

WAYNE STATE UNIVERSITY
ACADEMIC SENATE
Official Proceedings
November 3, 2021

Members Present: Mark Kornbluh, Provost and Senior Vice President for Academic Affairs; Linda Beale, President, Academic Senate; Leela Arava; Poonam Arya; Nicole Audritsh; Joan Beaudoin; Paul Beavers; Tamara Bray; Pynthia Caffee; Stephen Calkins; Stephanie Chastain; Wei Chen; Stephen Chrisomalis; Alan Dombkowski; Kelly Dormer; Paul Dubinsky; Brian Edwards; Erica Edwards; Jane Fitzgibbon; Andrew Fribley; Wanda Gibson-Scipio; Daniel Golodner; Siobhan Gregory; Xiaoyan Han; Robert Harr; Lance Heilbrun; Marisa Henderson; Arun Iyer; Christine Jackson; Barbara Jones; Satinder Kaur; Pramod Khosla; Christine Knapp; Shelly Jo Kraft; Manoj Kulchania; Jennifer Lewis; Wen Li; 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; Shane Perrine; Sean Peters; Richard Pineau; Michele Porter; Avraham Raz; Shauna Reeves; Stella Resko; Robert Reynolds; Joseph Roche; Noreen Rossi; Brad Roth; Ali Salamey; Bo Shen; Naida Simon; Jennifer Stockdill; Elizabeth Stoycheff; Scott Tainsky; Wassim Tarraf; Ellen Tisdale; Ricardo Villarosa; William Volz; Le Yi Wang; Jennifer Wareham; Hossein Yarandi

Members Absent with Notice: Michael Horn; Jeffrey Withey

Members Absent: Faisal Almufarrej; David Edelman; Jeffrey Grynaviski; Amy Latawiec

Guests: Danielle Aubert; Boris Baltes; Tamaka Butler; Heather Dillaway; Darin Ellis; Ahmad Ezzeddine; David Kessel; Brelanda Mandija; David Massaron; Mary Paquette-Abt; Karin Tarpennig

I. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of October 6, 2021. PASSED.

II. FISCAL YEAR 2022 BUDGET

David Massaron, Senior Vice President for Finance and Business Operations and Treasurer, began his report stating that the fiscal year 2022 budget revenue other than tuition is primarily the state appropriation and cost recovery from research. The percentages from these two sources have been generally the same over the years. The university is driven by people so the largest expenditure is compensation, as is true for all educational and research institutions. The revenue projection for FY 2022 is a one-time increase of 1% from the state. The state also is providing one-time funding for our FY 2021 of just under 4%. The Board of Governors adopted a tuition increase of 3.9% for undergraduate, graduate, and professional students, and an increase of 1.9% for resident medical students. The Office of Institutional Research projects a 4% decline in FY 2022 credit hours compared to FY 2021 credit hours., though there may be a steeper decline in the winter 2023 term. Massaron noted that universities in the Midwest experienced an overall undergraduate enrollment decline of 6.2%. This is happening while the state of Michigan, Massaron said, has continued its disinvestment in higher education. If the university had received a minimal annual increase of 2.5% to cover inflation from 2005 forward to 2021, our state appropriation in 2021 would have been \$331 million. For FY2021, permanent and temporary actions were taken to address the structural deficit: eliminating vacant positions; forgoing salary increases for non-represented employees; and a reduction in operational funding. The elimination of vacant positions and a reduction in operation funding continue for FY2022. Temporary relief actions also were taken in FY2021. Some employees were furloughed, the salaries of most vice presidents and deans were frozen, and hiring

was restricted, requiring presidential approval. Hiring restrictions will also continue in FY2022.

The FY2022 general fund budget has a shortfall of \$10 million (this is in addition to the budget shortfall for FY2021). The 3.9% increase from the state will cover a portion of the FY2021 deficit, with continued cost reductions and the application of federal funds. As a last resort, we can use our fund balance. Massaron showed the summary of reductions on the administrative side and the reduction across-the-board in the schools and colleges. The reductions were made working with the deans and the campus community at large and were approved by Rebecca Cooke, the former Vice President for Finance and Business Operations, and President Wilson.

