

WAYNE STATE UNIVERSITY – ACADEMIC SENATE

Official Proceedings

October 1, 2014

Members Present: Margaret E. Winters, Provost and Senior Vice President for Academic Affairs; Louis J. Romano, President, Academic Senate; Robert Ackerman; Mary Anderson; Joseph Artiss; Poonam Arya; Ivan Avrutsky; Kevin M. Ball; Michael Barnes; Douglas Barnett; Linda Beale; Abhijit Biswas; Cathryn Bock; Suzanne Brown; David Cinabro; Randall Commissaris; Victoria Dallas; Nabanita Datta; Donald DeGracia; Heather Dillaway; Maria Ferreira; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Ewa Golebiowska; Jeffrey Grynawski; Ellen Holmes; renee hoogland; Zhengqing Hu; Maik Huttemann; Patricia Jarosz; Barbara Jones; David Kessel; Kafi Kumasi; Qin Lai; Lawrence Lemke; Stephen Lerner; Kypros Markou; James Martin; Jason Mateika; Boris Mordukhovich; Bryan Morrow; James Moseley; Joshua Neds-Fox; Victoria Pardo; Charles Parrish; Philip Pellett; Lori Pile; John Porcerelli; Elizabeth Puscheck; T. R. Reddy; Robert Reynolds; Marsha Richmond; Michele Ronnick; Brad Roth; Linea Rydstedt; Heather Sandlin; Naida Simon; Beena Sood; Ryan Standfest; Gail Stanford; Ronald Thomas; Ellen Tisdale; Sokol Todi; Mark VanBerkum; William Volz; Deborah Walker; Barrett Watten; Casey Westerman; Jeffrey Withey; King-Hay Yang

Members Absent with Notice: Frances Brockington; Robert N. Frank; Nancy George; Michael Horn; Leonard Lipovich; Howard Matthew; Alexey Petrov; Andrea Sankar

Members Absent: Avril Genee Holt; Willane Krell; Fayette Martin; Susil Putatunda; Lobelia Samavati; Jianjun Wang

Others Present: Tamica Dothard, Office of the Academic Senate; Gloria Heppner, Associate Vice President for Research; Chacona Johnson, Vice President for Development and Alumni Affairs; Stephen Lanier, Vice President for Research; Tracy Utech, Development and Alumni Affairs; Angela Wisniewski, Office of the Academic Senate

CALL TO ORDER: Provost Winters called this regularly scheduled meeting of the Academic Senate to order at 1:35 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. REPORT ON RESEARCH

Stephen Lanier assumed the position of Vice President for Research on June 16, 2014. Most recently he was the associate provost for research and professor of cell and molecular pharmacology and experimental therapeutics at the Medical University of South Carolina. He talked with the Senate about his plans to increase and support research at Wayne State.

Vice President Lanier updated the Senate on research funding and the results of the reviews by two consulting firms. Funding has decreased over the past few years. Less money is available from funding agencies and competition has increased.

President Wilson authorized two external initiatives to look at research strengths. The Battelle Technology Partnership Practice looked at the University's strengths and weaknesses based on publication records. They focused on three areas: urban health and health disparities; precision medicine; and systems engineering. The FaegreBD Consulting Group was retained to focus on clinical and translational science. They studied how the University might position itself in a unique environment. Their report emphasized team science and interdisciplinary approaches across colleges. Both reports recommended taking steps to make the University competitive for team grants while maintaining RO1 grants. The report identified these translational thrusts based on our strengths and opportunities: maternal, child and life span development; community-based understanding of the interface of genes, environment, ethnicity and health; brain science and neurological health in the urban environment; bio-engineering in the clinic and community setting; cancer; prevalence and prevention of cardiovascular, metabolic and infectious disease in urban populations. The report recommended establishing a clinical and translational sciences institute to serve as a home for integrative research teams of investigators. Having an institute is important because it cuts across all colleges.

Vice President Lanier frames the thrusts in the context of nurturing the "healthy community" in its broadest sense, which captures the entire University. A healthy community has programs that focus on basic and clinical research on different diseases. You have community-based participatory research, creative arts, educational activities, equity and health disparities, economic development platforms, quality of life, social determinants of health, sustainable systems and livable communities, and work force development.

