WAYNE STATE UNIVERSITY
ACADEMIC SENATE
Official Proceedings
November 2, 2022

Members Present: Mark Kornbluh, Provost and Senior Vice President for Academic Affairs; Linda Beale, President, Academic Senate; Heather Abraham; Leela Arava; Joan Beaudoin; Juliann Binienda; Pynthia Caffee; Stephen Calkins; Stephen Chrisomalis; Erin Comartin; Alan Dombkowski; Damecia Donahue; Paul Dubinsky; David Edelman; Brian Edwards; Jane Fitzgibbon; Ewa Golebiowska; Daniel Golodner; Haidong Gu; Robert Harr; Lance Heilbrun; Marisa Henderson; reneé c. hoogland; Michael Horn; Arun Iyer; Christine Jackson; Anand Jha; Barbara Jones; Pramod Khosla; Christine Knapp; Abhijit Majumder; Neena Marupudi; Cynthia Merritt; Georgia Michalopoulou; Carol Miller; Bharati Mitra; Ramzi Mohammad; David Moss; Lisa O'Donnell; Rachel Pawlowski; Shane Perrine; Richard Pineau; Tamme Quinn-Grzebyk; Shauna Reevers; Robert Reynolds; Joseph Roche; Noreen Rossi; Brad Roth; Ali Salamey; Debra Schutte; Bo Shen; Gina Shreve; Naida Simon; Cheryl Somers; Elizabeth Stoycheff; Ellen Tisdale; Stephanie Tong; Ricardo Villarosa; William Volz; Le Yi Wang; Jeffery Withey; Hossein Yarandi

Members Absent with Notice: Nicole Audritsh; Suresh Balasubramanian; Satinder Kaur; Nasser Lakkis; Jennifer Stockdill

Members Absent: Michael J. Barnes; Stephanie Chastain; Wei Chen; Chris Collins; Erica Edwards; Shelly Jo Kraft; Sean Peters; Wassim Tarraf

Guests: Danielle Aubert; Virginia Kleist; David Massaron; Laura Lynch; Mary Paquette-Abt; Sarah Schrag; Karin Tarpenning; Nancy Welter

I.   APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate plenary session of October 12, 2022. PASSED.

II.   UPDATE ON DECISIONS ABOUT CAMPUS CLOSURES OR MOVES TO REMOTE OPERATIONS

Senior Vice President and Chief Financial Officer Massaron discussed the proposed policy with Senate members. Historically, the Wayne State practice has been rarely to close the campus, but that approach causes two significant problems for operations: (i) the decision to close is made too late and (ii) closures sometimes take place when they are not needed, but do not take place when they are needed. Closure decisions generally begin with a 4 a.m. conference call between Massaron and WSU Police Chief Anthony Holt, and possibly the provost and Chief of Staff Michael Wright. Those late decisions do not allow the university community to plan appropriately, so it is clear decisions need to be made earlier. The proposed policy will allow us to make a decision to move to remote operations based on weather service projections by 5 p.m. the night before. As most will recall, last year Wayne State closed on a Wednesday when there were projections of significant snow but the snow did not materialize. We were open the next day, when the afternoon commute was treacherous. In contrast, almost every other local institution instituted a policy, including Oakland University, Detroit Public Schools Community District and a number of others, that allowed for remote operation. On those two days last year, many of our faculty members made the decision to teach remotely based on their interaction with their classes.

This policy would allow us to address both of these problems more efficiently: we would not have to cease operations entirely but would be able to take advantage of new technology to work remotely on many occasions. The university would make determinations earlier, providing more notice to faculty, staff and students and with greater liberality than we currently apply in deciding to completely close the campus. The potential for complete closure will not be eliminated: if conditions warrant, the university can decide to follow the current policy to cancel all classes and operations. The policy will be based on mutually acceptable conditions between the faculty and students so that there is some discretion on the part of faculty about how and if they transition to remote and how that process works, and to make clear that full closure is still a possibility, the remote operations policy will include a reference to the existing closure policy.

Kornbluh added that he received many comments from faculty members when the university closed last year: they wanted to teach their class remotely but were concerned because our policy called for complete closure without remote classes. There was also input from many faculty who taught remote for two years and felt that was adequate preparation for holding classes remotely to keep on track. There are reasons to do this from the business side and from the academic side. In the context of the discussion of this proposed policy, of course, there have been mixed messages: some prefer snow days, but many faculty want to teach. This has also been vetted and unanimously supported by the leadership of the Student Senate, who are particularly concerned about dangerous commutes.