Linda Beale pointed out that the charts Massaron displayed showing the FY2022 budget reductions for the divisions and the reductions for the schools and colleges were different from the information that was available to the Board of Governors at their October 1 meeting. Beale asked Massaron to specify what was different between the slides at the Board meeting and those he has presented to the Senate. Massaron responded that some of the information predates his being employed by the university. As the administration worked through the cuts to operational divisions, there was a need to make some changes to be sure there was sufficient funding to provide for the minimal functioning of the institution. Brelanda Mandija added that the slides are different in order to present more detail. Compensation adjustments are included in the central account in the Board materials, whereas in this presentation they are allocated to the units. The goal was to show clearly where the FY2021 budget ended and how the cuts impacted the units.

Beale followed up to note that prior to the pandemic the percentage reductions in the budget as presented to and approved by the BOG included detailed information with specifics (including any technical adjustments, allocations from central funds, and differential tuition) for each school, college, and division. That was not available at this year's BOG

meeting. The question is about the source of the differences between the summary pages for the Schools and Colleges and for the Divisions at the Board meeting and those presented now to the Senate. It appears that the key issues are the increases and reductions in compensation, with the reductions in the budgets for schools and colleges slightly more than indicated in the summary sheets from the BOG meeting while the reduction to the administration is slightly less. Massaron noted that the differences do include allocation of amounts that were in central accounts, and Kornbluh added that the differences also reflect differential tuition amounts that were not included in the information presented to the Board but are in this presentation.

Massaron continued by noting that the shortfall in the FY2022 budget is due in part to the pandemic and in part to increasing costs and declines in revenue. His goal is to develop a budget model that looks forward over a longer term to find ways to eliminate the constant cycle of budget cuts. A 5-year forecast will have to make various assumptions about what challenges we face as an institution, what type of environment we can create to achieve financial stability, what investments we need to make to help reach that goal, and how we can achieve it. Holding constant what we know we can control will allow us to determine what is necessary to be financially stable. He noted that this approach can allow the university to see what tools are available—such as increasing credit hours and increasing tuition and fee rates. We do not have as much control of our expenses, since cutting expenses almost exclusively means cutting positions, which generally reduces our ability to provide needed services or to ensure that the university is managed appropriately. A large part of our conversation should be around long-term financial stability and what we can undertake while ensuring that we provide excellent educational and research opportunities for the advancement of knowledge. Massaron's team will begin this process but will ultimately require support from the Board of Governors, the Academic Senate, and the deans to make it possible, ideally with budget adoption in the summer rather than in the fall. He also agrees

that greater transparency is needed in the budget process. But the big picture is that he feels confident that the university provides a value that no other university in Michigan provides—perhaps even a unique value for the country.

Kornbluh added that at the two other institutions where he has served as an administrator they used similar forward-looking budgetary processes with clear assumptions that allowed them to project tuition increases and financial aid. This allows clear targets for recruiting and admitting new students. This macro-level analysis will help the university community understand the financial challenges we face. What we easily see now is Michigan’s ongoing disinvestment in higher education.

Beale commented that the charts showing no tuition increases for 5 years resulting in an \$80 million deficit was unrealistic: no board could allow that to happen. As Massaron said, the university has to look at how it recruits students at all levels and how it supports research if we want to reach financial stability. Massaron added that the purpose of the spreadsheet tool is to demonstrate the levers we can pull and what the outcome would be so that we can collectively set goals and make adjustments as we reach, exceed, or do not meet a particular goal. Massaron’s goal is to provide information in a way that everyone can understand as a basis for making necessary budget decisions. He thinks many people would have made different decisions if they had known what the previous 10 years would look like.

Brian Edwards commented on the chart that showed the percentage of income and the expenses for the different units. He asked if the university could compare itself with comparable institutions—i.e., is data available so we can see where we do better or where we do worse? Massaron responded that there are a number of institutions that the university uses as benchmarks; but the university is quite different from each of them. It is a research institution, but it serves a student base that is different from the other institutions in the state. In that sense there is some variance in our ratios and in our market power in terms of how much we can

command in tuition. We can set many ratios that benchmark us against others. We manage and monitor that in large part in our ratings in capital programs. Edwards also asked if the administration had looked at other institutions that are offering new programs. Kornbluh said that they have and would address that issue in the later presentation on enrollment management.

