WAYNE STATE UNIVERSITY
ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE
June 20, 2022

Present: D. Aubert; L. Beale; P. Beavers; J. Fitzgibbon; M. Kornbluh; N. Rossi; B. Roth; S. Schrag; N. Simon; R. Villarosa

Absent with Notice: J. Lewis

Guests: D. Ellis, AVP, Provost & VP Academic Affairs; K. Kruschinska, Sr. Dir., Registrar, Student Affairs; G. McManaway, Sr. Dir. Information Security & Access Mgmt.; R. Thompson, AVP/CIO

I.   University Security Concerns Discussion

Increasing cybersecurity concerns pose a challenge to all universities, particularly in Michigan. Thompson described ransomware as threat actors that find a known compromise or a way to get in behind our cybersecurity defenses. They usually work covertly for a period, moving into one machine to get behind the firewall to find vulnerabilities and slowly put mechanisms in place to encrypt data in databases or files that the university finds valuable. Once they put mechanisms in place to encrypt backups and backup backups, they summarily hit the button to ensure everything becomes encrypted and then request payment (usually in cryptocurrency like Bitcoin) for restoring data. Kornbluh pointed out that this has happened to hospitals and local governments. McManaway explained that these threat actors are often well-funded organizations that are run like a business: they take and lock the encrypted data, causing the institution to shut down. The university has taken steps to ensure its backups are safe, but there are many ways to infiltrate the systems. He gave examples of ransomware attacks at Kellogg College and MSU. Lincoln College in Illinois was forced to close its doors as a result of a ransomware attack. Although he does not consider WSU to be a major target, McManaway warned that there will be some research areas and targets more interesting to people or nation states. For example, a few years ago people doing peer-review of research were not fully vetted, allowing a Russian cyber army activist to steal information and utilize the research inappropriately. Over the last three years, C&IT had updated how it handles security. As the university continues to build its security programming, changes in university culture will be necessary. One example is the requirement of multi-factor authentication (MFA) with our email: that has reduced phishing emails from hundreds of thousands to a few per day. He acknowledged that change that impacts daily work is difficult. Linda Beale noted that Policy received a proposal for a new data breach policy and is working on suggestions on that. McManaway explained that work is being done on policies around data access, security, and privacy with John Rothchild, who serves as the data privacy officer. Kornbluh pointed out the financial liability that is also driving the security efforts: there are significant federal penalties if information is stolen and published.

Thompson and McManaway discussed the Department of Defense (DoD) security framework called the Cybersecurity Maturity Model Certification (CMMC), a standard by which we will be assessed in the next few years. Reaching a level 2 out of 5 is achievable must be done to continue to have any contracts/research with DoD. McManaway also discussed the Gramm-Leach-Bliley Act (GLBA) that will affect financial aid processing and financial controls.

Another issue that has risen to the forefront is cyber insurance: the university's general insurance has a cybersecurity rider that will raise the premium by $40,000 and the deductible to $750,000. We need cyber insurance to combat ransomware attacks, but ransomware demands are generally much higher than insurance caps. The changes in many of these regulations over the last couple of years are prescriptive rather than allowing institutions to find the best solution that works based on the risk level. For example, GLBA requires WSU to have MFA in place.

Beale emphasized the importance of good communications on these issues—C&IT must communicate to the university community what the different mandates are, where they come from, and how that affects the students, staff, and faculty. She suggested having something on security policies and what they entail clearly written and easily accessible on C&IT's website. She also suggesting targeting easy-to-understand explanatory materials to the different community constituents —what the new cybersecurity requirements are, why they are necessary, and what the impact will be. She noted that the recent email that went out from C&IT talking about new requirements as an "exciting" event was tone-deaf to the way that impacted the university community: something that requires more work from overworked individuals both in terms of bringing the system up to the standard required and in terms of adding hindrances to daily use is not exciting. Because this really affects how we work, we need to know it is important and that it is absolutely necessary to do it this way. Kornbluh recommended a combination of a document and a Senate presentation in the fall. Beale agreed and suggested that communication should also include a regularly updated website where clear information on the "whats, whys and hows" is provided. McManaway acknowledged that C&IT does not communicate well to students. Jane Fitzgibbon responded that the faculty is the group that feels especially pressured by these changes and requires adequate explanation. Kornbluh noted that the Senate is one means of communication to faculty. Another problem, he said, is that the administration has not been very organized, so starting next year there will be monthly academic leadership meetings with chairs, directors, and deans that can cover topics like this so the deans and chairs can take information back to their departments. We have in the past relied on the deans to communicate, but they often do not understand the technology or cannot explain it well.

