

ACADEMIC SENATE – WAYNE STATE UNIVERSITY

Official Proceedings

November 7, 2012

Members Present: Ronald T. Brown, Provost and Senior Vice President for Academic Affairs; Louis J. Romano, President, Academic Senate; Basim Asmar; Ivan Avrutsky; Linda Beale; Paul Beavers; Abhijit Biswas; David Cinabro; Chardin Claybourne; Victoria Dallas; Nabanita Datta; Donald DeGracia; Heather Dillaway; Cheryl Dove; Karen Feathers; Maria Ferreira; Jane Fitzgibbon; Moira Fracassa; Judith Fry-McComish; Andre Furtado; Ewa Golebiowska; Avril Geneve Holt; Renee Hoogland; Michael Horn; David Kessel; Kafi Kumasi; Liza Lagman-Sperl; Rodger MacArthur; Brian Madigan;; Kypros Markou; James Martin; Jason Mateika; Howard Matthew; Michael McIntyre; Boris Mordukhovich; Bryan Morrow; James Moseley; Jennifer Sheridan-Moss; Patrick Mueller; Abhilash Pandya; Victoria Pardo; Charles Parrish; Alexey Petrov; Jeffrey Potoff; Elizabeth Puscheck; Daniel Rappolee; T. R. Reddy; Robert Reynolds; Brad Roth; Linea Rydstedt; Heather Sandlin; Ghulam Saydain; Mary Sengstock; Naida Simon; William Slater; Richard Smith; Beena Sood; Ronald Thomas; Ellen Tisdale; Harley Tse; Richardo Villarosa; Anca Vlasopolos; Barrett Watten; Judith Whittum-Hudson; Mary Width; Derek Wildman; Jeffrey Withey; James Woodyard; Lee Wurm

Members Absent with Notice: Barbara Bosch; Tamara Bray; Judith Fouladbakhsh; Maik Huttemann; Lawrence Lemke; David Oupicky; Debra Patterson; Michele Ronnick; James Sondheimer; Karen Tonso; William Volz

Members Absent: Jennifer Beebe-Dimmer; Mary Cooney; Nancy George; Senthil Sundaram

Others Present: Gloria Heppner, Associate Vice President for Research; Geraldine Johnson, Academic Pathways for Excellence; Tahrira Khanom, Office of the Academic Senate; Ambika Mathur, Interim Dean of the Graduate School; Angela Wisniewski, Office of the Academic Senate

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

I. THE FUTURE OF THE GRADUATE SCHOOL

Provost Brown said that there was discussion in the late spring whether the Graduate School should be a separate entity or be combined with the Office of the Vice President for Research. A series of town hall meetings were held and there was an investigation how other universities' graduate schools were structured. Only three universities in the country had a combined graduate school and research office. The consensus at Wayne State was that the Graduate School was critical to the University's mission and

should be a separate entity with its own governance and Dean. The Provost has made that recommendation to President Gilmour. The report by the Huron Consulting Group, which studied the question, will be posted on the Provost's web site.

Provost Brown introduced Interim Dean of the Graduate School Ambika Mathur, who was invited to the meeting to inform the Senate members about initiatives in the Graduate School. The purpose of the Graduate School, Ms. Mathur said, is to provide leadership in graduate education and a collaborative environment for research, scholarship, and other creative endeavors. The Graduate Council, the graduate directors, a Ph.D. advisory group, and a Masters Degree advisory group provide oversight to the Graduate School. Wayne State is between the 15th and 20th largest Graduate School in the country. The School has about 7,500 students enrolled, with about 5,600 in Masters programs and about 1,800 in doctoral programs excluding the professional programs. The Graduate Office has 13.5 FTE employees, about .2 for every 100 students. Nationally the ratio is .7 per 100 students. The School has an operating budget of about \$1 million. The primary function of the School is to recruit and retain students, and to assist them to graduation.

The School is not able to do all of the things Ms. Mathur would like. Graduate enrollment has been dropping. Ms. Mathur would like to increase enrollment with high caliber domestic and international students because the better the students, the better the retention and graduation rates. She would like to have a mechanism that provides funding to schools and departments to help them recruit graduate students. The Graduate School would provide information and organizing fairs so students would come to campus. She would like to create a faculty-level appointment of Assistant Dean to coordinate recruitment efforts throughout the University. She also believes the University needs to increase academic rigor and to create new programs.

The Graduate School is creating 3 + 2 Masters programs. Students complete the first three years of their undergraduate course work at other institutions. They transfer to Wayne State for their final year of undergraduate studies and that last year is credited as the first year of their Masters program. Ms. Mathur has worked with the Department of Computer Science and the College of Engineering to develop such a program. Programs will be developed for other schools and colleges.

Automation has improved the admission process. The Customer Relations Management system can send automated messages on behalf of colleges to assist in the admission process.