Robert Harr asked if the administration had looked at the possible impediment students faced in the number of credit hours required for graduation. When general education requirements were changed a few years ago, students only needed 120 credit hours to graduate but needed 140 to meet all of the gen ed requirements. Could the number of credits affect our enrollments? Our graduation rate has increased but students may be registering for fewer credit hours overall. Kornbluh agreed that is a large part of the story. We have to look at how we can make a case to increase funding from the state. Some other state universities have a budget model that is based on enrollment which disadvantages us. Wayne State is looking at budget models that might increase state funding. We have increased the number of degrees awarded in the last 5 years while other universities have increased enrollment without increasing the number of degrees granted. Increasing the graduation rate has to be part of the information we present to the state for funding. Massaron added that other institutions have been very aggressive in focusing on the number of full-time students as opposed to the number of students and credit hours. That puts Wayne State at a disadvantage because the university is more available to non-traditional students than other state institutions. Harr asked if anyone had looked at the number of credit hours per student rather than the total number of credits and the total number of credit hours they take. Kornbluh said that we have to get the exact numbers but there is no doubt that credit hours have decreased over the last few years because we are serving the students better and thus they are graduating sooner.

Members also asked about tuition costs. The rate of tuition for international students is very

high compared with the rate of tuition for in-state students. We could increase the number of graduates if the tuition were lowered. Kornbluh said that he has asked the deans if they have programs they would benefit from changing the non-resident tuition, so that Massaron can cost that out. Changes would have to be taken to the Board of Governors for approval. Massaron hopes the long-term look at the university will help do this. We want to make sure that we're pricing ourselves competitively in the marketplace. We have different markets, Kornbluh said. When tuition is increased at the undergraduate level, financial aid is also increased.

Beale commented that some of the discounts would not be costly since additional students would occupy seats that would otherwise be empty. We might get tuition revenues from a significant number of students who otherwise would not have enrolled.

III. REPORT ON ENROLLMENT MANAGEMENT

Ahmad Ezzeddine, Associate Vice President for Educational Outreach and International Programs, Senior Associate to the President for Special Initiatives and Interim Associate Provost for Enrollment Management, assumed the position of interim associate provost for Enrollment Management in July. He reported to the Senate on enrollment numbers and initiatives to increase enrollment for 2022 winter and fall terms. The university is focusing on admitting and registering more students, helping them to complete their degrees, and inviting them to pursue graduate degrees. Enrollment applications fell in fall 2021 compared to the last 5 years, declining by 3,000 students. This year, the median ACT score for entering students was 25 and the median SAT score was 1150 (for those with tests in a test-optional admission cycle), and the median GPA was 3.46. Our yield has been very good, increasing from 25.7% to 28.6%; but the number of applicants has decreased from 4 years ago.

This year 47% of the applicants and 45% of the students who enrolled were test-optional. The

student success area is monitoring the students' performance to see if they need assistance and to identify the schools from which students perform well or poorly so we can adjust our holistic admission policy if needed.

Our fall enrollment was down about 5% from last year when we had a larger enrollment partly because students stayed close to home. We were on par with our projection of transfer students and enrolled 5414. The number of enrolled international students is at the level that existed prior to the pandemic. In recruiting with virtual fairs and engaging virtually with prospective students we were able to reach countries and areas we had not been able to reach before.

Ezzeddine compared applicants, admission offers, and enrollments to Michigan's other state universities. In addition to competition from the University of Michigan and Michigan State University, we have competition from the regional Michigan schools.: Grand Valley, for example, received almost 19,000 applications compared to Wayne State's 15,000. We have one of the highest yield rates in the state, but we need to increase the number of applications. We have more transfer students than any of our competitors, and we have done well in partnering with the community colleges. Sixty-eight percent of our transfer students are from six community colleges: Macomb Community College; Oakland Community College; Henry Ford Community College; Wayne County Community College; Washtenaw Community College; St. Clair Community College. We have now also signed articulation agreements with St. Clair College in Windsor, Ontario.