Kornbluh pointed that the new sentence added to the policy: "Faculty may transition their courses to synchronous online or an appropriate alternative" was in response to Policy's discussion about synchronous courses being held at the scheduled time. If a faculty member wanted to add an asynchronous tutorial, they have to do it in an appropriate and timely manner. If adopted, he will work with Policy to clearly define what is meant by "appropriate". Robert Harr (CLAS) asked if an individual faculty member can make the decision for their particular class and circumstances? Kornbluh explained the university's policy on this is management prerogative over course means (department chair). He supports faculty members discussing with their department chairs their plans to hold a class online on a particular day—people do that anyway. The right way to do it is to let the department know; that way if a student contacts the department looking for a class, the department can assist. The department chair's office establishes the schedule and decides whether something is hybrid, in person or online.

Naida Simon (Office of the Provost) addressed the impact on academic staff, noting that it can be problematic if children are at home because schools are closed. The staff have proven they can work remotely when they are able to plan ahead to make childcare arrangements, but it may not be easily done with short notice. Internet systems also are less trustworthy in bad weather. Perhaps remote work can be optional—that is, expected if possible, but understood if not. Massaron responded that he understands the concern since he has three young children. Supervisors manage this issue almost every day, not just on snow days. Even when we resumed in person classes, children's classes and individual schools were often closed for COVID isolation purposes, so supervisors must always work with their individual staff to accommodate needs. Kornbluh added that we are a family-friendly university that supports flexible work plans. We are very infrequently closed because of snow. This policy, however, can help keep students on track with their classes. A statement can be sent to supervisors reinforcing the university is a family-friendly institution. Clearly, if electricity and internet go out, the university will have to figure out how to deal with that.

Shauna Reevers (EACPHS) questioned if there will be a different designation for remote days versus snow days so it will be clear to employees what is expected. For

students in their first semester who attend class in-person, they may have never signed into Canvas: Will there be some kind of review for them (perhaps instructions during orientation) to show how to access their class online? Massaron believes the most important thing is to communicate and educate how the policy would be administered and what is to be expected. What it will be called will be determined. We have these issues today when we declare snow days because clinical assignments and some lab work continues. Employees still come in when we cancel classes, clearly communication campus-wide is important. Kornbluh noted there is no campus requirement for faculty members to use Canvas, so the administration is still working on the best technological way to provide notice. C&IT may be able to generate a script through Canvas for every class that would go remote and inform all the students by 5:00 the night before. It may be possible to add a requirement to the syllabus. Perhaps there could be a tutorial for each class that explains what happens if we go remote. We will continue to work with the different Senate committees to come up with the best way of clearly communicating to students and faculty in advance with an understanding that many classes are different: clinical and lab work will not be handled in the same way as regular classes. It will be important to have a process to clearly communicate to everybody.

renée hoogland (CLAS) noted that the current information about campus closures is released around 6 a.m. She also noted a concern that even if a faculty member uses Canvas, various students likely will not check Canvas regularly. Massaron said the idea would be to communicate transition to remote operations by 6:00 p.m. or earlier the night before to allow people to prepare—i.e.; students and faculty may need to know to bring home the relevant textbook and other materials. Currently snow day communications are via the internet (a banner across the page), text messages and emails. We will continue communicating through multiple channels but do it earlier. If we can automate communication, we will. Kornbluh said the professor can be asked at the beginning of the semester what their remote procedure will be, and that could be sent to students in that specific class. This will ensure students get the message their instructor wants sent out.

Noreen Rossi (Medicine) raised the concern of students not being able to access online exams. Some med school national online exams are held on a specific day and cannot be accessed from home because of monitoring.

Massaron said that is the reason flexibility was built into the policy; so that it would be an appropriate response. Regardless of what policies are adopted, the outcome for an individual student or class could be very different (i.e., the medical school could have a set of requirements that require students to come to campus, no matter what happens outside). That situation could apply across campus, which is the reason to nuance the policy, allowing faculty to determine the appropriate class response.

Kornbluh reiterated that the new policy would result in earlier notice to faculty and students. Oakland University canceled at 3:00 p.m. the day before, DPSCD at noon and Wayne State at 6:00 a.m. the next day. We know that the response will have to be specialized for different classes and different students, so the earlier a decision can be made, the better. The current policy causes many people to hold their breath hoping to be able to hold classes. The new policy is designed to allow us to move to remote more frequently than we have in the past.

