schools and colleges because the programs that suffer in that event will likely be the programs that support diverse students and diverse faculty. The university could benefit from philanthropic fundraising to support multicultural faculty fellows and part of the salaries of the directors. The messaging about the source of the funding needs to be clear. It is important to raise as much money as possible through philanthropy. Kornbluh said the stipends would be small. There are additional costs in expanding the current programs and hiring new directors but students need more support than ever before.

The initiatives talked about today are housed in the Office of International Programs (OIP) under the leadership of Ezzeddine, not the Office of International Students and Scholars that provides assistance to international students who come here to study or to international faculty. OIP supports students to get study abroad programs and engage and learn about other cultures. The purpose of the programs presented today is to help all students gain a global experience under the umbrella of the OSME. OSME works closely with the department of Global Studies.

Jennifer Lewis supports having a named separate group for Arab American students. They are a large part of our population. She also expressed her appreciation for the work Chamblee has done. She is excited about the expansion of the offerings provided by the OSME. In Lewis's unit the DEI work has been among faculty and staff and their need for work in that area. It has not been about how faculty do DEI work among students. She thinks the plans being presented today will go a long way to re-focusing the work.

Brad Roth underscored the awkwardness of the fit between the word global and the Middle Eastern and South Asian communities in Metro Detroit. This is not primarily about relating to international work. It is about cultural sensitivity. It is about dealing with the specific experience of the wide range of immigrant communities that we have in Metro Detroit who are extraordinarily well-represented within our student body. Kornbluh said that the intent is to serve the needs of first and second-generation Americans, which is the largest part of our student body.

Chamblee reviewed the timeline for the various aspects of the plan. Over the next several months, CLLAS and the Black Student Engagement Center will move to the 7th floor of the Student Center Building where the OSME is located. A large space in the middle of the suite of offices will provide opportunities for collaboration across different identities as well as opportunities for intragroup engagement. The timeline also mentioned the hiring in the future of coordinators for Middle East, North African, Asian and Pacific Islander, and indigenous people.

Policy Committee members spoke again to the need to include more services for students of Middle Eastern and North African (MENA) descent. Kornbluh said the first target of the plan is to close the achievement gap for Black students as recommended by the Social Justice Action Committee. That recommendation was followed by another recommendation to apply the model used by CLLAS to help our African American students. For MENA students the question is one of cultural programming and belonging. Kornbluh added that there have been changes made in response to working with the Muslim Student Association. Ezzeddine said that he would work with Chamblee to highlight some of the programs and outreach to engage students from the Middle East. As mentioned earlier, establishing new programs and expanding current programs provides a great opportunity for philanthropic support.

Paul Beavers supports Lewis's suggestion for a center for the study of Arab American culture. He asked if there are achievement gaps for MENA students and for students from the indigenous community. Ezzeddine said that the information is anecdotal but that first generation students have more academic challenges than second or third generation students. Beavers suggested that it would be worthwhile to track the success of the students.

Lewis stated that investment to help our Black and brown students is essential. They have been underrepresented and they need the institution's support.

Kornbluh said that a center for LGBTQ students is part of the proposal on the agenda of the January 28 Board of Governors meeting. Support for LGBTQ students has been part of the mission of the OMSE and it has provided programs, but the Student Senate and other groups have a strong desire for a safe home. The administration is also working to create a center that would work on sexual violence education and prevention and would report to the chief wellness officer.

2. **Enrollment:** Ezzeddine presented enrollment numbers for the fall term. Enrollment has been declining nationally for the past couple of years in large part because of the pandemic and changes in demographics. A report from the National Student Clearinghouse shows that enrollment is down 3% nationally for 4-year public institutions. In Michigan enrollment is down 2.93% for fall 2021. In the state of Michigan only the University of Michigan and Michigan State University increased their enrollment. They were able to go deeper into their pools of applicants. Michigan State did so to compensate for the loss of international students. U of M used its version of test optional admission to increase its enrollment, which now is over 50,000 students, making it the largest university in Michigan.

