

WAYNE STATE UNIVERSITY – ACADEMIC SENATE

Official Proceedings

November 2, 2011

Members Present: Rodger MacArthur, Chair Pro Tem; Louis J. Romano, President, Academic Senate; Ivan Avrutsky; Paul Beavers; Jennifer Beebe-Dimmer; Ramona Benkert; Veronica Bielat; Abhijit Biswas; Tamara Bray; David Cinabro; Chardin Claybourne; Mary Cooney; Victoria Dallas; Cheryl Dove; Karen Feathers; Maria Ferreira; Jane Fitzgibbon; Judith Fouladbakhsh; Moira Fracassa; Andre Furtado; Ewa Golebiowska; Avril Genene Holt; Renee Hoogland; Michael Horn; Maik Huttemann; David Kessel; Jerry Ku; Rita Kumar; Kafi Kumasi; Liza Lagman-Sperl; Shawna Lee; Lawrence Lemke; Brian Madigan; Jason Mateika; Santanu Mitra; Boris Mordukhovich; Bryan Morrow; James Moseley; Jennifer Sheridan Moss; Patrick Mueller; David Oupicky; Abhilash Pandya; Victoria Pardo; Charles Parrish; Debra Patterson; Jeffrey Potoff; Aaron Retish; Robert Reynolds; Michele Ronnick; Linea Rydstedt; Ghulam Saydain; Mary Sengstock; Naida Simon; William Slater; James Sondheimer; Timothy Stemmler; Senthil Sundaram; Ronald Thomas; Ellen Tisdale; Karen Tonso; Anca Vlasopolos; William Volz; Mary Width; Seymour Wolfson; Lee Wurm

Members Absent with Notice: George Alangaden; Linda Beale; Anthony Cacace; Nabanita Datta; Donald DeGracia; Judith Fry-McComish; Barbara Jones; Janine Lanza; Michael McIntyre; Brad Roth; Heather Sandlin; Judith Whittum-Hudson; Jeffrey Withey; James Woodyard

Members Absent: Basim Asmar; Barbara Bosch; Kingsley Browne; Richard Marback; Elizabeth Puscheck; Daniel Rappolee; T. R. Reddy; Derek Wildman; Zhe Yang

Others Present: Gloria Heppner, Associate Vice President for Research; Alan Jacobson, Office of Budget, Planning and Analysis; Geraldine Johnson, Academic Pathways for Excellence; Tahrima Khanom, Academic Senate Office; Richard Nork, Vice President for Finance and Business Operations; Henry Robinson, Academic Pathways for Excellence; Angela Wisniewski, Academic Senate Office; Paula Wood

CALL TO ORDER: In the absence of Provost Brown, Mr. MacArthur, the Vice Chair of the Academic Senate, chaired the meeting. He called the meeting, held in the Bernath Auditorium in the Undergraduate Library, to order at 1:05 p.m.

I. MATTERS SUBMITTED BY THE POLICY COMMITTEE

Mr. MacArthur introduced Vice President for Finance and Business Operations Rick Nork, who presented the recommendations of the Huron Consulting Group.

A. Recommendations of the Huron Consulting Group

Mr. Nork told the Senate that the University contracted with the Huron Consulting Group (HCG) to perform a comprehensive review and analysis of its business processes, focusing mostly on the administrative areas, although they did look at the student services areas of admissions and financial aid. The review ran from March until June. In July HCG returned with a series of recommendations, some of which are being implemented. The administration continues to evaluate some of the recommendations to determine if they should be implemented now and if the University has the necessary resources.

Mr. Nork gave an overview of the recommendations. HCG found that the University's Human Resources operations were decentralized without a strong infrastructure of trained personnel in the units. They thought we had substantial cost savings opportunities in the area of procurement. The University was focused on a transactional compliance-based purchasing organization rather than strategic. Facilities Planning and Management (FP&M) has a long list of deferred maintenance projects. HCG found that the labor staff in FP&M was less than productive, mostly because they do not have the tools to perform their jobs properly. HCG provided assistance in opening the new Enrollment Services Center. The University could save money by centralizing IT services and personnel. HCG also found ways to reduce costs in the budgeting and auxiliary services areas.

In March, a steering committee was established to serve as a sounding board for the consultants as they prioritized areas to review. In the last month, Michael McIntyre was added to the committee as the representative from the Academic Senate. The steering committee will track the progress of the initiatives. Implementation started four to six weeks ago.