Danielle Aubert (GUEST) opposes the policy eliminating snow days for two reasons: 1) utility interruption or network connectivity issues impact remote operations and 2) remote operations impact the entire campus employee community, not just classes. She noted that Oakland's policy caused confusion and students protested a similar policy at Northern Michigan. She noted concerns about part-time faculty and GTAs. Massaron explained every time we change anything at an institution this size, it takes work and communication. Clearly, when we implement something new with a body this size it is going to be somewhat confusing at first: we can do our best to avoid that on the front end. He noted the Northern Michigan policy pre-dated the pandemic and may not reflect current views of online classes. Clearly there are impacts for non-academic positions as well, and this will be considered. For example, if we go to remote classes, do custodians still come in or is it a skeletal crew? Do they work on weekends with our operating engineers? Those are things that will be considered as we move forward.

The Student Center remains open under both the current policy and the new policy. We have residential students, and those employees would have to come in and provide food service. The Student Center provides internet access for students in the dorms, allowing them to get out of their small rooms. Kornbluh is cognizant of student concerns, which is why the policy is being

brought to the full Student Senate. Any new policy will be part of freshman orientation next year.

Christine Knapp (CLAS) understood the reasoning for wanting to move to this policy after the confusion last year related to snow days. She was confused by the reason to include utility interruptions, network connectivity, and even civil disturbances into the policy. Civil disturbances may be above and beyond faculty and staff being asked to work. Massaron explained the language comes from the APPM committee with representation from across the administrative branches. The IT-related language and the infrastructure-related language came out of the facilities team under the theory that we already do components of this but do not have a campus-wide policy. If water goes down in a particular building, sometimes faculty members, in conjunction with their chair, will go online. Having a formal policy ensures there is better notice. The civil disturbances potential cause was suggested by the police chief, since if such an event occurred, he might need to have the ability to close down the campus for safety reasons, with remote options allowing that to be less disruptive. Massaron indicated his view that the exception may not be critical.

Simon believes it is a good idea to add civil disobedience. Her university closed during the insurrection of 1967 when there were gunshots and bullet holes in the Fisher building. Aubert (GUEST) suggested that the language might allow a move to remote operations as a response to a labor strike.

David Moss (Law) pointed out there is no explicit policy about public health emergencies, yet we all lived through the transition to remote campus life during the pandemic. He questioned if this policy is meant to apply to a public health emergency and whether the university maintains the IT infrastructure necessary for the entire university to operate remotely. Kornbluh responded that he is impressed with our core IT infrastructure and redundant electricity which provides more assurance that we will have service. This campus was his first experience in starting a fall semester without a major wireless problem. Of course, there can still be difficulties if the surrounding areas lose power. Massaron explained decisions related to public health are made by the Public Health Committee chaired by Laurie Clabo (Chief Health Officer).

Cheryl Somers (Education) noted her support for the

policy, in that it ensures that students will not lose class sessions. Faculty generally have flexibility in using their professional judgment to structure their classes, so this is no different.

Nancy Welter (GUEST) suggested tornado should be listed as a potential disruptor. Massaron noted that weather conditions allow a transition to remote from campus but if a tornado had decimated the area there would likely be no power or ability to hold remote arrangements. We get predictive weather information all the time and the question of complete closure has a high threshold. The question of going remote has a lower one. The idea is to give us the flexibility to respond to that predictive information with more liberal flexibility in continuing to meet classes.

III. POLLING ON SENATE VIEWS OF MASK MANDATES AND REMOTE OPS

Poll questions were administered to Senate members through a Qualtrics survey accessed by a QR code or a direct link. Questions included identifying status, views on the mask mandate, views on remote operations as well as choosing from a list of possible reasons one prefers or does not prefer to have a remote operation alternative to complete closure. The results were put into graph charts and emailed to the Senate.

IV. REPORT FROM THE SENATE PRESIDENT

Beale acknowledged the many responsibilities Senate members fulfill on a regular basis—beyond research, teaching and basic service obligations within the units. There are many things underway in the Senate and university, and many places in which Senate representatives serve on university-wide, non-Senate committees, including ad hoc committees, task forces, candidate hiring, university committees such as Commission on the Status of Women, the Academy of Scholars and the Academy of Leaders, review committees for schools and colleges, decanal search committees within schools and colleges, Vice President of Research and, of course, a very important search committee for the president. On top of that, the Policy Committee and the provost (and others working in his office) have talked about having more faculty engagement in student recruitment and student engagement activities on campus such as through FIGs

(coordinated by AVP Darin Ellis) and the various alumni enhancement activities from VP Development Susan Burns and her team. On behalf of the Policy Committee and as Senate President, Beale thanked Senate members for serving because it is important, and that service is appreciated.