Thompson asked if it would be helpful to set up a monthly roundtable for faculty to specifically ask questions. In addition to presenting major changes to the Senate, Kornbluh recommended Thompson hold office hours for C&IT security questions. Fitzgibbon suggested Thompson attend college faculty meetings because the information does not easily trickle down from deans and chairs. Roth thought it was important for there to be recognition that these changes are disrupting faculty's lives—acknowledging to them that this requires a sacrifice and explaining the reason will allow faculty to be more receptive. Rossi suggested Thompson and McManaway speak at a Research Committee meeting. She also asked if these security measures will likely be applied more broadly to other federal agencies, such as NIH or VA. Thompson responded that the assessment from EDUCAUSE, the umbrella organization for higher ed IT, is that CMMC is going to be the standard. Beale suggested Thompson and McManaway also meet with the Faculty Affairs Committee and the Student Affairs Committee, as well as providing an informational webpage.

Kornbluh recommended Policy review and comment on the communications prior to issuance. Thompson and his team have faced challenges with researchers not being fully on board with these initiatives: communication through both the OVPR and Research Committee will need to explain that there is no exemption for research. Rossi added that the agencies will not provide the funding if we do

not comply. In case of breach, she asked about the security of the software researchers use—some is valued at hundreds of thousands of dollars. Thompson responded that the greatest risk is students, faculty, and staff data —historical records and academic records are the most vulnerable. A solution to software theft would be to ask Dell for new laptops and reload the software and operating systems—but once the data is gone, it cannot be retrieved.

McManaway noted that another step is the use of virtual desktops that provide access to expensive software applications, data stored and backed up in a central repository, and easy access, though the disadvantage is privacy concerns. Beale agreed that privacy is a significant concern at issue, especially for those of us on Senate who are informed about a situation in 2018 when C&IT went into every email system and computer on campus to delete a specific set of emails and attachments, without checks and balances, at the request of Dawn Medley (the information was highly critical of her leadership team for discrimination and other behavior). As a result, the full plenary of the Academic Senate voted to censure Medley (then director of Enrollment Management) and Darren Hubbard (then AVP/CIO). Kornbluh referred to the concept of fiduciary responsibility, noting that if we do not have adequate policies, we should create them to address these concerns. Thompson noted that there had been an acceptable use policy committee to put policies in place to help prevent that in the future. Kornbluh argued that virtualization has many benefits and hard railings should be put on it to provide more assurance. When it comes to interfering or accessing that kind of data, Beale argued that there must be an oversight group with a strict policy limiting access appropriately. McManaway believed the biggest problem lies in what to do with data that outlives the owner (retires or leaves the university). Most of our rules are based on approval from a dean, which is not the right way to deal with requesting a faculty member's work. Thompson is working with John Rothchild, Carly Cirilli (C&IT), and Tom Cavalier (General Counsel) to develop a framework. Beale suggested faculty should be involved in that process, so Thompson asked for faculty names to include in the conversation. Rossi suggested the conversation should be even broader to make clear to faculty their rights to materials when they retire or leave (e.g., lectures posted on Canvas). Kornbluh responded that we do have policies on ownership of teaching and research materials, but that is different from Beale's concern about the security of communications. Policy agreed that there can be confusion because there is some overlap.

Thompson said he appreciated this discussion. The policies that will help buttress our institutional response to cybersecurity will primarily deal with device management and training. These are items included in an assessment report (an external pre-assessment for what we need to do in order to pass level 2 of the CMMC). Beale asked Thompson to share a copy of the pre-assessment with Policy, noting that Policy members would treat it as confidential and not to be shared beyond the committee members. Kornbluh explained that device management refers to what we use to interact with the university systems: What can we do on our phones? What can be done on a device owned by a university? What might be done on a device not owned by the university? If discussion with the university community on this issue begins in the fall, he recommended focusing on device management: although we are not changing anything in 2022, changes are coming. Thompson said one of his takeaways is to work with Policy to make sure communication provides the information needed in a way that makes sense. Kornbluh added that part of the solution is for new faculty to receive a laptop with two docking stations, one for home and one for the office. Beale commented that such a solution available to faculty who tend to use both home and university offices a significant portion of the time would go a long way to reducing frustration with the changes, though limiting access to information on cellphones will be a significant issue for all faculty.

