

WAYNE STATE UNIVERSITY  
ACADEMIC SENATE  
Official Proceedings

April 6, 2022

**Members Present:** Mark Kornbluh, Provost and Senior Vice President for Academic Affairs; Linda Beale, President, Academic Senate; Leela Arava; Poonam Arya; Nicole Audritsh; Linda Beale; Joan Beaudoin; Paul Beavers; Tamara Bray; Pynthia Caffee; Stephanie Chastain; Stephen Chrisomalis; David Edelman; Brian Edwards; Erica Edwards; Jane Fitzgibbon; Andrew Fribley; Wanda Gibson-Scipio; Daniel Golodner; Siobhan Gregory; Jeffrey Grynawski; Robert Harr; Lance Heilbrun; Marisa Henderson; Michael Horn; Arun Iyer; Satinder Kaur; Pramod Khosla; Christine Knapp; Shelly Jo Kraft; Jennifer Lewis; Karen MacDonell; Krishna Rao Maddipati; David Merolla; Georgia Michalopoulou; Carol Miller; Santanu Mitra; Ramzi Mohammad; Lisa O'Donnell; Shirley Papuga; Charles Parrish; Rachel Pawlowski; Theresa Perlman; Sean Peters; Richard Pineau; Michele Porter; Shauna Reeves; Stella Resko; Robert Reynolds; Joseph Roche; Noreen Rossi; Brad Roth; Ali Salamey; Bo Shen; Naida Simon; Scott Tainsky; Wassim Tarraf; Ellen Tisdale; Ricardo Villarosa; William Volz; Le Yi Wang; Jennifer Wareham; Jeffrey Withey; Hossein Yarandi

**Members Absent with Notice:** Xiaoyan Han; Barbara Jones; Shane Perrine

**Members Absent:** Faisal Almufarrej; Wei Chen; Alan Dombkowski; Paul Dubinsky; Christine Jackson; Amy Latawiec; Wen Li

**Guests:** Danielle Aubert; Boris Baltes; Tamaka Butler; Kelly Dormer; Ahmad Ezzeddine; Michelle Fecteau; Mark Gaffney; Michael Horn; Sara Kacin; David Kessel; Brelanda Mandija; Dave Massaron; Mary Paquette-Abt; Wael Sakr; Sarah Schrag; Karen Tarpenning; Nancy Welter; Angela Wisniewski

I. ELECTION OF THE SENATE PRESIDENT

The Senate unanimously approved Linda Beale's reelection to the Senate Presidency.

II. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE PLENARY SESSION

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate plenary session of March 2, 2022. PASSED.

III. GREETINGS FROM MARK GAFFNEY, WAYNE STATE UNIVERSITY BOARD OF GOVERNORS CHAIR

Governor Mark Gaffney thanked the Senate for inviting him to speak, noting that it was the first time since he has been on the Board that he has attended a plenary session. He was impressed by the work and detail that went into the Senate's resolutions supporting undergraduate certificate programs, transfer credits for transfer students, report and recommendations of the anti-bullying committee, and the report on higher education, and he looked forward to working with the Senate as those policies are implemented.

The Board has a goal of Wayne State University becoming the leading R1 university in the nation for social mobility. The university is currently among the top 10 in the nation and being number one is attainable with commitment. Another goal is to improve budgeting by moving from annual budget cuts to establishment of longer term, rational budgets. It will include new ways of keeping track of the budget and thinking about the overall campus—buildings that we use, own, maintain and develop. A campus-wide review will reveal what we can do to operate more economically and create a budget that matches between income and expenditures. The Board also wants to see improvements in the operations of the medical school. Another issue important to the Board is to ensure that the faculty, staff and students reflect our values of diversity, equity and inclusion. Lastly, Gaffney discussed the Board's goal of improving HR operations and labor relations. He has been in touch with Carolyn Hafner, Associate VP & Chief HR officer, regarding these issues and the need for a clear partnership in which we listen and work together. Before he leaves the Board in three years, Gaffney intends to work with everyone involved to make many positive changes in these areas. Gaffney invited questions from the membership