Information Technology

The Huron Consulting Group recommended centralizing the utility IT services, i.e., the generic services, such as active directory file share and print services management, that could and should be handled for the whole University. These are not the specialized software or programs. The University will look at centralizing support for laptop and desktop computers, classroom technology and infrastructure, and the Help Desk functions. Initially

these changes will be made only in the administrative areas. The utility technology centralization for long-term cost savings includes an active directory and review of the management structure in IT to streamline the decision-making process. Mr. Nork believes the University could save between \$1 million to \$2.7 million if the recommendations are implemented.

Procurement

Mr. Nork would like to implement a strategic sourcing program for procurement rather than the transactional type currently used. Strategic sourcing means that the University negotiates long-term sourcing contracts with key suppliers for various commodities. The contracts would be for volume purchases and probably cover three years. The University would not have to get bids for purchases within that commodity group for three years.

An eProcurement system will be implemented to assist in making the strategic sourcing program work. The system will direct users to on-line catalogs with merchandise for which the University has strategic sourcing agreements. The requisitioner will click on the item in the catalog, triggering the purchase order. The strategic sourcing agreements and the eProcurement system should result in cost savings as well as increased efficiency in the purchasing process.

Mr. Nork signed an agreement to acquire software for eProcurement and began implementation. It will probably take six to nine months before implementation is complete. His office has sought bids for three strategic sourcing agreements, including office supplies and print services.

HCG recommended organizational changes to more closely link purchasing and disbursements.

Travel Management

The Huron Group validated the University's implementation of the Concur travel management program that was begun before HCG was on campus.

Facilities Planning and Management

Three areas have been identified for improvement in FP&M: increase the productivity and effectiveness of the operation; foster more transparency with costs and work this into a budgeting model for utilities; and long-term energy management and conservation strategy.

Six or seven years ago FP&M implemented a system called TMA to schedule work orders and monitor their progress, but only one-quarter or one-third of its functionality is used. The Huron Group is helping to expand the use of the system, which should improve response from maintenance and repair teams.

The second area identified for improvement is increasing the transparency of the costs and working this into a budgeting model especially for utilities. A pilot program in Engineering, Nursing, and Law is underway to develop a budget for utilities and allocate the costs to the schools and colleges based on the buildings they occupy. The schools and colleges will have complete transparency about the costs. Service level agreements are being developed for custodial costs, which will be a better management tool to ensure customer satisfaction.

The third area for improvement is a long-term energy management and conservation strategy. The University has embarked on a program with Siemens Energy Management (SEM), which is evaluating the energy consumption, the controls, and HVAC systems in the seven buildings that consume the most energy. Siemens will develop recommendations for investments the University can make to reduce energy costs. Siemens will fund the investments upfront and the University will pay SEM with its energy savings, which are guaranteed by Siemens.

FP&M will look at different ways for hiring and managing contractors. Rather than material and time, over which the University has little control, it will move to job order contracting where prices are fixed upfront for a specific volume of work. This method is expected to be more efficient and to save money.

Human Resources

Most of the employees who perform human resource functions are in the business offices of the schools/colleges/divisions with almost no link to the central Human Resources Office. The Huron Group recommended strengthening the infrastructure of human resources across the University so that human resources personnel in the schools, colleges, and divisions have a direct reporting line to the central Human Resources office but continue to work in the units and have a reporting relationship to the Dean or Vice President. The administration is still evaluating this recommendation. Accomplishing this would enable the University to

implement some of the Huron Group's recommendations.

The administration is evaluating the Huron Group's recommendation that labor relations and human resources functions be integrated. There are significant issues with employees who abuse the privilege of the Family and Medical Leave Act. The consultants believe the excessive leave balances that employees are allowed to accrue enable the abuse. Their recommendation is that the administration determine if they can limit the accumulation of leave balances of sick time and vacation time within the confines of the union contracts. The administration recognizes that this is an issue that requires collective bargaining.

Enrollment Management

Mr. Nork said that the plans were in process for the Student Services Center in the Welcome Center prior to contracting with the Huron Group. HCG helped to solidify the plans and assisted in getting the Center open at the beginning of October. They supported the training of personnel and helped in structuring the new organization. The Huron Group recommended that the University review its administration of financial aid and its admission processes and develop an enrollment management strategy. This is in the early stages of development.

Budgeting

The Huron Group recommended changes in the budget process to bring more transparency and more accountability to the budget. They recommend that the schools/colleges/divisions have more accountability for their own costs in terms of how money is spent and how it is earned. Unit budgets would not be increased or decreased automatically by a certain percentage based on the state appropriation but would be based on their needs and revenue. Mr. Nork expected some changes to be in place by the next budget cycle in the spring.