Beale noted a few topics that Policy has addressed recently that may be of interest. President Wilson has formed a new School of Public Health Exploratory Committee to look into the opportunities and challenges for the university in considering creation of a new school of public health. That committee obviously has multiple factors to consider—including faculty, facilities, budgets and the long-term steps necessary for accreditation. Building on current faculty located in various schools (including Liberal Arts & Sciences and Medicine as well as Education, Nursing, Pharmacy and Law) and considering the additional faculty and programs necessary for accreditation make this a complicated and relatively long-term project. Budgetary concerns that can be expected when creating a new school include new faculty hires as well as a new dean and advising/administrative staff and chair structure within the school. Facility and wet/dry lab and start-up funding also are costly. President Wilson charged the committee on October 25 and expects a committee report about its consideration of these factors by December 2. Beale and renée hoogland will be attending the School of Public Health Exploratory Committee meetings. If there are concerns, Senate members should let either of them know to be taken into consideration as that committee proceeds.

Beale thanked Richard Pineau (CLAS) for developing a module on academic integrity. It is now available in Canvas. This has been a lot of work by Pineau, the Senate committees and the other people with whom he's consulted to create a good module about academic integrity. She encouraged Senate members to review it and let their colleagues know about it so that they can either include it in some way in their syllabus or in their courses to help educate students about what cheating and plagiarism are and why they matter. Students cheat themselves from getting a good education by not learning about academic integrity.

The Senate's Anti-Bullying Statement of Values has been posted on the provost's website. Senate members should include it on their syllabus, print it out and post it in their offices, and share it with students so that more

work is done to create a culture that recognizes the harms of bullying. This came out of the 2018 climate survey that started in the Faculty Affairs Committee of the Academic Senate and showed there was considerable concern across all our different constituencies about bullying and intimidation. The ad hoc committee and Senate ultimately created a statement of values, since we were limited in being able to put anything into the university statutes about the issue.

The Policy Committee has often discussed the idea of curricular rigor/standards and student support. It should not be a conflict, but it often is talked about in that sense. The proceedings include those discussions and Senate members are invited to read them and, again, let Policy know of concerns around these issues.

Additionally, there is a search for the Vice President for Research that has currently been put on hold in order not to reach a conclusion before there is a decision in the presidential search. Policy has frequently discussed research and the use of the allocation of indirect cost recovery funds to the Office of the Vice President for Research to be used to stimulate research. A discussion of indirect cost recovery is on the agenda for the December plenary with the interim VP of Research, Tim Stemmler, who has replaced Steve Lanier.

The first presidential search listening session was held the day after our last meeting on October 13th. Two more have been held since: one with OMSE and one with the Student Senate. Beale recommended that those Senate members who did not attend the previous sessions provide feedback of what they want in a president on the website and/or attend the November 15th listening session.

Finally, Beale raised the issue of continuing problems with administrative communications. Many have received communications from an administrative office they didn't know existed with no name attached to it. Often it isn't clear what a particular message comes to a particular faculty member. Policy discussed the importance not only of being a more open and transparent university, but also of having clearer communications on all issues. Policy is pressing the offices it meets with to think about improving those communications, targeting them better, and making clear what person is sending them and that they do not come across as depersonalized corporate announcements.