Linda Beale asked Gaffney what the Board sees as the greatest opportunity and the greatest challenge before the university at this time. He responded that the greatest challenge is the budget—i.e., ensuring we

have built a basis for the university to afford to do what is needed for the students. If we are going to be the best R1 university in the nation for social mobility, those students will need extra help. Furthermore, increasing the number of students who need that extra help will increase our costs: that is the challenge. Though it will be tough, the difference between the goal and reality is not insurmountable. As for the greatest opportunity, we are well poised in terms of reputation, size and commitment level to embrace the changing world and meet our students where they are.

Robert Harr asked about the Board's view on facilities and deferred maintenance. Noting that last year's flood was a setback, Gaffney explained that Rob Davenport and his team have begun analyzing data that show that maintenance in some buildings is much more expensive than in others. Also, there is more space than necessary, which provides an opportunity to make significant changes, including the upgrade to State Hall.

Brian Edwards suggested improving the government system at the School of Medicine by creating a committee of three clinical chairs: the first two years the clinical chair is learning; the next two years they become assistant dean or vice dean; and the last two years they are dean, rotating through all the clinical chairs. Because they would know the system, they would be aware of the problems. This cycle would mean they would not have to spend two years trying to figure out what is going on in the medical school because they would have connections and appreciate the situation. Gaffney thanked Edwards for the suggestion, noting the time spent working on the School of Medicine. He suggested Edwards continue to bring his suggestions forward because the leadership team is in listening mode.

Kornbluh thanked Edwards for his suggestions, adding that Dean Sakr will be able to address some of these questions. He also thanked Governor Gaffney for his volunteer work at the university and his willingness to be accessible to faculty and staff. Jenn Stockdill asked a follow-on question from the perspective of graduate education and research funding. For nearly two decades grants have had the same total direct costs per year, while salary and tuition have gone up. We can do less and less but more is expected, and she asked that this problem be

addressed. Kornbluh agreed this is a significant challenge that needs attention. He was working with the new CFO to get a better grip on the finances and assured Stockdill this issue is on the agenda.

IV. UPDATE ON THE UNIVERSITY'S BUDGET FOR FY2023

David Massaron, Senior Vice President for Finance and Business Operations, CFO and Treasurer thanked the Senate for inviting him and addressed Stockdill's concern, stating there is room for better understanding of how we operate as an institution and the financial implications of it across the board, and as we get that better understanding we will be able to work on issues like the one raised. The listening tours were designed to gather information and knowledge from faculty that will allow a better product in terms of the services provided.

Massaron presented the financial year-end results for 2021. They were relatively good as result of the one-time funds from the state and federal government and provided breathing room to absorb some of the changes needed as we move forward. He noted the decrease in gross tuition and fees as a troubling sign needing attention. Even with the FY 2022 3.9% tuition increase, there was a General Fund structural deficit of \$10.3M. Some of the financial challenges were addressed through permanent budget relief actions such as base budget reduction plans in vacant positions and general expense; and temporary budget relief actions including hiring restrictions generating salary savings and the use of one-time funding. The structural deficit from FY 2022 will continue into FY 2023. Additional challenges include lower than anticipated winter '22 enrollments and spring/summer '22 enrollments trending down, potentially driving a larger variance to budgeted revenue. Governor Whitmer proposed a 5% base increase and one-time allocations to higher education, but the final decision remains uncertain. There has been an increase in unavoidable expenses such as contractual obligations, debt, insurance, utilities, etc. Deferred maintenance and critical needs are of utmost importance, not only to operations in terms of ability to maintain and manage costs, but also regarding how faculty and staff can do their jobs. Investment in the physical state of our buildings has been deferred too long. The outlook on future enrollment indicates a

continued decline locally and nationally. There is also a lack of state investment in higher education.

