WAYNE STATE UNIVERSITY

ACADEMIC SENATE

PROCEEDINGS OF THE POLICY COMMITTEE

October 22, 2018

Policy Committee Members: L. Beale; P. Beavers; V. Dallas; r. hoogland; D. Kessel; C. Parrish; B. Roth; N. Simon; W. Volz; K. Whitfield; Angela Wisniewski, Secretary

Budget Committee Members: Leela Arava; Jeffrey Bolton, Administrative Liaison; Stephen Calkins; Kristen Chinery, AAUP-AAFT Liaison; Jasmine Coles, Student Senate Liaison; William Decatur, Administrative Liaison; Brian Edwards; Mahendra Kavdia; Sharon Lean, Graduate Council Liaison; Rayman Mohamed; Bryan Morrow; Louis Romano, Guest; Richard Smith; Ricardo Villarosa

Other Attendees: Jeffrey Abt, Professor, College of Fine, Performing and Communica-tion Arts; Dawn Aziz, Director, Organization and Employee Development, Human Resources; Ramona Benkert, Associate Dean, College of Nursing; Laurie Lauzon Clabo, Dean of Nursing; Rebecca Cooke, Associate Vice President for Finance and Adminis-tration for Health Affairs and School of Medicine Vice Dean for Finance; Bryan Dadey, Senior Associate Vice President for Finance and Deputy Chief Financial Officer; Joan Ferguson, Fine, Performing and Communication Arts; Cheryl Kollin, Senior Director, University Advising; Celeste Lezuch; Ben Pogodzinski, Associate Professor, College of Education; Debra Williams, Associate Vice President and Chief Human Resources Officer

The item marked with an asterisk constitutes the Action of October 22, 2018.

 1. Strategic Initiatives Task Force:

The task force considered it important to ensure that there was funding at the President and Provost level to support strategic initiatives furthering the University’s mission. This fund (stated to be about $6 million last year) would be taken off the top of the state appropriation along with the amount needed for subvention of the various schools and operations, leaving the remainder to be allocated to the schools and colleges using the credit-hour ratio tentatively accepted by the RCM Steering Committee.

Policy members questioned how this idea comports with responsibility-centered management, since the very thing that deans are expected to do is utilize their greater control of resources to adopt school/college strategic initiatives that further the University’s strategic plan and mission. Moving that initiative to the central administration will continue to create potential for problems, in that those funds will not now be permanent allocations to a base budget but something that the school/college will have to reallocate from other funds or arrange new funding sources to cover. That could mean increased subventions or reduced ability to move the school/college forward in ways planned. This seems to subvert the idea of localized strategic thinking that RCM is supposed to further. The task force answered that the Steering Committee had clearly mandated a centralized strategic initiative fund and they had not discussed otherwise.

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Policy raised the question of how the state legislature might perceive Wayne State’s allocation of the state appropriation under the RCM model. In other words, what do the legislators think they are supporting when they fund the University and what will their reaction be to how we spend the appropriation? How was that thought about in terms of the strategic initiative task force and how the state appropriation is being used? Mr. Parrish believes the state bases the appropriation on the previous year’s allocation. Mr. Decatur noted that the state does not consider the services provided to part-time students when they set the appropriation. Students may take two courses but they demand the same amount of support and services as full-time students. That is a real cost to the budget. Others noted that the state does not generally support research or understand the higher cost of graduate and research-based education.

Policy members noted that there has been no clear understanding of how central administrators have used such funds in the past. It was noted that the budget for campus security was substantially increased as well as funding for CAPS. Clearly, those are expected to be long-term expenditures. How are those new expenditures being accounted for under RCM? It is not clear. Mr. Decatur, Mr. Bolton, Mr. Dadey, and Provost Whitfield were asked to itemize the expenditures for the $6 million that was spent in the last three to five years and how those expenditures would be handled under RCM.

[Ms. Ferguson and Mr. Pogodzinski left the meeting. Ms. Benkert, Ms. Kollin, and Mr. Abt joined the meeting.]

 2. Incentive and Performance Metrics Task Force: Ramona Benkert and Cheryl Kollin are the Leads for this Task Force and Jeffrey Abt is a faculty member of the Task Force. The Task Force thought it premature to develop incentives now because silos could be created that might impact student success. They thought it was better to wait until there was an understanding how the RCM model worked. They were most concerned how multi-disciplinary courses would affect departments.

Ms. Beale questioned how we could understand structural deficits (good and suitable for subvention; bad and schools/colleges/units should figure out how to overcome internally) without some agreed upon ways to measure success that would also serve as ‘incentives’ (perhaps in a different way than intended by the Steering Committee). The Task Force should consider what metrics are reasonable now and for the future. It should develop metrics to show what is happening within programs.