Ms. Mathur would like the Graduate School to offer more competitive and non-competitive scholarships and fellowships to attract the best students. She wants to create niche programs such as graduate certificate programs, Masters programs, and interdisciplinary Ph.D. programs. Michigan is a good state for developing new programs for the automotive industry and the alternative energy industry. The Graduate School wants to reach out to employers to learn what they would like the University to develop. The most important recruitment initiative, Ms. Mathur said, is the strengthening of the academic rigor of existing programs.

The Graduate School has a 2-1/2 day orientation program in the fall for graduate teaching assistants, but more is needed and Ms. Mathur would like to create an online module refresher program.

Wayne State's peer institutions have between 20 and 40 training grants; WSU has one. The number of grants needs to increase. Nationally the average percentage of post doctoral students and graduate students who pursue academic careers is 30% to 40%, but less than 20% are in tenure track positions. We have to train students to be eligible and competitive for careers in government and industry.

The University needs to increase its pool of internal funds and develop external sources of funding. Fellowships, training grants, and philanthropy are sources of funding. Donors have been supporting undergraduate and professional schools. Ms. Mathur hopes to work with potential donors to support graduate education as well.

Federal agencies are under pressure to change their funding mechanisms. Currently, most graduate assistants are supported by RO1 research grants from the National Institutes of Health (NIH) or equivalent grants from the National Science Foundation. An external committee for graduate training reviewed the NIH and very strongly recommended that students no longer be placed on research grants and to put that pool of money into training grants. NIH will probably implement the change.

The Graduate School must take a leadership role to obtain training grants. It has the necessary infrastructure. It needs to develop clusters and build training around them. The University's lack of data tracking has proven detrimental to researchers obtaining grant funding.

NIH is moving away from training grants for jobs in academia and is looking at the multiple-career pathway. The Graduate School needs to expose students to multiple-career pathways.

The Graduate School would like to work with academic programs to increase recruitment of domestic students for graduate education and for post-doctoral training. The School needs to increase the under-represented minority population. For the training grants the School needs to report where graduates are ten years after graduation. The School is required to do an annual review of students; some programs do a very good job, others do not do the review. Also, although some federal agencies require student development plans, the University does not comply.

Ms. Mathur would like clusters to form around interdisciplinary training areas with faculty from all the colleges. Students would be trained in their disciplines but would meet for a common curriculum. This would add only a few more credits to the students' programs. There would be four or five clusters with 10 to 15 faculty in each cluster. Every year a cluster would get five graduate research assistants (GRA). The faculty member who heads the group would get a GRA for five years because he or she would do the bulk of the work managing the program.

Training outcomes would be determined by the number of publications, the fellowships for which faculty apply, and the careers of the students after they graduate. Undergraduates can be involved in the research, which aids in retaining them and improves their graduation rates. These undergraduate students may then want to pursue Masters or doctoral degrees.

The University has been very successful in obtaining fellowships from federal agencies as well as private and national organizations. The national success rate is about 25%; WSU's is about 55%. Among its peers, WSU is the second highest in obtaining external fellowships.

The Graduate School's outcomes and measures of success will be external funding, fellowships, publications, time to degree, job placement, and national ranking. Ms. Mathur emphasized that the arts and humanities are very important for the University. The key issues for them are the same as for the sciences.

In order to carry out all of the plans, the Graduate School needs to add 5.25 FTE for a total FTE of 18.75. Ms. Mathur wants to establish an office of recruitment and special programs, which would include diversity. She wants to hire an assistant dean and a director of recruitment, and establish an office of post doctoral

affairs. All of the positions would be faculty-level positions because the people need to have gone through the process to know how to assist others.

Mr. McIntyre asked how much money would be needed to expand the activities of the Graduate School. Ms. Mathur said that the budget is now \$1 million and that \$400,000 more was needed. That figure did not include the graduate research assistant positions.

Mr. Petrov mentioned that the distribution of the graduate teaching assistants (GRA) among departments was based on a formula from the 1960s. Were there plans, he asked, to change the distribution? Ms. Mathur replied that there was a committee looking at the possibility of redistributing the GRAs.

Mr. Avrutsky said that during the 2009-2010 academic year, a special committee formed by then President Noren, had recommended that GRAs have their tuition paid by the University. He asked the status of that recommendation. Ms. Mathur had supported the recommendation, but with the expected directive from the NIH to support students on training grants rather than on research grants, the money that supported GRAs should be used to support students on training grants.

Provost Brown mentioned that the Medical School has instituted a type of buy-back program for faculty with research grants. Perhaps, he said, something could be done in the other schools and colleges to incentivize faculty. Mr. Parrish pointed out that the Medical School has 12-month appointments and faculty in the other colleges have 9-month appointments. Mr. Romano noted that a 9-month faculty member's summer salary is covered by research grants and that amount could be considerable. It would be onerous if faculty members' research grants had to cover their summer salary plus another 30%. They would not have money to support research assistants and post-doctoral students to perform the research.

Mr. MacArthur thought that given the importance of data tracking and data collection it would be wise to invest in a more robust and useful data system than Banner. Ms. Mathur's office is working with the Division of Computing and Information Technology, Institutional Research, and the Office of Graduate Admissions to develop the data-tracking system. The cost of developing the software is included in the additional \$400,000 that she needs to improve services.