Our enrollment is down 5%. We have regained the number of new international students that we had prior to the pandemic. We also have the largest number of transfer students in the state. Seventy-two percent of the students who transfer to U of M are from 4-year institutions. Fewer than 30% are from community colleges. The bulk of the students who transferred to Wayne State are from community colleges.

Our enrollment is down about 5% or about 1200 students. We have about a 35% drop in graduate students, particularly masters' students, primarily in three schools. The decline in the Mike Ilitch School of Business is about 40% in the MBA program. Eighty-four percent of the drop in Business is in part-time students. The decline in enrollment in the College of Education and the School of Social Work is at the graduate level, also.

Kornbluh said that Institutional Research has projected enrollment for the whole year. Our undergraduate enrollment was better than we had projected. Our graduate recruitment is worse than was projected in September. The budget effect is neutral; the budget shortfall is the same as it was in September.

Noreen Rossi asked if other schools in Michigan had experienced a drop in graduate enrollment and if so, is their enrollment in graduate school worse than their undergraduate enrollment. Ezzeddine said that

some business programs are increasing their enrollment. In a future presentation, he will talk about adjusting our programming to meet the needs of the students. This is relevant for business and engineering to keep pace with the needs of business. Kornbluh commented that legacy programs in education and social work have died around the country. Other schools have developed new programs including in business and engineering. Kornbluh told the office of Marketing and Communications that he wants to market Business even before the new dean arrives. The university will invest money in marketing undergraduate and graduate business programs. The decline at the undergraduate level was in the School of Business.

Beale asked the Provost if the competition among the state universities was a major factor in our enrollment decline. He did not think so. Michigan State, which normally accepts about half of its applicants, could reach further into the pool of applicants. Also, it appears that MSU enrolled students who would have gone to Central Michigan or Western Michigan. Ricardo Villarosa thought our being more conservative in how we handled the pandemic helped with enrollment. Kornbluh agreed but stated that we do need to advertise our programs and invest in recruitment and admissions. The university has one-time money and we will spend it to recruit more students.

3. Proceedings of the Policy Committee Meeting of January 10. The proceedings were approved as amended.
4. Chair's Report.
 - a. Hasan Elahi, who is currently Professor and Director of the School of Art at George Mason University, will assume the deanship of the College of Fine, Performing and Communication Arts on March 1.
 - b. Provost Kornbluh will encourage more productive relations between deans and faculty. Kornbluh is attempting to address issues in the medical school. He is trying to find ways to alleviate some of the faculty's concerns about the changes to the way research faculty are paid. David Massaron, the chief financial officer, and President Wilson agree with Kornbluh. The hospital institutional arrangements remain a deep concern with the implied threat to our engagement with Henry Ford Health System and their partnership with Michigan State University. Kornbluh wants to talk with the faculty and the students about hospital institution arrangements. He believes they are essential to the future of the medical school. Also essential to the future of the medical school is replacing Scott Hall in the relatively near future. The university asked the state for \$125 million out of what would be about a \$350 million project to replace Scott Hall and to create a new Karmanos Research Center. The National Cancer Institute recently renewed KCI's designation as a comprehensive cancer center. It is one of 51 centers of its kind in the United States. Henry Ford Health System has signed a 2-year contract renewing its relationship with Wayne State.
 - c. The administration is looking where they can balance the budget if we have a 2% growth in enrollment every year for five years. Kornbluh thinks we can increase the number of graduate students by 5% on a regular basis.
5. Enrollment Strategies Moving Forward. Ahmad Ezzeddine observed that people at Wayne State have a narrow view of enrollment. We focus on admitting freshmen. He wants the university to adopt a broader view of students throughout their interaction with the university from their pre-engagement to graduation and beyond. This is not only an issue for student success, loan management, or the provost's office. It should be a shared responsibility across campus. We want to work together to attract and enroll the number of students we want and need. We want to give students a good experience throughout their time at Wayne State and beyond. Engaging is at the heart of the plan. We want to increase and diversify enrollment, particularly with adults and with international students. The pool of FTIACS is shrinking locally but not nationally. Ezzeddine said that the university would be very aggressive pursuing potential

students. We will look at the changing landscape, where students need education, and lifelong learning. We need to pursue international undergraduate students.