The original CMMC standard was expected to take effect October 2023, but it could now be as late as 2024. The threats are real, with two Michigan universities actively dealing with ransomware attacks. WSU is ahead of the curve, but we cannot wait until the CMMC standards take effect to institute changes. McManaway added that CMMC standards are not yet written into GLBA, but the changes in GLBA coming in December suggest institutions will need to be CMMC compliant. The DoD could also offer a research grant at any point with a requirement that the institution be CMMC compliant.

Beale asked if the Duo Mobile two-factor authentication will be replaced. McManaway said he was working with the developer on a new plan to rely more on the Microsoft tools that allow more flexibility. The pop-up box that asks the user to "remember me for 90 days" does not always work because there are many variables involved, making 90 days unrealistic—it's closer to 30 days. What we want is one MFA for all our tools, not just email.

Beale thanked Thompson and McManaway for their helpful discussion of the issues.

II. Fall Break Discussion

Darin Ellis and Kurt Kruschinska were invited to Policy to help members understand the impact of the fall break option. Kornbluh explained that the Student Senate is unhappy that we are not able to figure this out without starting earlier. Beale said she has invited the Student Senate leaders to the next Policy meeting (though they are not yet confirmed). The goal of this meeting is to be sure Policy understands the consequences of the early-start option and what other options might be available.

Kruschinska noted that the Student Senate requests two days in October because they consider Thanksgiving too late. As an instructor, Aubert agreed that Thanksgiving break was too late in the semester. Beavers added that the pressure has built up so much by Thanksgiving that the break provides little relief. Beale understood that concern but added that a fall break in mid-October would be academically disruptive: the class has usually just jelled at that time into a good working group, and the flow of class work is already broken up with Labor Day, Election Day, and Thanksgiving Break days off.

Kruschinska said Michigan has 69 instructional days whereas WSU has 70. This is a result of a change from the quarter system to the trimester system in the late 1970s, when the policy was to count Mondays through Fridays as instructional days but not Saturdays. He thinks Michigan counts Saturdays but will follow up with their registrar. Beale noted that Michigan may not take Election Day off. Kornbluh asked if the 70 instructional days is Board policy or accreditation or simply past practice. Kruschinska does not think it was mandated by the Board. He could not find a resolution, but the Board website described it as an informational item. It is an accreditation issue for some schools. In addition, to maintain the federal requirement for a Title IV standard calendar, the university must have a required minimum number of weeks of instruction. Historically, Wayne State has followed a conservative calculation to yield 14 weeks of instruction (with 14 of each weekday) and one week of final exams.

Kruschinska then explained that the committee pushed the start date earlier to avoid a scenario of scheduling a Wednesday as a Friday and a Tuesday as a Monday—we used to do so but it was confusing for students and faculty. Also, starting earlier provides the advantage of wrapping up grading and

advising before the holiday break. He understood the challenges from a faculty perspective. Beale noted that a problem raised academically with starting earlier is that it creates difficulties for bench sciences. Kruschinska said faculty had explained that there was an issue of lack of continuity because the Monday-Tuesday off means that some labs are skipping a week, even though the number of instructional days would be maintained. Ellis confirmed that there are instances of experiments in physics and chemistry set up to progress through multiple phases that would be impacted. Beale then asked about the effect of starting earlier on orientation. DOSO representatives on the fall break committee agreed to move things up a week. Another issue to consider is that students who are working will lose some earning power by leaving work earlier. Beale asked if this was discussed within the committee. Kruschinska confirmed that the impact on summer jobs and internships was discussed, but without much concrete information. Ellis added that starting earlier cuts into the faculty's summer research cadence. Policy members agreed that most faculty would not want to come back a week earlier.