An early look at the FY 2023 budget includes the assumptions of a 0 to 5% tuition increase; a 2.5% base increase in state appropriation; enrollment changes between -4% and 0%, 2% to 2.5% inflationary pay increases; and 3% inflationary increases for certain operating costs. Massaron noted that inflationary costs are likely understated as we are beginning to see the inflationary impacts on the general economy impacting our bottom line. He estimated a structural deficit between \$44M and \$12M depending on enrollment, with the caution that these are necessarily preliminary numbers. To tighten and cut ongoing costs, budget actions include increasing revenues, re-allocating existing funding, reducing expenses, and budget reform and fiscal discipline that must be implemented across the board. It is essential to be more efficient with one-time funding and better utilize our current fund balances to better support our mission. Budget reform will include planning in five-year increments to allow for a better long-term outlook. FY 2023 budget considerations will include tough decisions to balance the General Fund budget: current programs/functions must be looked at closely; there will need to be a tuition increase as well as an increase in need-based aid to remain true to our mission; and one-time funding must be used as appropriate.

Massaron was asked the source of a likely FY23 shortfall and how it will impact the university. Depending on institutional research projections on enrollment, he anticipated a \$6 to \$12 million structural gap, with use of one-time funding to bridge over several years as we put additional investments in place. Without making any cuts, it will be closer to a \$12 million gap. This year he will spend time trying to invest in strategies to grow and right size some of our operations, and over the near term we hope those enrollment efforts and other new programmatic ideas that our deans have brought forth will bear fruit. Beale emphasized the importance of understanding the investment needed to help us get through this deficit situation. Kornbluh added that enrollment results over this coming month will be significant for the budget. Freshman admissions are up 7% from last year: if we can get a comparable yield to prior years, the undergraduate class will grow. Equally important,

registration numbers are low: a joint effort must be made across campus to reach out to admitted students and convince them of the value of coming to the university. We also have record high academic holds on students. Some of the burden falls on advisors to work with students to keep their academic progress on track. On the revenue side, both yield and retention are important in this last month when we are all so busy. The decline in students paying for master's and certificate programs is where we have lost our enrollment dollars. Kornbluh invited the Senate members to help recruit and encourage students to be enrolled in the fall.

There are one-time funds to help make investments that will bear fruit. As we think about new programs, Massaron said, consider any barriers that should be lifted to get more students and bring more revenue in. Stockdill suggested the biggest barrier is the high lead time for paperwork to create new courses and certificate programs. For several years we have been told that we need to increase revenue, but she wondered what the specific plans are from the senior administrators for increasing revenue. Massaron explained the goal of the listening tours is to encourage every individual at the department level to drive revenue. It needs to come from the ground up, not completely from the top down. At the undergraduate level, a strategy has been initiated to improve enrollment, which is our biggest revenue stream. At the graduate level revenue-sharing streams will be developed to make it in the interest of colleges and departments to do more certificates and master's programs. To free up the bureaucracy of needing to run through an entire Board process, Massaron noted that the Board has allowed a faster process to approve certificates in the master's programs.

In regard to the decline in state investment in higher education for all the universities, Noreen Rossi asked why the other Michigan universities were able to get back to their prior level of state funding while Wayne State had not. She wondered if this was due to enrollment or if there was something else driving that change. Massaron explained that part, at least, was political: being an R1 research institution creates high costs that cannot be borne easily by our student base. The legislature has encouraged productivity and efficient use of funding on a per person basis, which is an inappropriate way to look at our mission, since

graduate education and research are high cost activities. He credited our government relations offices with the inclusion of \$100 million in the governor's budget for a new medical school research building. The university has also improved its messaging around social mobility from an R1 standpoint. Rossi raised the question of a common paymaster for clinical faculty that would increase revenue by seven digits. Massaron said he has discussed this with Dean Sakr, and they are interested in looking into this and other ideas to increase revenue. Brian Edwards commented how the main resource of the university is faculty time that generates income through teaching, research and seeing patients. There is a sink of time lost in service and administration and procedures. He suggested there be one person in administration charged with checking with faculty throughout the entire university to see what procedures are inefficient. Steps could then be taken to fix these.