Kornbluh added that the plan has financial implications. If we improve retention and persistence, in some cases that is as good as recruiting a new student.

Ezzeddine said that the landscape in some areas is changing, and we need to align the curricula and the programs with student and market demand. We need to develop new programs that leverage the strengths we have. This is true across all disciplines, from the humanities and liberal arts to engineering. We should give students the opportunity to have internships or to have service learning to gain work experience. This would include study abroad or global experience.

Ezzeddine spoke to the need for more effective marketing of our programs. The marketing office has focused on billboards and radio ads. We need market segmentation and targeted marketing. Different programs have different audiences and we need to find the audiences for the programs. We need to invest in our recruitment efforts. We have one-half the number of admissions counselors as the schools with which we compete for students. We need to change some of the ways we recruit students. We have to develop the analytics infrastructure to learn where we are attracting students, what they're studying, which courses they are passing and which ones they are failing. We do some of these but we need to do more and to coordinate our efforts a little better.

The majority of our students live within 50 miles of the university, primarily from three or four counties. This is not sustainable. We need to expand our efforts in Michigan and in neighboring states. Detroit is a great city where students are able to experience many attractions and activities.

We want to expand our recruitment and to continue our commitment to provide access to underserved groups. We are considering transitioning away from conditional admissions and focusing on serving a smaller group of students who don't meet our admissions criteria.

We would work with our community college partners on accelerated transfer. We want to engage the students and make sure that they have a clear path to Wayne State. If they choose not to come here they will not have accumulated a lot of debt. Some community college students may choose to be in an applied program. We currently only articulate programs that are associates of sciences or associates of arts. We are looking at finding pathways to our programs for those students. The students in applied degree programs take the same courses as those pursuing an associate degree in science or arts.

The Provost added that we are moving away from APEX and moving some of the students currently in that program to a more focused program. We think students that would have placed into APEX will have a better chance at success if we partner with community colleges.

Ezzeddine said that when students finish APEX, a one-year program, they are on their own. He is looking at developing an intensive proactive academic advising system and a cultural enrichment program that will support students through graduation. We're investing heavily in the community. Ezzeddine will meet on a regular basis with the leadership of the Detroit Public Schools Community District to engage more effectively with them. Kornbluh added that when they met with the leadership of Detroit's school system they were eager for the university to have a more robust recruitment with the schools.

Ezzeddine continued. There are about 80,000 to 90,000 students in the community college system. Less than 1% of them transfer to Wayne State. About one-half of the students indicate that they want to go to a 4-year institution. Thirty to 40 percent of our incoming undergraduates every year are transfer students. Every year the students who transferred make up 50% of our graduation class. Ezzeddine thinks we can increase that number by investing a little more in the community colleges. Ninety-three percent of our transfer students come from the tier one institutions, which are the five community colleges in our neighborhood: Oakland Community College, Wayne County Community College, Schoolcraft Community College, Henry Ford Community College, Macomb Community College. He wants to increase the number of students from the Lansing and Grand Rapids community colleges. Enrollment management is working with the Registrar to streamline credit evaluations so students understand what they can transfer, allow the students to take the courses at the community college and how long it will take them to get a degree from WSU. Housing scholarships could make a difference for students from more distant parts of the state. When these students graduate, we want them to be ambassadors to recruit students for us. Enrollment management is working to form teams of employees to work with teams from the schools and colleges.

Ezzeddine is eager to get the thoughts of the faculty and academic staff on how we can engage our students in more student success activities.