Kornbluh noted that Michigan and Michigan State start when we do yet manage to fit a fall break into their schedules. Why can they do so when we cannot? Kruschinska suggested it related to our historical demand for equal numbers of instructional days: 14 Mondays, Tuesdays, Wednesdays, Thursdays, Fridays. Beale said she also thinks Michigan requires only 13 weeks of instruction, which may allow them more flexibility in arranging the fall break, but faculty here would be unlikely to accept a week's reduction in class scheduling. Ellis noted that if we were to consider shortening the academic calendar to 13 weeks, it would require redoing the entire calendar, not just the fall term. Roth pointed out that Michigan, unlike WSU, does not have equal numbers of the different class days. Ellis noted that the faculty on the planning committee were clearly against either having the number of class meetings for a course depend on which days of the week a class is taught or giving up a week of the instructional calendar. Kornbluh suggested that faculty would likely not want to give up a Monday and a Tuesday but thought it might be worth getting input from a broader group of faculty. When asked about the Union perspective of faculty, Danielle Aubert recommended faculty be formally surveyed. Policy members agreed that a faculty survey would be helpful. Ellis suggested as a further worry that some would complain about the same tuition being charged for fewer days of instruction. Beale pointed out that accreditation for the Law School requires a certain number of minutes per credit hour per course that must be satisfied, so Law would likely not be able to adopt a new calendar. Kornbluh suggested letting the professional schools consider the question of a fall break separately. Beale noted that having a fall break for mental health for undergraduate and graduate programs but not for professional schools would likely cause complaints from the professional schools: she thought whatever policy is developed should be for all schools/colleges as much as possible. When asked if the undergraduate calendar and professional or graduate calendars need to be consistent, Kruschinska said that the undergraduate and graduate calendar for main campus are the same and that there would be problems if each college had its own academic calendar.

Kornbluh suggested there are, nonetheless, strong reasons for trying to find a way to do a fall break: most of our students are undergraduates; the Student Senate is pushing for this; and about half the Michigan schools have already managed to do this. Beale responded with a concern that the student body at large may not be enthusiastic for a fall break that would require starting earlier, since there has been no survey and apparently no effort to meet with students across the different schools to gain more information. Villarosa argued that student senators are elected so, like the Academic Senate, are presumed to be representative. Paul Beaver suggested students will always want the time off, so the

argument needs to be made for pedagogical reasons. Ellis said the staff can create a calendar based on whatever decision is made.

Kornbluh agreed that starting a week earlier is not viable, so the real question is whether we can have an uneven number of days and lose some instruction. Kornbluh noted that a Monday-Tuesday break means courses meeting with a Monday or Tuesday in their schedules will all lose one day. Labs that meet those days will lose a full week. Some adjustment would be necessary: for example at MSU lab classes met on a Saturday to make up for a missed lab day. Kruschinska pointed out that we have other seminars and classes that only meet once per week, so those would also present a challenge in terms of instructional time. It is not clear how other schools are handling it: while about half of the Michigan institutions have a fall break, the number of days varies. Simon recalled that when the start of classes changed from the day after Labor Day to the Wednesday before, there were many classes that did not meet in August. Simon pointed out that in an even number of years we have Election Day off, so if the fall break is Monday and Tuesday there will be two Tuesdays off.

Kornbluh suggested considering another alternative. We could move orientation to the weekend and start classes on a Monday. If we are not beholden to 14 Mondays through Fridays, Kruschinska said he can figure out a model and have further discussion. Kornbluh believed that would get us everything except the Tuesday on Election Day and gives us one extra Wednesday. Kruschinska confirmed with Policy that they want 70 days of instruction and as close to the 14 Mondays through Fridays as possible, with the possibility that we would lose one Tuesday every other year because of Election Day. Beale suggested considering treating the extra Wednesday as a Tuesday to make up for the loss of the Election Day Tuesday. Simon suggested another solution for the lost Election Day Tuesday would be to have a fall break of two days in odd years and one day in even years. Beale requested a model for 2023 and 2024 that shows when orientation and move-in day could take place. It is important to figure out how to save the students as much of their work time as possible. Kruschinska agreed to work on a couple of options over the next few weeks and follow up with Policy.

III. Approval of PC Proceedings

The proceedings were approved as revised.

IV. Report from the Chair

Juneteenth: Last year, Juneteenth came up at the last minute and the university decided not to hold classes. This year, Kornbluh said there has been a contextual change: federal, state, bank, and large corporations are recognizing it as a holiday. It is odd that WSU, a university in a majority Black city, failed to consider this thoroughly. Kornbluh plans to ask the Cabinet to change our policy, making Juneteenth another three-day holiday in the summer. Policy strongly agreed it should be a holiday.