Initially, the new research building under construction at 6135 Woodward was called the Multidisciplinary Biomedical Research Building. It has been re-named the Integrative Biosciences Center or IBio. The building has wet and dry laboratories. It is expected to be open in June 2015.

The Vice President next laid out the key objectives that are important for research growth.

- Identify and nurture the development of thematic initiatives that leverage strengths across colleges.
- Increase faculty recruitment through targeted cluster recruitment strategies.
- Establish a focal point that will identify programmatic funding opportunities to serve as a repository for biosketches, be able to put forward platforms for training grants, be able to help investigators assemble the larger programmatic grants, be strategic and forward thinking about programmatic opportunities.
- Diversify the funding portfolio to include more funding by corporations and foundations.
- Review support from the OVPR to see if it is optimally aligned with the needs of researchers.
- Reinvest in the physical infrastructure for research, addressing infrastructure problems in older research buildings.
- Establish mechanisms that provide recognition of and expectations for research and technology development activities.
- Identify workflow process improvements that could reduce administrative burden and operational logistics.
- Provide broader platforms for student research opportunities.
- Expand and accelerate technology transfer platforms.
- Work with intercollege faculty advisory groups to move forward with implementation.

Vice President Lanier took questions from the members.

Mr. Parrish asked how IBio would be organized. The word “center” implies a certain organizational structure with a director. He did not see people who study policy and organization represented in the plan. The Vice President said that “center” in this context refers to the building, not a formalized program. As he meets with people he will get more input into how best to use the space. The phrase “healthy community” includes policy, education, and communication. In that context you bring in other areas of intellectual activity.

In response to other questions, Vice President Lanier said that he is meeting with the Deans about the research areas that might be housed in the building. He hopes to have a better understanding of that by the end of November. A lot of the space should be used for recruiting new faculty. The Deans have submitted their plans for recruitment for the year. He is working with them to identify opportunities for cluster hires.

Mr. Pellett was involved in the discussions with Battelle and FaegreBD. He asked how scientists could use the reports of the consultants to improve their ability to do research and to secure funding. Vice President Lanier said the administration just received the report from the Battelle Group on the three areas on which they drilled down. That report might give substance to the next steps.

Ms. Hoogland asked about the role of the humanities and the arts in the healthy community project. Vice President Lanier said that there are many activities in English and in Communication how to effectively engage in the community, how to build livable communities, whether they are related to community-based participatory research or involved with education.

Mr. Romano asked how the University might increase the number of training grants for postdoctoral fellows and for graduate students. The Vice President believes we have to recruit, train, and graduate a strong pool of applicants. Only U.S. citizens are eligible for training grants. Some of the funding could be used as seed money around areas of foci for a group of funded investigators with RO1 or NSF grants who have a training record. An important component is having an infrastructure that enables pooling the grants in a way that they are not an onerous burden on individual faculty.

Mr. Hu has difficulty recruiting and retaining postdocs and young scientists to his team. He has an active research laboratory, and they want to join his team but they do not like the local environment. Does the University or the School of Medicine, where he is a faculty member, have programs to attract and keep young scientists? The Vice President said that Dean Ambika Mathur has established a postdoc office. That office may be able to reach out more effectively to scientists. The Provost noted that there has been support for renting and buying homes in midtown; that program may still be available. Detroit’s growing reputation may aid in recruiting.

Vice President Lanier thanked the faculty for welcoming him to the University. He appreciates their engagement and asked them to contact him if they have ideas on how to move research forward. His office door is always open.

II. THE CAPITAL CAMPAIGN

Chacona Johnson, the Vice President for Development and Alumni Affairs, spoke to the Senate about the capital campaign. The goal is \$750 million by the end of 2018 to celebrate Wayne State’s 150th anniversary.

Students are the number one priority. There are four categories for donations.

- **Inspire** refers to inspiring students by providing such things as scholarships and fellowships, internships, study abroad, and travel funds to conferences. The goal for this category is \$275 million.
- **Discover** has a goal of \$250 million and is directed toward endowed faculty positions and research funds.
- **Create** has a goal of \$75 million and refers to buildings. Some facilities, including laboratories and classrooms, need to be updated with new technology. Money also will be directed to the IBio Center, the Hilberry Gateway Project, and the renovation of the Student Center Building.
- **Engage**. President Wilson wants Wayne State to be the premier urban institution that combines community engagement and research. More money is needed to expand the work now being done in community-focused programs, educational outreach into the community, lectures and conferences, and partnerships throughout the community. The goal for this category is \$150 million.