Parking

The University is in the process of implementing recommendations made by a parking task force whose members included faculty and administrators. The recommendations include the use of RFID hanging tags for entering and exiting the parking structures and lots. The Huron Group thinks the University might outsource parking services for special events, but Mr. Nork was not sure if the University would pursue that recommendation. HCG thinks Public Safety could have

an enhanced role within the Parking organization mostly in terms of closed circuit television cameras for video surveillance and monitoring. The Huron Group thinks the University could improve its collection of fines for parking violations. This could be a minor source of revenue.

Mr. Nork took questions from the floor.

Paula Wood, the former Dean of the College of Education, relayed a number of concerns based upon her experience as Dean. The central offices, she said, do not know what the schools and colleges do, hence when services are centralized they become more efficient for the central administration but more difficult for the schools and colleges. The recent reduction in force and the bumping by employees occurred during the first week of classes, a time, Ms. Wood said, when the schools and colleges are extremely busy. The College of Education lost experienced office staff the first week of classes.

The recent cuts made to the College's budget were based on the previous year's budget but that earlier budget did not represent the amount that the College usually spends. In addition, Ms. Wood opposed centralization of staff in information technology. If a staff member did not report to her, she did not get service, but if they reported to her, the employees were responsive.

Ms. Vlasopolos asked Mr. Nork about the changes in personnel in custodial services. How many janitors were fired and how many administrators were hired? Mr. Nork said that no janitors were fired; 16 positions were eliminated as part of the reduction in force. No administrators have been hired. The Huron Group did benchmarking of the custodians and determined that Wayne State had 10% more custodial staff than peer institutions in the area. The University had planned to reduce the janitorial staff by 10% because of the need to reduce the budget. The Huron Group determined that the lack of sufficient management structure was responsible for the inefficiencies in Facilities Planning and Management. The HCG recommended that three or four individuals be hired within the entire FP&M organization of about 400 to handle some of the administrative and management tasks. The administration has not decided if it would follow the recommendation.

Ms. Vlasopolos noted that the Huron Group used different benchmarks, i.e., comparisons with different universities were used for different purposes. Different types of universities and different numbers of universities were used for

different purposes. For the recommendation about leave banks the benchmark was Grand Valley State University as opposed to Oakland University and the University of Michigan, which have leave banks that are very much like Wayne State. Ms. Vlasopolos said that a common standard should be used in benchmarking, but the Huron Group, when asked, was not sure if they used a common standard for all benchmarks. Ms. Vlasopolos asked if the Huron Group chose benchmarks that would show what they wanted. Mr. Nork said that the University did not select the benchmarks. For Facilities, the Huron Group used an organization that publishes benchmark data. For leave balances, they compared Wayne State against all Michigan public universities. Mr. Nork said that there were different sources for different areas but not with an intent to manipulate data.

Mr. Romano asked if the plan to consolidate information technology included physically moving the servers in units out of their current locations to a central location. Mr. Nork said that initially IT support would be centralized for the administrative areas; that would take about one year to implement and evaluate. If the evaluation indicated that servers should be moved out of departments, it would be done. However, he said, there have been no discussions about doing that in the schools and colleges. Mr. Romano asked that there be discussion about consolidating the servers before moving forward.

Mr. Romano asked about the plans for using a per diem for meals while traveling. In Mr. Barbret's presentation to the Academic Senate last month, he implied that travelers would have to submit receipts for meals. Mr. Romano asked Mr. Nork if that was still the plan or if a per diem rate would be used. Mr. Nork said that the plan is to submit receipts for anything over \$15.00 to receive reimbursement. With the new Concur travel system, everyone who travels will have a University-issued credit card. Receipts will be downloaded automatically to the expense report when the credit card is used. Mr. Romano mentioned that many times when faculty attend meetings or study sections, a large group goes to meals and it is not charged to a credit card. Mr. Romano thought there would be a lot of resistance from Deans and other administrators to submitting receipts.

Mr. Romano asked for more information about the plan to shift the cost of utilities to the units that occupy the buildings. Mr. Nork said the concept is that every building would be metered to track energy usage. A method for allocating the costs

would have to be arranged for the common areas and where more than one department/school/college/division occupies a building. When this was done at Vanderbilt University their energy costs were reduced 20%. Wayne State hired Huron to make recommendations based on their experience at other institutions. The metering is being tested in the Engineering, Law, and Cohn buildings to develop a baseline for their energy costs. If the pilot were successful, the University would not be able to implement the system across-the-board until the summer of 2013. Mr. Romano was concerned that at some time in the future, the budgets of departments and colleges might be cut if adequate funding was not provided for utilities and they had to reduce their spending on academic endeavors to pay for utility costs. The scenario that Mr. Romano described had not occurred to Mr. Nork.