The majority of our students are from the southeast Michigan area (Wayne, Oakland, and Macomb counties) and this does not bode well given the state's demographics decline. We need to expand the area from which we get students to southern Ontario, Ohio, Chicago, Indiana, and farther north in Michigan. Ezzeddine thinks there are people who match the profile of our students and to whom Wayne State and Detroit would appeal.

Ezzeddine reviewed other enrollment strategies. He suggested we need to better highlight our outstanding academic programs. Transfer students are a strength for us and are well-supported here. We need to make that clearer in our marketing and messages about what the university offers. The Michigan Re-Connect program, which is a scholarship program for people 25 years and older to get a degree from a community college or a skill certificate program, will likely increase the number of students who transfer to Wayne after completing their associate degree. The state has received 160,000 applications in 6 months since the program opened. We also should increase the number of international undergraduate students, so we are exploring special scholarships to attract international students. We clearly need to re-evaluate and re-set financial aid policies. We have sometimes focused too much on merit and at other times too much on financial need, but we need a balanced approach. We need to work with the schools and colleges to use our resources strategically and to provide access for students. We need to expand and improve our marketing to prospective students. We especially need to partner with the schools and colleges and engage faculty in recruiting and onboarding students. No one can speak more effectively about the university than the faculty. Ezzeddine noted that his office is beginning to explore opportunities to engage adults and students who left the university without completing their degrees. Related to this strategy is increasing the types of certificates we offer and better marketing of our masters programs, both to students from outside and to our own undergraduates.

Ezzeddine mentioned the initiatives and activities that are underway. They have increased the number of high school seniors to contact to 80,000. They reach out through direct mail, e-mail, and text. They are evaluating scholarship programs to streamline and maximize their impact. They are assessing the recruitment and onboarding programs to insure they are clear, consistent, and are an effective student experience. When students move from one status to another we need to provide the same support and care. His office is working

with the schools, colleges, and alumni to coordinate and plan targeted recruitment events and registration drives for the winter 2022 term and the upcoming academic year. The faculty are key to these efforts. They need faculty ideas and engagement.

Kornbluh stated that Ezzeddine's presentation underscores why he asked him to take the leadership in Enrollment Management. He is attempting to break down silos within the Division of Academic Affairs and among the schools, colleges, and departments. Deans and Chairs are eager to develop a holistic policy where we prioritize a diverse class and provide financial support to students when needed. We will recruit more widely in Michigan and in neighboring states with more reasonable scholarships. We'll recruit for our excellent programs. We will need faculty available to meet with prospective students when they visit campus.

Ricardo Villarosa suggested offering housing scholarships to students from neighboring states and Canada as encouragement to enroll at Wayne. Beale mentioned a concern of a Senate member in the online chat that the faculty want to be helpful but are not clear how to do so. Beale has suggested that when faculty attend conferences they could be given recruitment information to meet with groups of students or alumni. Ezzeddine responded that Beale's suggestion has been used in recruiting international students and does work. Jennifer Stockdill noted that with the additional work faculty and academic staff have taken on during the pandemic, such as the time needed to prepare for classes and dealing with the additional stress of students, it is hard to take on extra tasks. Ezzeddine agreed but emphasized again that he welcomes input from faculty on how to recruit more students.

Kornbluh said that the administration wants to know from the academic units what programs they want to highlight in marketing campaigns. Which programs have capacity for more students? Where is student demand that we are not meeting? Part of the recruitment process is intellectual and partnering with the units. That

is a very different marketing process than we've had in the past. The best way to get students enrolled is to get them to campus. When prospective students come to campus they want to be able to contact a department in which the student is interested and have a faculty member meet with the student.

Brian Edwards thinks every department should have a section on their webpage that celebrates the successes of our students and alumni. He believes this has more impact than anything else that can be done. He also asked about programs that would help students who have talent but did not have the advantage of attending a high school of reasonable quality. Could there be a make-up year where tuition would be discounted to improve their qualifications to transition to regular classes. Ezzeddine said that the APEX (Academic Pathways to Excellence) program and the Warrior VIP (Vision and Impact Program) address some of those needs.