Members of Policy also were concerned that to build enrollment (a clear incentive in a tuition-based revenue unit), colleges would tend to “steal” students from other colleges. (The current tuition allocation method for students who are majors in one program but taking classes in another allocates 75% of the tuition to the unit of instruction and 25% of the tuition to the unit of the major, even though the major unit may have expended considerable financial aid and scholarship money to recruit and sustain the student in college.) Mr. Roth, who served on the Task Force, thought that having an academic process in advance for assessing quality would be a way to check predatory attempts to steal students. The Task Force noted that there was no

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proposal to develop a method to guard against colleges stealing students, suggesting that predatory course planning would not occur.

Another member of Policy was concerned that there was no mention of how to judge the quality of programs. It is unclear how incentives can exist in a vacuum without recognition of the importance of building academic quality. Ms. Benkert said that the Task Force was not charged to consider the quality of programs. There was no mention, Mr. Abt said, to look at metrics to check if the program was succeeding.

Mr. Abt thought that the success of RCM might be judged 12 months after it was in place by checking the experience of the schools/colleges, based on the idea that RCM will provide transparency in the budget and lead to a better understanding of the budget. Policy members noted that it is not clear that the current RCM model actually produces transparency in the way suggested by the task force members.

 3. School of Medicine RCM Considerations: Ms. Cooke introduced herself. She has more than 30 years of experience working with the RCM model and in the medical school environment. She updated the Policy Committee on the issues in the Medical School. An institution cannot break even financially from federally funded research. In most medical schools tuition covers the cost of education. It does not fund other missions. Most medical schools fund research through their clinical operation. Tenet Healthcare, Wayne State’s clinical partner, is not willing to fund research. The University signed a letter of intent with the Henry Ford Health System to have a relationship with a clinical partner that would enhance research. Assistance is being provided to Medical School faculty in writing grants and classroom-type training. The number of grants awarded faculty has increased in the last six to twelve months and the School is recruiting top researchers.

The Medical School is not only the 300 students pursuing the M.D. degree but also the graduate students in the Ph.D. programs. Wayne State’s tuition rate is higher than the market rate by 100%. Scholarships are provided to the students from the Medical School’s budget. Under the RCM model the medical programs would bring in incremental tuition.

The School had a balanced General Fund budget last year and the administration anticipates it will have a balanced budget this year. It’s paying back some of the deficits in the previous years’ General Fund.

The Detroit Medical Center and the University Physician Group signed a memoran-dum of agreement on a five-year contract for clinical and medical administrative services. That agreement will pay for employees who are paid hourly by the DMC and for clinical services such as on call time and time that the ICU spends on the floor caring for patients. The University has a separate contract with the DMC that pays our faculty for teaching residents and fellows.

[All guests left the meeting.]

4. Report from the Chair: The Provost mentioned the need for psychological counsel- ing for students. The wait time at Counseling and Psychological Services has been

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reduced. More counselors have been hired, but the wait time for services may still be long. A part-time psychiatrist was added to the staff at CAPS.

\*5. Proceedings of the Policy Committee: The Proceedings of the October 15 meeting were approved as submitted.

 6. Role of Student Conduct Officer: Dean of Students David Strauss and the personnel in his office who handle allegations of student misconduct met with the Student Affairs Committee to talk about the Engage and Maxient software. Engage is the participation software and Maxient is the student conduct software. Maxient tracks academic and non-academic misbehavior. Policy asked who has access to Maxient and how determinations on whether to pursue penalties are made. Policy Commit-tee will invite Dean Strauss to a meeting to discuss how allegations of misconduct are handled.

 7. Financial Aid Delays: Last week Policy Committee discussed problems that students are experiencing in getting their financial aid although they were told that the aid had been approved. Policy Committee apprised Provost Whitfield of the problems at today’s meeting. In addition, they reported problems that graduate teaching assistants have had in getting paychecks. The Provost noted that registering late for classes may set off a series of problems and delays. Ms. Beale said that employees’ names and telephone contact information should be on the website so students (and even concerned faculty who attempt to help them) are not left with the ‘rote’ email responses that delay and often merely refer students to other offices (sometimes the very office that referred the student to the Student Services website).

8. Master Planning Organizational Chart: Ms. Beale distributed the organizational chart for the Master Plan Committees. Ms. Beale will serve on the Capital Funding and Priorities Committee and the Facilities Planning Advisory Council. Ms. Dallas and Jocelyn Ang, Associate Professor of Pediatrics, also will serve on the Facilities Planning Advisory Council. Ms. Beale encouraged people to send her issues they think should be addressed in the planning process.

9. Report from Liaison to Facilities, Support Services and Technology Committee: Ms. Simon reported that representatives from DumontJanks, the firm that will assist the University in developing a master plan, met with the FSST Committee. Their goal is to build a sustainable system to support the University. They want to understand how we use space. Under infrastructure they include parking, transportation, expan-sion and contraction. We have $1.1 billion in deferred maintenance. Mr. Janks said that classrooms constitute 8% of our total facilities. Scientific laboratories were not included in that number. The FSST Committee talked about cleanliness of class-rooms. Daren Hubbard, the Chief Information Officer and administrative liaison to the FSST, said that technologies are in flux. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Approved as corrected at the Policy Committee meeting of October 29, 2018