General Council Search: Kornbluh said the Policy Committee did an excellent job in its memo summarizing its view of each candidate. The search committee sees viable candidates and thinks it will be helpful to have additional time through finalist interviews.

Dean of Education Search: The dean of Education search committee began this week.

School of Information Sciences: Kornbluh met with the leadership and the entire library faculty and staff separately to explain the timetable and announce Tom Walker as interim dean for a few weeks while he consults with faculty and staff on appointment of an interim dean for a one-year term. A national search will be held next fall. Kornbluh would like libraries and archives to be more connected. He noted that the library website does not mention the word "archives", the links don't work, and nothing identifies the School of Information Sciences Beavers added that the University Library System is not treated as a single unit; the school, Reuther Library, and libraries are treated as separate units with a long history of separation still encoded in the documents and daily practices. Kornbluh said this has been reinforced by the old budgeting process and explained that this will change: the silos will be removed while providing more support for the whole unit. The organization of the provost's office had contributed to some of these issues.

VPR Search Committee: The VPR search committee will meet to talk about a job ad in the near future. The search firm took feedback and will provide a draft ad for review.

V. Report from the Senate President

Fall Enrollment: Beale shared the enrollment report and noted that overall enrollment is still down. Kornbluh explained that master's enrollments have improved: we are now within the confidence interval of the budget presented by Massaron (CFO/VP Finance and Business Affairs). The projected budget included an enrollment drop between 4 and 6% and we are currently down 5.5% in general. We are down 94 freshmen from last year, and Ahmad Ezzeddine (VP Academic Student Affairs and Global Engagement) is confident we will get the freshmen and transfer enrollments up. Additionally, the registration debt ceiling has not been raised yet: it is currently at $2500 but will be raised to $4000 in early July. There is a good chance we will get the fall enrollment decline below 5%. Fitzgibbon asked about students with GPAs under 2.0 being able to register. Kornbluh said they are considered on a case-by-case basis: CLAS has a large number and does not allow advisors to waive the academic hold—it must be done through the dean's office. Kornbluh has asked the new associate dean to reconsider this to help increase enrollment.

DFW Data: Policy discussed some course-specific DFW data at its last meeting, so Beale reported her following discussion with Darin Ellis about test-optional admissions and GPAs. The Policy Committee would like to know how this is working out so we requested more refinement of the first-year data comparing students admitted test optional with those for whom tests were available. We need to understand how the test-optional decisions are being made and whether students admitted without tests are successful. Kornbluh said aggregate data from the first semester was shared with the BOG this past winter. Aggregate data from two semesters is now available and indicate that student success did not suffer significantly by going test optional. At this week's BOG meeting, Kornbluh will request to suspend the test policy while we continue to review the data to determine whether to eliminate test requirements. This will allow the topic to be brought to the Academic Senate plenary, possibly as early as next fall, for consideration. Dozens of schools have eliminated the testing requirement permanently.

Academic Leadership New Hires: Beale requested Kornbluh share the job description for the new position in the provost's office for Policy to review. Kornbluh explained that the provost's office and the CFO are deeply aware of HR challenges—specifically in regards to CLAS, and they are trying to work their way through it. Hundreds of employees in CLAS did not receive a paycheck, but they have

now been paid. There is also a threat that grad students will not get paid in the fall because of a CLAS issue. Kornbluh acknowledged the centralization of HR has reduced services for everyone.

VI. Communications and Required Actions

A. Substitute Alternate for BOG Academic Affairs Committee

Beale asked Policy Members to confirm Ricard Pineau as the substitute alternate (non-voting) for the BOG Academic Affairs Committee. The current alternate, Jenny Lewis, will automatically move into the voting representative position to substitute for Brad Roth. Roth added that Pineau will be able to answer any questions the BOG members may have about the Student Code of Conduct. Policy agreed. [After the meeting, Lewis informed Beale that she would not be able to attend Friday's BOG meetings. Beale agreed to attend as voting substitute for Roth and confirmed that via email with the committee.]

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Approved as revised at the Policy Committee meeting of June 27, 2022