Harr referred to the discussion on EssayPro in the Policy Committee proceedings. He visited the EssayPro website and there is a section in there about honesty that claims the site does not want to support plagiarism or cheating, though the site clearly does. It seems to suggest that since students pay for the product they get from EssayPro, it isn't 'plagiarism' because it isn't stealing. He ran into something similar with Chegg last year. He noted that TIAA CREF has a big stake in some of these companies and wondered if it would be possible to petition TIAA CREF as an academic senate to ask that they consider addressing these issues to apply pressure on the companies or to even divesting from such entities. Beale responded that someone recently pointed out Jasper, which allows students to put synonyms in a quote and then use the quote, thereby hopefully avoiding being caught for plagiarism. These companies will undoubtedly continue to multiply. They are either for-profit companies or software that's easily available to students as a means of cheating or plagiarizing. The Faculty Affairs Committee, chaired by Elizabeth Stoycheff (CFPCA) and the Curriculum and Instruction Committee, chaired by Jenny Lewis (Education) were asked to think about what kind of statement the Senate could make on these issues that could be shared with faculty broadly for inclusion in their syllabus or use as the basis of talking with students, like the academic integrity module that Pineau developed. Should the Senate adopt a statement to send to TIAA CREF, in which many of us have pension investments? Beale stated she does not know the group's views but it certainly might be another possibility to take an activist role, at least in organizations that we are invested in as a faculty and academic staff to ask them to consider not investing in these kinds of companies that exist to aid cheating. Those programs hurt students. She asked Senate members to email their thoughts to her or any member of the Policy Committee.

Jane Fitzgibbon (CFPCA) suggested Canvas have a more robust plagiarism checker. The one that is included is not very good. She uses it every term for every course and some of the work is repetitive, but she gets no match. Kornbluh explained there are constitutional issues around plagiarism checkers, the same way there were around proctoring systems. Last year the Senate Policy Committee discussed Respondus Monitor, an AI system to check whether our online students were cheating. Policy found the system was biased, and people with darker skin were more likely to be accused of cheating. There was recently a ruling in an Ohio court

that ruled against Respondus Monitor as violating the constitutional rights of students. Plagiarism checkers have the same issues, so they often come up against FERPA. With FERPA, we promise the students confidentiality. Some of the major plagiarism checkers actually make most of their money by what they do with what the students' work that we give them for free. There is no easy technology solution to this. The Senate Curriculum and Instruction Committee does encourage different types of testing and students' evaluations go a long way.

V.   <u>UPDATE ON THE MIKE ILITCH SCHOOL OF BUSINESS</u>

Dean Virginia Kleist thanked the Senate president and provost for inviting her. She provided the Senate with a summary of her background; serving as chair of the West Virginia University Faculty Senate and a member of the Faculty Senate Executive Committee of West Virginia for 11 years. She conveyed her understanding, ownership and firm support of the concept of faculty shared governance: she firmly believes in the line between the selection of what is taught, what is in the classroom, what is on the syllabus, how grades are given and the administrative side of the house. After more than 23 years at West Virginia, she was delighted when the opportunity arose to explore Wayne State University. There's so much positive here, despite the years of budget cuts and challenges. She came from a university in the 49th poorest state in the nation. In contrast, Wayne State is actually a rich university with many resources—the vibrant urban campus is particularly appealing. MISB students generally work 20 hours a week and can work at a business right in the city of Detroit. She has truly enjoyed getting to know Detroit, and is pleased by the nature of the students here. Like those in West Virginia, they do not consider themselves entitled and are generally first generation, children/grandchildren of industry workers.

There are many similarities between the gritty nature of the West Virginia State student and the Wayne State student: that's something to appreciate. She offered a few examples. Last night she met three MISB students in the hallway who engaged in a great conversation about their goals. Last Friday she attended the elevator pitch competition at the Renaissance Center where students performed 90-second presentations for a job with one of the five different sponsoring corporations. The MPREP

scholars are an MISB learning community consisting of first generation, typically African American students who may have come from challenging circumstances financially and otherwise, and a 3.5 GPA. These students receive job offers from local employers such as Boston Consulting Group or Deloitte and show other impressive outcomes for their hard work. The sports management students are downtown with the Tigers, the Lions and the Red Wings and last week they met with the CFO of the Pistons.

The faculty have also been very supportive and collegial. In terms of scholarly work and teaching, they are well established and genuinely care about what they do. There are challenges with turnover: it has been difficult to operate with insufficient administrative support for 4000 students, and more faculty lines are needed. The budget of the last several years has also been challenging, so Kleist believes people feel overwhelmed. Business has six different departments but currently only one chair. They are working to add five more chairs, with an announcement that went out yesterday. The student support infrastructure is good, but additional work must be done. A new budget officer was recently hired. It is a significant concern that the communications officer position is vacant.