The Provost added that the university has not invested enough in recruitment. We have 6 admissions counselors for the entire undergraduate program. We need to re-allocate our resources to support mailings and digital advertising. We can calculate the cost of additional advisors, marketing, advertising and support events on campus to find out the type of return we get from these activities.

Stephen Calkins noted the decline in transfer students from 2019 to 2021 was about 12% (from 1,637 in 2019 to 1,370 in 2021). He wondered how we can claim strength in recruiting transfer students. Ezzeddine replied that transfer students admissions declined about 5%, but transfers graduate at a higher rate than the students we admit as freshmen, making the overall numbers go down further. He agreed that we do need to increase our efforts, but he considered the university well positioned to take advantage of that opportunity.

Brian Edwards wondered if the Development division has sufficient staff. Kornbluh responded that the Senate will likely invite Susan Burns, the Vice President for Development and Alumni Affairs, to present on

the capital campaign at a meeting next year, but clearly philanthropy requires investment to reap rewards.

Kornbluh thanked Ezzeddine for his presentation. He encouraged faculty and staff to send in their ideas for increasing enrollments. He noted that emphasizing individual students' stories and focusing on academic excellence has to be a larger part of our recruitment efforts.

IV. REPORT FROM THE SENATE PRESIDENT.

Beale informed the members about major developments in the university and discussions of the Policy Committee. The Policy Committee has continued to select members for various committees. A recent focus has been on the university's centers and institutes, since membership of the Centers and Institutes Advisory Committee – I (CIAC-I) and the Centers and Institutes Committee – II (CIAC-II) had not been updated in a couple of years. These committee review proposals for new centers and institutes and act on charter renewals of established centers and institutes. The new members have been appointed to CIAC-I, a committee that reports to the Provost. Beale will contact Vice President for Research Stephen Lanier about appointing the new members to CIAC-II and getting a report on committees whose charters are up for renewal. The Policy Committee also received the CIAC-I review of charter renewal for the Michigan Developmental Disabilities Institute and, after receiving some supplemental information as requested, the Policy Committee supported that charter renewal.

Policy Committee and Provost Kornbluh also selected the members of the committees appointed under Article XXX in the Agreement between the University and the AAUP-AFT. These include the faculty and academic staff tenure and promotion committees, the sabbatical leaves committee, and educational development grant committee, among others. The Senate elects the members of the faculty and academic staff hearing panels, so those hearing panel

elections will need to be conducted before the end of the fall term.

Policy Committee has been discussing the role of the Campus Safety Advisory Council and the Michigan statute that calls for a campus police oversight committee. The Senate representatives on the Council have recommended that a member of the community external to the university be added to the Council's membership because Public Safety's jurisdiction extends beyond the campus. The university does not have an elected oversight committee which has certain duties under the statute. The Policy Committee thinks it is important to make a recommendation to the administration and the Board of Governors and will likely be developing a memorandum to that effect over the next month.

In October every year the university submits to the state legislature its capital request (if any) and capital plan. The plan, which is a required annual submission, should lay out the priorities and needs of the university in a way that makes our case to the legislature. In the past (with some exceptions), the plan has been submitted to both the Policy Committee and the Facilities, Support Services and Technology Committee for consultation prior to its submission to Lansing. This year and last that process has been shortchanged, in that an incomplete draft was shared in late September but it did not include any real information on priorities in a way that the Senate could have credible input. Nonetheless, we are supportive of the major priority mentioned in the "under the planning stage", which is a health sciences building to replace Scott Hall. Some faculty have said they would not have included the request for several million for an art gallery, but that has clearly been a priority of this administration.

Over the last couple of years Policy Committee has talked about the first day textbook program offered by Barnes & Noble. Policy had a number of concerns and worked with the Provost's office to conduct a pilot program. Policy was concerned that students might not know that they could easily drop out of the program and whether the program would

actually represent savings for students. The First Day Pilot Study Committee was formed to look into these concerns. The pilot project demonstrated that if a student needed only a textbook they might purchase one cheaper from another source, but if the student also needed courseware it was cheaper (and necessary) to purchase the materials through the bookstore. The committee's report thus supported continuation of the First Day Program, especially since it facilitated providing texts to students during the difficult period of the pandemic for store purchases, and the Policy Committee agreed with that recommendation. One issue raised in the report, however, requires additional study: that is the issue of bookstore and publisher access to student data and more broadly whether there are other areas where student data privacy may be a concern. Policy Committee decided to establish an ad hoc Senate committee on student data privacy. The Provost has agreed to appoint Robert Thompson, Interim Chief Information Officer, to the committee, and Policy Committee has asked John Rothchild, the university's privacy officer and professor of Law to serve. There will be 3 additional Senate representatives on the committee. If faculty or staff have concerns about this issue or are interested in serving, they should contact Beale.