Kornbluh thanked Massaron for his presentation and urged the Senate members to join them at the open forums being held at each of the schools and colleges over the next few weeks to talk in more detail.

V. UPDATE ON THE SCHOOL OF MEDICINE RESTRUCTURING

Dean Wael Sakr provided background information on the School of Medicine including the mission statement, the leadership team, and academic departments, with his top priorities as interim dean being undergraduate medical education and preparation for accreditation with LCME (Liaison Committee on Medical Education), which involves a review of education and curriculum as well as the full range of student services including access to mental health resources, organization of clinical placements in hospitals, and financial aid management. The stability of department leadership and chair searches are a related priority: of the 22 departments, there are seven that have interim chairs or at a point to recruit a new chair. On the clinical side, Sakr noted the Department of Obstetrics and Gynecology as a top priority due to attenuated clinical services and faculty. This is the most sensitive and immediate area to recruit a chair and additional faculty. In physiology there are four excellent candidates for the basic science chair and he hopes to conclude the search

soon.

Many of the faculty are concerned about the infrastructure at Scott Hall, including resource rooms, facilities and elevator reliability. There are also issues with respect to the infrastructure for pre-and post-awards grant financial management and how much can be done within the department versus through a centralized structure. Sakr said a meeting with basic science faculty and chairs is planned to systematically discuss many of these issues.

Approximately 60% of the clinical faculty are in Wayne Health, an independent 501(c)(3) organization with its own Board but with significant overlap with university and School of Medicine personnel. Historically Wayne Health has had problems in two areas: the lack of specialties with procedures and more income generating components and the partnership with the main hospital system. Sakr noted that hospitals that choose to partner with an academic practice plan naturally extend support to these plans to build a program together and to make sure the ability to practice the academic mission component is in place. A large part of the financial difficulty with Wayne Health is that our major clinical partner has continuously decreased the value of the contract. This contract includes a comprehensive school of clinical services, on call services, medical administration services, and training services. The Detroit Medical Center currently has 973 residents and fellows, and the medical school faculty shoulder the bulk of their training.

Sakr emphasized that his focus is on the April 2023 LCME visit. Accreditation is comprehensive across 93 elements associated with 12 standards. The school did not do well during the 2015 visit and risked probation. A team of faculty headed by Dr. Rick Baker worked to make improvements in specific areas. While there is a journey ahead, the school is starting from a good place. Student surveys indicate the need for improvement, and Sakr has met with the Student Senate to discuss their priorities—including a plan for a Town Hall meeting. He acknowledged the enormous effort from the leadership in preparing for the upcoming LCME visit. While the site visit won't be perfect, there is evidence of progress in the areas of concern.



Beale questioned how the school plans to handle the budget deficit in the short term. Sakr stated he is working with Massaron to identify the components of the deficit with a plan to use one-time funding to fill the gap. There are opportunities to increase revenue, and the long-term plan includes having a clear, balanced budget. When asked if he anticipated graduate medical education growing, declining, or staying stable, he anticipated staying stable while noting opportunities for growth. The doctoral programs in physiology and pharmacology are doing well.

VI. REPORT FROM THE SENATE PRESIDENT

Beale recognized the tremendous efforts that faculty and academic staff have put into their work in the last two years, with the stress of the pandemic and world affairs—not to mention taking on various new tasks including teaching remotely and sometimes serving as custodian of offices and hallways—adding to the everyday tasks of our work. The Senate members have worked on a number of significant projects this year, and that, too, has added to the stresses and workloads. She thanked Senate members for their willingness to dig deep to work on the various ad hoc committees and the working groups on the higher education report.

The Policy Committee met less frequently over the last month, due in part to spring break and other scheduling conflicts. Nonetheless, they managed to work on several timely topics. They welcomed the Board of Governors chair to the Senate plenary today to hear about the Board’s vision of the university and its role.

Beale noted the joint Provost/Senate statement about online subscription platforms for students. They entice faculty to provide materials for free for which they charge students a hefty sum—with the added negative that these often end up being “cheating assist” platforms rather than learning platforms. It was hoped that the statement would alert faculty to the potential problems and ensure that they distinguished these platforms from the Open Educational Resources that do serve students and faculty well.