Naida Simon said that the university had a scholarship for community college students that had an associate degree. They were awarded a merit-based presidential scholarship for 2 years that paid up to 15 credits per semester. Ezzeddine said they are looking at how we award scholarships to make sure we are using them strategically to recruit more students. Simon supports a housing scholarship for transfer students. Once students come to campus they graduate.

Ezzeddine said that a group of transfer students will stay overnight in our housing. There will be a program for them on campus and a program in the city. He agreed that when they come to campus they are hooked.

Beale thinks that Policy Committee and the administration need to talk about how to involve faculty in the recruitment and retention efforts that Ezzeddine has planned. At some point these changes probably are educational policy and a proposal should go to the full plenary for action. Ezzeddine noted her comments.

Rossi thinks it is best to involve faculty in the program from the beginning. Kornbluh said that it is his obligation to get faculty to understand that we have to recruit more students or there will be significant budget cuts. David Massaron and the Provost may be able to manage the budget for the next year without consequences but that is predicated on a partnership to bring in more students and to teach them efficiently. Enrollment has declined considerably over the last several years.

Simon suggested that faculty in the department that the prospective students list as their major contact the person. Other universities do this. Some departments at Wayne do this. Ezzeddine said that we need to develop the culture of shared responsibility. How do we formulate the plans to increase recruitment and do we work together to support the efforts? Programs and the ways to support increased enrollment will

vary by school/college/department. Rossi suggested that recent alumni who have been very successful contact prospective students. Ezzeddine has arranged for alumni to talk with potential students in Grand Rapids about their experiences at Wayne State and what it means to them and their careers. Beale suggested that when faculty travel they be connected to participate in student and alumni events. The admissions office could coordinate such visits.

Jennifer Lewis said that she is excited about the plans Ezzeddine laid out. She thinks improving the student experience would improve recruitment. She would like to have multiple panels of our students interviewed about their experiences here at different Academic Senate events. We could form ways to respond, to be more connected to them, enhance and improve the student experience. We don't have a systematic way of hearing how our students experienced what it was like to be recruited here, to get admitted, to get grades here. What were their general education courses like? What is it like to be a disabled student here? If we can improve these experiences that will help our recruitment efforts.

Ezzeddine agreed. When he assumed the position of vice president he saw that the handoff from one office to another was inconsistent and students might be on their own to find the next office or person who is responsible to help the student with the next step in the process. He said many things are underway to address the problem. Ezzeddine thanked the Provost for getting rid of the silos and consolidating the various offices into the Division of Academic Student Affairs and Global Engagement.

Brad Roth mentioned a program that had been very effective in the past. Faculty and students showcased students doing research with faculty members. That plays to our comparative advantage and it puts faculty much more within their comfort zone in demonstrating how they interact with students in mentoring undergraduate research.

Kornbluh ended the discussion saying that it would be continued. We need to determine the specific numbers to the various pieces to grow enrollment. There will be more meetings to talk about increasing graduate enrollment, providing masters certificates and programs to increase people's skills.

6. Resolutions for Action by the Academic Senate. The Policy Committee drafted 3 resolutions that will be put before Senate members at the plenary session on February 2 seeking their approval. They are (1) Resolution Supporting an Amendment to the Student Code of Conduct to Provide Notice and Participation Rights Regarding Grade Change Review; (2) Resolution Supporting the Report and Recommendations of the Academic Senate Ad Hoc Anti-bullying Committee; (3) Resolution Supporting a Senate Report to the Provost and the President on the "Future of Higher Education." Policy Committee approved sending them to the Senate for action.
7. Search Committee for the General Counsel. President Wilson sent a request to the Policy Committee to appoint a representative to serve on the search committee for the general counsel. Brad Roth, Professor of Political Science and Law, accepted the appointment.
8. Restart Message. Policy Committee reviewed the message that Kornbluh had drafted to send to faculty about the return to in-person classes on campus beginning January 31.

9. Ad Hoc Senate Committee on Student Data Privacy. An additional member is needed for the committee, specifically a faculty from a STEM field.

Approved as drafted at the February 21, 2022 Policy Committee meeting