There has been, however, a significant decline in graduate enrollments and undergraduate enrollments, consistent with the rest of the university. The pandemic has had a negative impact and corporate financial support is declining for graduate degrees. Enrollment is down 499 graduate students and 605 undergraduate students over the past five years—a significant decline that has budget implications. How do we turn this around? Business had a significant number of transfer students from the community colleges. The data is skewed because students are graduating more quickly: they come to us with two years of preparation, and they finish in two years. It looks like we have fewer students when in reality we're just sending them through more quickly and they are more successful, which is good. Kleist found it unacceptable that Grand Valley State has more graduate and undergraduate business school students than MISB. The number of undergraduates has grown 5.3% in the last year. Some departments are showing aggressive growth: Information Systems Management has grown more than 80% and Finance has grown 70%. They are losing graduate students more quickly than they are adding them—a problem partly related to COVID moving many classes online.

However, they have not done a deep dive into recalibrating and moving into the post-COVID environment. Some students want all classes online, some want all classes face to face, some want hybrid classes. Obvious, it is difficult to please everyone. There is also significant competition in the state.

These challenges have provided somewhat of a rough start, but Kleist continues to have an optimistic and positive view. Business has great foundations, a great faculty, great staff, beautiful building and super students. An ad hoc DEI committee is being formed: all faculty, staff and students are welcome to volunteer. Projects will include LGBTQ trainings, allyship, implicit bias and veterans. Kleist is excited about many aspects of the college including the MPREP Scholars program and the hard pivot to technology, ensuring students are well prepared in data analytics and artificial intelligence to help them with job placement. There is work being done at the university level to put some business degrees, such as the MBA, firmly into the online space to help grow enrollment. Additionally, a faculty group recently reinvigorated the MBA by eliminating some less interesting foundational classes and instituting three new technical classes that will provide a new flavor. There have been changes in the curriculum and more to come. Kleist also appreciates the support from the provost and senior administration in the university for some of these initiatives.

Damecia Donahue (University Libraries) commented on Detroit's only HBCU business college having recently reopened. She suggested that there may be a partnership opportunity for the MISB. Kleist appreciated the comment and thanked the Senate for inviting her.

VI.   REPORT FROM THE CHAIR

Kornbluh thanked Senate members for participating in the forum for the presidential selection. The Board of Governors is running the presidential search and has chosen the search firm Witt Kieffer, with lead consultant Zach Smith—the person who recruited Provost Kornbluh, as well as Dean Kleist (Business) and Dean Abolmaali (Engineering). This is someone who does a good job representing Wayne State. The Board of Governors is choosing a search committee in its own fashion. They are about halfway through the process and should finalize the committee soon. The next big task after the listening tours is to put together an

advertisement to go out in mid-December. The Board is hopeful to have semi-finalists by winter break.

The Office of the Provost continues to work on the proposal for block tuition. A second meeting was held with the Board of Governors who are generally supportive. The provost, along with Massaron and the Board will talk with the Student Senate informally next week. Kornbluh pointed out that switching to block tuition is a major change. While the snow policy only relates to about two days out of the year, block tuition will be a significant factor for departments and colleges, with academic staff, advisers, and admissions officers playing a major role.

Many Senate members have seen the recent concerns raised to the provost regarding indirect cost recovery (ICR) and the 2014 reallocation that shifted a considerable portion of ICR funds to a research stimulation fund in the Office of the Vice President for Research (OVPR). Department chairs have written to request a return to the pre-2014 policy. Kornbluh has met with the president and Interim VPR Tim Stemmler about this issue. President Wilson emphasized that the reason for the current allocation policy was to use central funding to increase grant applications, especially for the larger training grants. The data support that there is an increase in large grants under the policy. It is important to be more transparent with how ICR is distributed and the results of the research stimulation fund. Stemmler has produced a good summary of 2021 uses of the funds which will be shared with the chairs and the Policy Committee. They are also working on 2022 uses. In the long run, almost all of the research stimulation funding goes back to colleges and departments. The main issue is insufficient communication, so Kornbluh has urged Stemmler, as a first step, to create an advisory board to look at prioritizations of uses, so that all can have a better sense that the funding is fairly distributed. Policy will be asked to appoint a Senate representative for the committee. Transparency and a method of faculty consultation to determine how OVPR's research stimulation funds are spent are good first steps. Next year when there is new university leadership will be an appropriate time to consider whether to make any changes to the allocation formula. Most presidents want to have a voice in this issue so it would be inappropriate to change that policy two months before we hire a new president. We can certainly be more consultative and transparent, and Stemmler, who brings a faculty perspective to the position, has shown that he

understands the importance of good communication.