The Senate apportionment was completed, with letters out to heads of units regarding Senate positions available for this election cycle and notice to those whose terms are ending so that they can consider self-nomination for re-

election.

Considerable time has been spent discussing campus facilities—several members of Policy were made aware of cleanliness issues in various buildings—from faculty bringing in their own vacuum cleaners to the Art department attempting to get heavy trash bins downstairs from upper floors without elevator service to the general ugliness of these open trash bins overflowing in hallways at a time when we are trying to recruit students. Policy invited Rob Davenport, Ashley Flintoff and Steve Gilsdorf on March 21 for a lengthy session about these and other facilities matters. Beale encouraged the Senate member to read that section of the Policy proceedings carefully and let Policy know if there are other issues that were not addressed, since the committee plans to follow that meeting up within a few weeks with a further session mostly devoted to State Hall planning but also covering issues discussed at the March meeting.

Beale pointed out that a Senate member had raised a question about potential Senate statements condemning the Russian war of aggression in Ukraine. Policy discussed both the question of speaking on that particular issue and the question of how to determine whether the Senate should make statements on issues related to world affairs. She explained this is an ongoing discussion, with several possible ways of approaching the issues. Comments from members are welcome on this matter.

Another important matter is how the Senate gets agenda items. Calls and emails to the Senate President and to other members of Policy about problems or concerns are especially important. Those are the source of many of the items that make it to the Policy Committee’s agenda and of items that are included on a draft agenda for each Senate plenary session. Another forum for bringing such issues to the attention of the Senate is the “new business” segment of the plenary agenda. One innovation is to set aside the last five minutes of the meeting for the call for new business items. She described this as a place to raise a concern for Policy to begin addressing a topic on which the full Senate may want to express an opinion.

The Budget Planning Council hearing process is nearing the end, as it develops its recommendations to the President and senior administration. Beale congratulated Massaron and Kornbluh for the very open and transparent discussions within the Budget Planning Council.

Beale ended the report with a sincere statement of thanks

to Mark Gaffney, Dave Massaron, and Wael Sakr for their presentations, stating that she truly appreciated their willingness to talk with the Senate and respond to members' questions about these important matters.

The meeting adjourned at 3:30

VII. REPORT FROM THE SENATE CHAIR

Kornbluh echoed Beale's eloquent thanks to the faculty and academic staff, noting the challenging year. Detroit is doing quite well regarding the pandemic and the Health Committee continues to meet and monitor the virus. Should things change, they will be in touch with faculty and work with Policy on any policy differences. Graduation will be held on campus in May, with seven shorter ceremonies. The best part about this new design is that each school can have a reception in its own space.

Regarding faculty affairs, the provost noted that tenure and promotion decisions sent to the university committee have been approved and notifications have gone out. Boris Baltus, Senior Associate Provost of Faculty Affairs, has been working on a 2N committee to put into effect the type of procedures we need for promotion in the new teaching title series. This collaborative process is close to fruition, and Kornbluh thinks the recommendations are developing appropriately. From these discussions, it became clear there are other ways to improve the tenure and promotion process to work better for faculty. He will charge a provost advisory committee this summer and has asked the Senate and AAUP-AFT Union to recommend members for that committee: the goal is to increase the rate of promotion from associate to full, for both tenure-track and clinical professors. He encouraged ideas on promotion and tenure to be sent to Beale or himself. This initiative, designed to help faculty in their careers, will be developed over the summer with the goal of bringing it to a plenary session in early fall.

VIII. NEW BUSINESS

The Senate member-at-large election is ongoing. Naida Simon encouraged members to go back to their colleges, divisions, and schools and ask people to vote if they have not already done so. Each person may vote for two of the six candidates running. Simon said she would appreciate a better turnout, since at this point there are only 325 votes.

Respectfully Submitted,



Linda M. Beale  
President, Academic Senate