Ms. Sheridan Moss recognized that analyzing efficiencies and implementing changes cost money, and she asked how much had been spent on these endeavors and how long it would take the University to recover the money. Rather than spending money to install meters in buildings to monitor energy usage, she suggested that the University replace the poorly functioning and highly inefficient heating and cooling systems. Departments cannot control the temperature in their buildings. Mr. Nork agreed that there is a lot of deferred maintenance on campus. Based on the age of the buildings and their replacement costs, the University should spend between \$20 million and \$30 million yearly on deferred maintenance, but for a long time, it has spent \$6 million a year on deferred maintenance because that is all it could afford. With the investment that Siemens will make and with energy conservation measures, Mr. Nork expects the University to save 10% to 15% of its energy costs. The University's energy bill is \$22 million this year. The target is to realize \$2 million to \$3 million in energy savings. That money can be used for upgrading the HVAC systems and replacing windows, etc. The Huron Group's study cost a little over \$1 million. The eProcurement system costs about \$650,000. The TMA system for FP&M was purchased years ago; the change is to use its full capability.

Mr. MacArthur thanked Vice President Nork for his presentation.

B. Graduate Faculty Status

Mr. Romano serves as the liaison from the Academic Senate to the Graduate Council, and he attends the Council's meetings. Distributed to the

Senate members was the proposal to revise the criteria for graduate faculty appointments (Appendix A). Under the proposal, faculty would need three publications in four years to maintain graduate faculty status rather than one publication in four years as is required currently.

Graduate status allows a faculty member to direct Ph.D. students. Faculty who do not have graduate status may teach graduate courses and may serve on graduate committees, but they cannot be a dissertation advisor. This policy of three publications would be phased in and the final criteria would be in place by 2015.

Newly hired assistant professors would have to have at least one publication in the past four years when they are hired or they would not be given graduate status. The policy specifically lists refereed or juried journal article, performance, patent, external grant or other scholarly works, for instance a book. The Graduate Council's Academic Standards Committee and Executive Committee approved the proposal, and the Graduate Council unanimously approved it at its October 19 meeting.

The Policy Committee pointed out some potential problems with the criteria. There is no mention of how a book is counted. According to the list, it would count the same as a conference proceeding. There was discussion at the Graduate Council meeting that a book would carry greater weight, but that is not spelled out in the policy. It is not clear what "grant" means in the list, whether it is a grant application or a funded grant. It does not state if the grant counts only the year it is funded or throughout the entire funded period. Contracts and conference proceedings are not mentioned. In the discussions it was said that units could add other standards, but that is not mentioned in the policy.

The Policy Committee did not think it appropriate for the Graduate School and the Graduate Council to decide the criteria for graduate faculty status. For instance, the Provost does not decide the factors for tenure and promotion and does not have one standard for all departments because every discipline is different. The Policy Committee thinks that graduate faculty status should be handled the same way, and they proposed to Dean Ratner that the units submit their criteria for attaining or maintaining graduate faculty status to the Graduate School, which could accept or reject the standards. If they were rejected, a meeting would be arranged with the Dean of the Graduate School, the Dean of the College and/or the Department Chair, and the Provost to decide the appropriate policy. The unit

should be allowed to exempt assistant professors from the policy because physical science faculty often have to build an instrument or set up a new biological system, and this may take a long time. They have to train their graduate students in the use of the instruments. Sometimes there is a lag of a few years before the faculty can publish. An assistant professor might have four or more graduate students. After four years, the professor would have to relinquish the role of advisor to those students.

Correspondence from Dean Ratner indicated that the Graduate School might be willing to make exceptions on a case-by-case basis, but the Policy Committee believes there should be a set policy. They do not want every decision to be taken to the Graduate School with the Dean of the Graduate School or the Chair of the Department deciding on an individual basis who should have graduate faculty status. The Executive Committee of the Graduate Council is reviewing the Policy Committee's recommendations for changing the policy. The Policy Committee will meet with Dean Ratner and the Provost to resolve the issues.

Mr. Reynolds pointed out that nothing in the Graduate Council's policy deals with how to allocate co-authorship. In some disciplines individuals do not necessarily work alone. For Computer Science, one of the major venues are conferences but while Mr. Romano assumed that conference proceedings would qualify, the policy did not mention them. Mr. Reynolds agreed that units should be able to decide what is suitable for their discipline rather than having one size fit all.