The relevant Senate committees are also reviewing the Student Code of Conduct statute with the likelihood that revisions will be put forward at the December or January plenary session. Policy Committee also continues its discussion of the administration's response to the Student Senate's desire to disseminate the statement on the Israeli-Palestinian conflict that a majority of the Student Senate members passed. We have not come to a conclusion regarding the best step to protect academic freedom and transparency of information for the constituents of the Student Senate and the Academic Senate, but it may be necessary to bring a resolution on this issue to the Senate floor in early 2022.

The Diversity, Equity and Inclusion Council has begun to meet about the 100 recommendations of the Social Justice Action Committee. The Senate has an ad hoc DEI Committee that is also

meeting. As the Senate members will likely recall, at the May plenary President Wilson said the DEI Council's recommendations should come to the Senate for review. The Senate will work with Marquita Chamblee to ensure that happens.

Several faculty have written to Beale about concerns about the status of research within the School of Medicine affecting research faculty, Ph.D. faculty, clinical faculty, and graduate student researchers. Policy Committee expects to meet at some point in the next few months with the Graduate School Dean and the Dean of the School of Medicine to discuss the issues and see how the current policies are likely to affect research for faculty and graduate students.

V. CHAIR'S REPORT.

One of the Provost's most rewarding and exciting parts of being provost is that he has had the opportunity to talk with many more students than he could as dean at Kentucky. Undergraduate students and the Student Senate are incredibly positive and supportive of the university. They have made constructive and positive recommendations that will be considered.

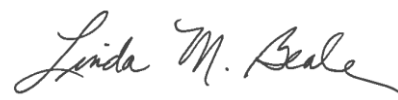
He also has had some chilling discussions in meetings with Jewish students and Muslim students, who are concerned about anti-Semitism and Islamophobia, respectively. Both groups noted that they expected comments from other students but found negative commentary from instructors particularly upsetting. One young woman talked about an instructor making her talk to the class about wearing the hijab. In another case, when a student needed to leave the class to pray the instructor made a comment under their breath about their leaving. The Provost has heard similar comments from the Black Student Union and other Black student organizations. Kornbluh suggested it might be possible to bring students to a future plenary to talk about their experiences and ways to build a more inclusive campus. We need to have workshops to talk with each other and make a commitment to work together. Kornbluh will discuss this with the Policy Committee.

The Provost also noted how important it has been for students to be back on campus after a year or after 18 months of isolation. There is a hunger to be part of a campus community. In the very near future, therefore, we have to figure out how we can, as a university, deal with endemic disease as opposed to pandemic disease. According to the New York Times and articles from the scientific community, COVID is not going away and there will always be some risk. How do we transition to a campus that accepts some of the risks? Can we expect to bring the campus back to life for fall 2022? We take risks that we don't think about. In the last 18 months we have been trained to think about risks in going to a store, about the need to wear a mask, teaching a class. Kornbluh asked the Senate to consider how the university can move to a situation where we understand the existing risks but move to having essentially an open university community. That will require a broad discussion, since we know we will retain some online activity but need to find a way to move to more in-person classes than we have currently. It is clear that the risk of COVID will not be zero, even a year from now, given the low uptake of vaccinations in the country.

Beale raised a question posted in the chat regarding student confusion about hybrid courses and how to know which parts are remote and which are in person. Richard Pineau explained the non-intuitive process students have to follow currently to see the information when they search for information about a class. He will share the information, in hopes that the registrar can make this more direct or at least provide clear instructions to students.

There being no further business, the meeting adjourned at 3:00.

Respectfully submitted,



Linda M. Beale
President, Academic Senate