A goal of 25% for a permanent endowment has been set with the primary focus being support of students and faculty. Sixty-five percent of the campaign is current-use funds for faculty and student programs. The Development Office encourages donors to give to the areas about which they are passionate.

Any money raised during the campaign will count toward the \$750 million goal. Nearly one-half of the goal was raised in the silent phase of the campaign. Vice President Johnson stressed that every gift matters. Eighty percent of the gifts received in the silent phase were for \$1,000 or less.

Vice President Johnson mentioned the events that will be part of the celebration that launches the campaign. The campaign brand is *Pivotal Moments*. At the kick-off people talk about the pivotal moments in their history with Wayne State. Many students have talked about their pivotal moments and the learning opportunities the University provided.

Each school and college will be able to integrate its logo with the *Pivotal Moments* logo. There will be a case statement for the four categories of inspire, discover, create, and engage. Schools and colleges and their fundraising units also will have their own case statements. The capital campaign will be the focus of the next issue of the *Wayne State Magazine*.

Faculty and staff can help by making a gift, identifying prospects, making introductions, and strategizing on engagement. Vice President Johnson recognizes that some people may not be comfortable with making introductions or strategizing. In that situation and for any assistance, she asked that people contact the development officers in their units or the main office of Development and Alumni Affairs in the Beecher House.

The web site for the campaign is pivotalmoments.wayne.edu

The Vice President responded to questions from the members.

Compared to other institutions, Mr. Reynolds thought a target of 25% for endowments was low. He asked if there were plans to increase that amount. The Vice President agreed that it is low. The University currently has \$320 million in its endowment, which is very low compared with other universities in Michigan and with our peers, but we have to be realistic about what our donor base is ready to do. Corporations and foundations do not establish endowments. Donors often want to see immediate results. The Development officers will approach individuals to donate in two ways, one so they can see the benefit in their lifetime and the other to designate a bequest to an endowment.

Mr. Cinabro was skeptical that the amount slated for endowed chairs could be raised during the time allotted for the public phase of the campaign. Vice President Johnson replied that the focus is on endowed money. There is a great need but it takes time to educate donors about the purpose of endowed professorships. Ms. Beale asked if, as the Policy Committee has suggested, named professorships would be established using smaller amounts of money. That, the Vice President said, is a policy decision for the President and the Provost to make.

Ms. Beale also believes that the goal for the campaign should be \$1.5 billion rather than \$750 million. Vice President Johnson explained that the goal was set based on the history of previous campaigns. Research did not support setting a higher goal.

Ms. Richmond is pleased that the University purchased the Hecker-Smilely mansion. She asked how that building would affect Alumni Relations and Development. Vice President Johnson believes it is good to have a presence on Woodward for alumni activities. She expects the new location to bring more alumni to campus. They will have easier access to the office, there is room for activities, and parking is available.

Mr. Romano commented on the need for donations. If 100% or close to 100% of the faculty and staff donate to the campaign, the Development Office could make that point in its solicitations. Donors want to know that the people who work at an institution support it. In addition, faculty in the sciences are able to donate to their own research project. They can set up an account to use for items that grants do not cover. Vice President Johnson added that faculty in any discipline can donate to their own school or college and to their own work. Provost Winters seconded Mr. Romano's comments. Outside donors do ask about the support of the people on campus. They want to know if the campus believes in the campaign.

The Provost thanked Vice President Johnson for her presentation.

III. CONFIRMATION OF THE PARLIAMENTARIAN

The Bylaws of the Academic Senate gives to the Policy Committee the responsibility of electing the Parliamentarian and submitting the choice to the full Senate for confirmation. The Policy Committee elected Robert Ackerman to serve as parliamentarian. It was MOVED and SECONDED to CONFIRM Mr. Ackerman as the Parliamentarian for the 2014-2015 academic year. PASSED.

IV. CONFIRMATION OF THE VICE CHAIR

The Bylaws gives to the Policy Committee the responsibility of electing the Vice Chair of the Senate and submitting the choice to the full Senate for confirmation. The Vice Chair presides over the Policy Committee and the Senate in the absence of the Chair and performs the duties of the Senate President when he or she is unable to serve. The Policy Committee elected Joseph Artiss to serve as the Vice Chair. It was MOVED and SECONDED to CONFIRM Mr. Artiss as the Vice Chair for the 2014-2015 academic year. PASSED.

V. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

September 10, 2014

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of September 10, 2014. Two typographical errors were corrected. The Proceedings were APPROVED as REVISED.

VI. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

The strategic planning process continues. Provost Winters and Mr. Romano are visiting the schools and colleges, making presentations and answering questions. A town hall meeting will be held at which faculty and staff can comment and ask questions. The materials are posted on the web site wayne.edu/strategicplan. Comments may be made there, also.

A retirement incentive will be announced in the next two weeks.

The Policy Committee met with the candidates for the position of Associate Provost for Diversity and Inclusion. The Committee will send its recommendation to the Provost.

B. Proceedings of the Policy Committee

The Senate received the Proceedings of the Policy Committee meetings of August 18, September 8, and September 15, 2014 (Attachment A).

August 18, 2014

Mr. Van Berkum asked for more information about student fee-based parking (item #6). He talked with several students. They were not interested in including the cost of parking in the student fee. They just want cheaper parking.

Mr. Romano thought that the students might not understand what fee-based parking is. If the total amount of money paid for parking is divided by the total number of students, the amount of money for fee-based parking would be significantly less than the amount now paid. The advantage of this system is that the price of parking would no longer be a hindrance for students to attend class. The cost of parking is included in student loans, but students use the money for other expenses and do not have money for parking late in the semester. The Policy Committee thinks fee-based parking would be a solution. Some students now schedule their classes so they can come to campus as few days as possible and not have to pay for parking. This affects student learning. Students may take certain classes because they are convenient although they may not be the best choice for their education. They postpone taking classes that don't fit their 2-day-a-week schedule, delaying the time to graduation.

Mr. Romano has spoken with Vice President for Finance and Business Operations Rick Nork many times about changing the way students are charged for parking. Vice President Nork is concerned that we do not have enough parking spaces to handle the number of students who might drive to campus. Theoretically, Mr. Romano said, that could be a problem so a careful study has to be done to determine the effect of a change. Another problem is that if the Student Services Fee were increased for all students, the state would view that as a tuition increase. The administration is trying to keep tuition increases to the limit set by the state. The solution is the same as that for the renovation of the Student Center Building. The renovation is paid with bonds that are covered by increasing the Student Services Fee for first-time students. That is not counted as a tuition increase because not all students have to pay. A number of parking spaces could be restricted for the students paying the fee and that number could be increased slowly, as needed. The lots would not have a deluge of students at one time.

Provost Winters said that another deterrent is that Parking is an auxiliary and it pays for itself. The fees are used to maintain the lots and structures and to improve safety. In the winter term a committee will look at the fee structure and cost of parking and the consequences of changing the way fees are collected.

September 8, 2014

Referring to Item #1.f, Mr. DeGracia asked what the expectation was that prompted the transfer of online programs from the Office of Educational Outreach to the Office for Teaching and Learning (OTL). Provost Winters said it was not accurate to say that the office overseeing online programs had been moved to the OTL. Educational Outreach will handle the administration of the programs and the OTL will train faculty who want to learn how to teach online courses and to develop courses and instructional materials. The change is partly a cost-saving device. At the last meeting, Mr. Neds-Fox had asked that a presentation about online courses be made at a Senate meeting. The Provost is arranging a date when that can be done.

Mr. DeGracia served on the OTL Advisory Board and the Board members had a general concern about the quality of online programs. The OTL might be able to insure the quality of those courses.

Mr. Lemke was surprised to learn that schools and colleges had the authority to disallow reimbursement for some travel expenses that the

University allowed (item #14). What, he asked, is the rationale for this policy? Mr. Romano said that Policy Committee learned about the situation when a school denied re-imbursement for a passport that a faculty member needed to travel abroad. Under University policy, he could be reimbursed for the purchase, but his school does not allow reimbursement for passports.

The Provost said that her office has asked the schools and colleges whether they deviate from the University policy and, if they do, if their policy is posted somewhere. After the Provost's office receives that information, it will issue a set of directives on posting. It will consider if the schools and colleges have the right to have a more stringent policy for travel expenses than the University.