The provost discussed the major issues relating to graduate applications. The university switched to using a common application system (CAS) for almost all graduate programs on September 7th, something of which he was not aware until September 10th. This led him to research the purchasing arrangement that began in a March 2021 email chain that did not include the then-provost. The idea is the CAS would increase graduate applications to address the problem that Virginia Kleist discussed of significant declines in master's programs. These programs provide important revenue for any university: if our master's programs had been stable over the last five years, we probably would not have had any budget cuts. Because we scholarship and discount many of our undergraduate and PhD students, master's students are a major money-making part of the university. Our graduate programs have very different demands and needs for applications are complicated for each of the schools and especially for each of the professional schools. The graduate school is under-resourced and overwhelmed with paperwork that CAS was supposed to solve. The one-size-fits-all enterprise level software switch without adequate communication was not a smooth transition. The provost is working with each dean and meeting with chairs and graduate directors in several colleges to understand what is best for their disciplines and programs. He expects the result will be a more mixed graduate application process. The CAS contract has a three-month escape clause, so the contract will be modified soon. If Senate members experience issues with graduate applications in their departments, the chairs or graduate directors are invited to share them directly with the deans and the provost (kornbluh@wayne.edu). It is important to understand this use in recruiting students. Note that students go into the common app and pay a fee to GradCAS, EngineeringCAS or BusinessCAS. The application is only then exported into our own system where it may be delayed for various reasons and require uploading of additional information, resulting in a two-step process at a time when there is more competition and it should be easier to apply. In many areas, that two-step process offsets the gains of being part of CAS.

This is also an important budgetary decision. We did not gain in admissions as expected this fall and are again facing budget cuts for FY2024. We are recovering the losses for 2021 and 2022, but the Budget Office is taking some of the carryforwards back. To do a balanced budget for FY2024, we may be facing a 5% cut without significant enrollment increases. There is therefore pressure to grow enrollment, especially at the master's level. This was a major discussion when considering the dean candidates in business and engineering, and both Kleist and Abomaali came in with considerable energy. For example, the dean of engineering has a large Twitter following and promised to waive the admission fee for all engineering master's applications during the month of October: their applications quintupled. If we can convert those into enrollment, it will make a difference. As Kleist mentioned, we believe that business can attract many more freshmen than it does. It does a great job with transfer students, but there were only about 240 freshmen entering the school last year. To better support them, a contract was signed with a marketing firm to advertise the programs.

It was nice to avoid budget cuts this year, but next year will be a challenge. Like households, the university's costs have gone up 7 to 8%. The Hillberry is coming online in December, and debt repayment begins on that building and State Hall. So revenues must grow because our costs are increasing, too. The Senate Budget Committee has been a productive partner focusing on these issues, and the provost believes there will be more serious discussion starting in January around how resources are spent.

Steve Chrisomalis (CLAS) noted a long-standing problem around master's enrollments resulting from graduate admissions being managed centrally by the Graduate School whereas master's programs are managed at the college level. He is sympathetic to the challenges faced by deans to manage this problem. How do we solve this problem of putting colleges in charge of master's programs with everything centralized, including the $50 application fee that goes to the Graduate School? How do we solve this problem so that the incentives line up?

Kornbluh agreed that this is a structural problem at every university. There is a lack of clarity of the role between the graduate school and the subject area school. The funding mechanisms are more problematic than just the admission piece. There is some responsiveness from the deans and chairs to graduate directors or Graduate Council, but this is again a problem everywhere. He wants to deal with the admissions issue first because it is the most pressing: it is likely best to move admissions to the departments and colleges who want to control it

themselves. This also relates to resolving the CAS contract. This company does have tools that work for some of our programs: the Nurse Anesthetist program is thrilled with NursingCAS. Our nursing school were made part of GradCAS, however, and that doesn't work for them. Their solution is to go to NursingCAS rather than to take control of it directly. He is working with deans and chairs to understand local costs. If he holds deans responsible for their revenues, they must have more control over graduate admissions, at least for master's programs. He plans to resolve this in the coming weeks and return to some of the larger issues of the proper relationship between the graduate school and the colleges. Again, it is not a unique issue to Wayne State, and there is no perfect answer. We can at least be purposeful in how we do it rather than just continuing to follow old approaches.