Ms. Sheridan Moss spoke about the harm to graduate students. If in year four an assistant professor lost their laboratory because they did not publish enough, the students would suffer and those pursuing a doctorate would not have an advisor. Mr. Romano speculated that another faculty member would be named the student's mentor but the original advisor would continue in the role.

Ms. Tonso believed that a faculty member's suitability to be a graduate advisor is not measured solely by the items in the policy. A faculty member's mentoring former students in publishing journal articles, working with assistant professors and co-authoring with them to help them advance should also be part of the criteria. Ms. Tonso thought the new policy might discourage faculty from serving as advisors to graduate students.

Mr. Romano thought the policy was developed because some advisors are not actively doing research and are not following the literature but are directing graduate students. Because they are not at the forefront of research, they should not be Ph.D. advisors. The new policy might also be an attempt to have faculty publish more. He could envision that if the number of graduate faculty in a department were reduced enough the graduate program could be eliminated without much difficulty.

Mr. Reynolds noted that issues related to online publications were not mentioned in the policy. They should be considered.

Mr. Wolfson and Mr. Parrish thought decisions about the granting of graduate faculty status should be made at the department level, not by the central administration. Mr. Parrish thought faculty would find appealing for exceptions to be cumbersome. If departments are giving graduate status to faculty who are not qualified, the Provost needs to raise the issue with the Dean of the school/college. Mr. Parrish appreciated the desire of the Graduate Council to raise standards, however, he said, standards have improved tremendously from what they were in the mid 1970s.

Mr. Romano said that he was not opposed to departments deciding to raise their standards, but doing so should be their decision.

II. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

October 5, 2011

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of October 5, 2011. PASSED.

III. REPORT FROM THE SENATE PRESIDENT

A. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of September 19, 2011, October 3, 2011, and October 18, 2011. They are attached to these Proceedings as Appendix B.

October 18, 2011

Ms. Bielat asked if the list of programs slated for closure, mentioned in item 4 of the Proceedings of October 18, could be released. Mr. Romano will post the list on the Senate's web site. The

programs have had very few graduates in the last five years. Some of them had been slated for closure several years ago, but, at that time, the recommendation had not been sent to the Board of Governors for action.

B. Report and Announcements

1. The Policy Committee meets monthly with the President's Cabinet. At their last meeting, they discussed shared governance. The Policy Committee tried to clarify its concerns and to explain that consultation does not take place when a policy is submitted to the faculty for their reaction after decisions have been made. Rather, the administration should think of how to involve faculty when a new policy is contemplated. Mr. Romano believed that the administration understood the faculty's point of view.

2. President Gilmour would like the faculty and the administration to each make a list of major ideas that the University needs to tackle in the next few years to remain competitive and to improve. As an example, how can the University avoid a cut in the state appropriation because of its poor student retention rate. Mr. Romano asked Senate members to submit ideas to improve the University.

Ms. Vlasopolos believes one way to improve the University is to increase enrollment. She did not believe the new policy on graduate faculty status nor the elimination of graduate programs would help enrollment. To attract students, the University may need to initiate Masters programs that are more interesting to prospective students. She agreed with Mr. Romano's suggestion that differential tuition based on the program would be an incentive. Mr. Romano agreed. He also believes tuition for out-of-state students should be reduced. WSU has few students from other states. Reducing that tuition might attract more students.

Mr. Parrish pointed out that every school and college has two representatives to the Graduate School's Graduate Council. The Graduate School handles doctoral programs, and he believes that the schools/colleges that produce the most Ph.D.s should have more weight on the Council. In contrast, representation on the Academic Senate is based on the number of faculty and academic staff in the schools/colleges/divisions. Mr. Parrish also would like more interaction between the Graduate Council and the Academic Senate.

The Graduate Council, Mr. Romano said, is to have liaisons to the Senate's committees, but for the past several years the Council has not provided

liaisons. At his request, Dean Ratner has said that she would try to find liaisons for the committees. Mr. Romano thinks it would be useful to have the Dean of the Graduate School serve as liaison to the Policy Committee and attend its meetings. Likewise, the President of the Academic Senate would serve as liaison to the Executive Committee of the Graduate Council. This arrangement would foster better communication between the two bodies and serve the University better.

Mr. Cinabro agreed with Mr. Parrish's and Mr. Romano's comments and suggested that the Policy Committee discuss with the Provost whether the current organization of the Graduate School is best for the University.

Mr. Wolfson suggested that the work of the Graduate School might be performed in the schools/colleges.

ADJOURNMENT: The meeting adjourned at 2:26 p.m.

Respectfully submitted,

Louis J. Romano
President, Academic Senate