VII. COMMITTEE REPORTS

2014 Student Survey

Ms. Simon chairs the Student Affairs Committee. She informed the Senate that in 2012 the University conducted a survey of students. One of the recommendations from that survey was that it be repeated in two years. A committee was formed that was chaired by Lyke Thompson, the Director of the Center for Urban Studies, and Ms. Simon. The Senate members who served on the committee are Moira Fracassa (Pharmacy and Health Sciences), Michael Horn (Athletics), and Victoria Pardo (Pharmacy and Health Sciences). The administration was represented on the committee by Carolyn Berry (Marketing and Communications), Ahmad Ezzeddine (Educational Outreach), and Rob Kohrman (Budget, Planning and Analysis). The student representative is Kristin Tarp. The committee updated the 2013 survey to make it more relevant. The survey has nine questions; the questions have multiple parts. The survey is to be released October 29. Students will be able to complete the survey on multiple platforms. Once the survey is live, Ms. Simon will ask Senate members to encourage their students to fill out the survey. The committee would like to get a better response than two years ago when 5400 students completed the survey.

VIII. REPORT FROM THE CHAIR

Enrollment and Retention

Provost Winters provided information about student enrollment and retention. The number of first-time-in-any-college students (FTIACS) is up 1.3% with the largest gains in Engineering and Nursing. Transfer students are up a little over 2%. The "other category"

is up dramatically because we have a large number of Brazilian students under a Brazilian government program called Science Without Borders. They are here as study abroad students and pay full out-of-state tuition rate. With them, but not entirely because of them, the undergraduate "other category" is up 85%. New graduate students are up 8.5%. They are mostly in Engineering, Education, and Fine, Performing and Communication Arts. Enrollment in the professional schools is down 5%, mostly as the result of reductions in the Law School. Overall, new students are up 8%.

Enrollment of continuing students is down 4.75%. This is a result of a smaller base, an increase in the graduation rate, and issues with retention. The largest declines in retention are in Education, Liberal Arts and Sciences, and Fine, Performing and Communication Arts. Gains in retention are in Engineering, Nursing, and Social Work. The number of continuing students in the professional schools is down 1.5%. The continuing graduate students are down 2.75% but there has been an increase in Engineering. One of our goals is to consider how Masters students are not only recruited, but are retained. Overall enrollment is down 1.2%.

The graduation rate is 34%, an increase of eight percentage points in three years. The retention rate for FTIACS is almost 66%, the highest in 17 years. The fourth year graduation rate is 58%, which is the highest in 16 years. The five-year graduation rate is 25.5%, which is up two percentage points and is the highest in 10 years. The numbers are going in the right direction even though the absolute numbers need a great deal of improvement.

The first to second year retention rate is 75.7%, down from 76.9%. It is up in the low ACT range, flat in the mid ACT range of 20 to 24, and down between 6 and 7% in the 24+ ACT range. The Provost is interested in people's ideas why the retention rate for the students with the higher ACT scores has declined.

Ms. Simon asked if the University checked with the clearinghouse to find out if the students who did not return transferred to other schools. The Provost will check what happened to the students.

Personnel Changes

Rick Nork, the Vice President for Finance and Business Operations, is retiring as of December 31. The search for his replacement has begun. Mr. Romano asked the Provost if faculty would be represented on the search committee. Provost Winters will convey to the President the desirability of having faculty on the committee.

Yesterday, Dean of the Medical School Valerie Parisi announced that she is stepping down as Dean.

All of the candidates for the position of Associate Provost for Diversity and Inclusion have visited campus. The Provost asked those who attended the open houses to send their feedback to her or to the search committee.

IX. NEW BUSINESS

Mr. Moseley reminded the members that the official opening of the Advanced Technology Education Center at Macomb Community College would take place October 2.

He also called to the members' attention articles that appeared in *Academe* and in the *Wall Street Journal* about the closure of the Confucius Institute at the University of Chicago. Perhaps, he said, we should look at our Confucius Institute in light of the articles.

The Provost said that she was aware of the situation at the University of Chicago. Our Institute does have oversight. It does not have the problems that Chicago has. The Chinese assistant director and teachers who were sent here are students of English. The assistant director was in the English Department at Huazhong University, which is our partner school. They do most of their work with K – 12 students, bringing Chinese games and other ways of teaching the language into the school system. The Provost would not be averse if the Senate wanted a presentation about our Institute.

ADJOURNMENT: The meeting adjourned at 3:17 p.m.

Respectfully submitted,



Louis J. Romano
President, Academic Senate