Kornbluh added that the $50 application fee theoretically goes to the Graduate School, but it was not well budgeted and actually went to the central fund, showing up as a deficit in their budget. The switch to CAS was costly: Grad CAS costs $38 per application, so net revenue from the fee was only $12. BusinessCAS and EngineeringCAS costs students $58, so there was a loss of $8 per application there. Chemistry and Law both tend to pay for their international students' application fees to entice recruits. There is no incentive for the graduate school to make money and it does not have the faculty governance structure that schools/colleges and departments have.

VII.   NEW BUSINESS

Brian Edwards (Medicine) raised the issue of inefficient use of faculty time. He had registered for an advanced Teams presentation by C&IT; but when he could not attend, he contacted the presenter to request a link to the recorded presentation. They could not provide it because they did not have permission from all attendees to do so. They could only share the presentation with those that attended. He requested that AVP and CIO Rob Thompson include a statement on every didactic presentation coming out of C&IT and OTL:

> This presentation is recorded and will be available to every member of the Wayne State University community for later viewing. Your continued attendance confirms your agreement with this condition.

Kornbluh agreed that such a statement would be helpful.

The Zoom recording feature requires participants to acknowledge the meeting is being recorded, and we should be able to do the same thing.

Fitzgibbon requested a presentation on how the new scholarship system (WSU ScholarshipUniverse) works at an upcoming Senate meeting. She noted that there are only business scholarships, but no education or engineering scholarships. Kornbluh responded that the university has been trying to solve the scholarship issue for years. There are a number of scholarships for students that we need to use well to recruit and support students. We have not figured out how to give that money out as part of the admissions process. The problem is that we admit people more people than accept (our acceptance rate is usually 25-28%). When financial aid gives financial offers, we know our admit rate is only going require some part of that offered amount so they offer more aid than they have but still spend within budget. Scholarships do not work that way because there is only one scholarship. The university has brought in an outside consultant to review our scholarship programs and amounts, with a report expected next month. The consultant already recommended we use institutional money rather than scholarships for freshmen, with the offer letter indicating named scholarship opportunities for certain amounts in later years. That is, we may solve the larger problem by using those named scholarships for sophomores, juniors and seniors instead of freshmen. The new scholarship software will be rolled out to all the departments after the pilot project is completed. While this may work, it will not help with recruiting this year. He can certainly have the software presented to Policy and Policy can decide whether a plenary or Senate standing committee would be a suitable venue. Ricardo Villarosa (Academic Affairs) noted the law school had taken that approach in the past.

The State of Michigan passed major scholarship support for students needing financial aid that should result in *at least* an extra $8 million in our scholarship budget next year, giving us significant opportunities to support students. Some funding will be used for the "finish line" to help students graduate so they do not drop out at the end. Some will be used as an emergency fund. Most undergraduates who drop out fall off a financial cliff because their car broke down or their mother got sick, so having a pool of reserve funds is important. There is a search for an assistant vice president for enrollment management who will provide more expertise. The goal is to be more sophisticated and use our money in a better

way because we will not be able to take a budget cut from this area.

Pineau commented on course withdrawals. When students withdraw, they get a W on the transcript but faculty have not been informed. Faculty need to know when somebody disappears so they know whether to fill out a CARE report. Darin Ellis (AVP Academic Affairs) confirmed that a program will be rolled out in winter 2023 that will provide an update whenever a student withdraws. Kornbluh meets with the chairs and academic leadership once a month to raise questions about increases in withdrawals and incompletes. They did an analysis over a five-year period and did not see a significant increase in withdrawals, though there are always a significant number. He will work with Pineau, Beale and Ellis to ensure there is a communication to faculty explaining this.

Donahue provided an update from the DEI committee. Marquita Chamblee and the co-chairs of the Strategic Planning Subcommittee within the university DEI Council had met with Policy in September to discuss the strategic plan. The template for the strategic plan is now ready and will be shared with the Council of Deans. The strategic planning work group will hold an open session for interested people to discuss the template and the process of the strategic plan. Additionally, there had been concerns about communication, so a communications working group is meeting with marketing. More information will be available soon. Kornbluh added that the Strategic Planning Subcommittee of the DEI Council took feedback from Policy and from other groups in developing these materials to share with schools, colleges and departments about doing either a separate college level DEI plan or doing DEI as part of their strategic plan. Deciding what items to cover and how to talk about it is useful guidance that he will share with the Council of Deans. Policy might want to share with this plenary in the future.

      The meeting adjourned at 3:30

      Respectfully Submitted,

      Linda M. Beale
      President, Academic Senate