Mr. Reynolds asked about the current retention and graduation rates for Masters and Ph.D. students, and

how the changes would impact them. Ms. Mathur said that the rates vary by discipline. It takes about 4.5 years for students to complete the requirements for the biomedical programs in the School of Medicine and the programs in the Chemistry Department. But in many Masters programs students may take ten years to complete their degrees. They are attending part-time taking three or four credits a term. The University does not have scholarships for those students so they have to work. Ms. Mathur would like students to be able to attend full time and be able to graduate on time.

Mr. Mordukhovich asked if disciplines like mathematics, which are not amenable to working in clusters, would be able to function as they have been. Ms. Mathur acknowledged that not all disciplines are amenable to working in clusters and the University would have both models. Team science is being encouraged, but the apprenticeship model will continue to be used in some sciences such as mathematics.

Mr. Romano said that he did not disagree with the need for clusters and training grants, but disagreed somewhat with the funding mechanism. As the University transitions to the new funding model at NIH, it could use that money as the committee recommended to supplement the tuition charges for students funded on research grants. Eventually the University could transition to funding fellowships or GRA money for the clusters. Mr. Romano believes it will take time to transition to clusters. With the University having about 200 to 220 NIH RO1 and R21 grants he did not believe it could move at the speed that Ms. Mathur suggested to form the clusters with ten faculty in each cluster. The plan will involve hiring new faculty. Mr. Romano thinks clustering is a good idea not only for training graduate students; the clusters can form the basis for applying for program project grants, which also require interdisciplinary research, joint publications and interdisciplinary education for students as well as data tracking. Wayne State is far behind its peer institutions in the number of program project grants it has.

II. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

October 10, 2012

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of October 10, 2012. PASSED.

III. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

Mr. Romano made the following report.

1. The Presidential Search Committee is being formed. As requested, the Policy Committee has provided the names of several members of the faculty and academic staff to serve on the Committee. Mr. Romano will serve as President of the Academic Senate and Charles Parrish will serve as President of the AAUP-AFT. Three or four faculty have served on past presidential search committees along with members of the community, the administration, and the Board of Governors.

2. The report of the Academic Senate's ad hoc committee reviewing the proposed increase in funding for the Office of Development and Alumni Affairs is due around Thanksgiving. The administration proposed that, over the next three years, the budget of the Office be increased from \$8 million to \$13 million. In the first five years, the money would come from unrestricted bequests and the general fund. In the sixth year all of the \$5 million would come from the general fund. Linda Beale chairs the committee and Mr. Romano serves ex-officio. The committee has met with David Ripple, Vice President for Development and Alumni Affairs, Robert Kohrman, Associate Vice President for Budget, Planning and Analysis, and it will meet with them again. The committee will meet individually with the Deans of the colleges that raise the most money, i.e., the School of Medicine, the Law School, the College of Engineering, and the School of Business Administration, to learn their needs.

Ms. Beale reported that Marts and Lundy, the consulting firm retained by the administration, conducted a campaign planning study. The consultants' report pointed out that the Division had an incomparably terrible database, which was addressed with an expenditure of \$750,000 from the current budget. The Senate committee is trying not to undermine fundraising efforts but to provide some insight into how the additional money might be spent using reasonable metrics to determine if the increased expenditure results in increased fundraising. The committee wants to ensure that the funds are working for the University. One of the key findings of the consultants was that the current fundraising efforts are unproductive. The University's current productive metric is one-third what the norm is for the institutions the consultants consider WSU's peer institutions. The committee is considering recommending a step increase in funding related to a productivity metric.

Mr. McIntyre said that the Senate Budget Committee raised the issue about the increase in

funding and it remains interested in it. In the past when the Division of Development sought more money it did not explicitly seek money from the general fund but tried to get more money from the endowment or from the money it raised. He asked if the committee was looking at alternatives to the general fund.

Ms. Beale said that the committee has a tight deadline with the goal of giving its report to the Budget and Policy Committees for input before sending it to the Board of Governors. As far as the general fund versus using a tax on the funds that fundraisers raise, the committee has asked Mr. Kohrman to develop a model that used this funding method.

3. Mr. Romano presented information from the Student Tracking and Retention System (STARS) for the last ten years. He showed the retention rates for one year, four years, and six years. Despite the University's efforts it has been very difficult to improve the retention rate. One of former President Reid's initiatives was to increase enrollment to 40,000 students. Apparently the admission requirements were changed to meet that goal. Between 2002 and 2009 the number of students admitted who had ACT scores of 20 or below dramatically increased. The requirement for admission is an ACT of 20 or a grade point average of 2.75. Students who had a high enough GPA but a low ACT score were admitted. The University has been admitting students whom we know would have difficulty graduating. The peak of this policy was in 2009, and because of it, the University may suffer with very low retention rates in 2013 and 2015. Mr. Romano is hearing rumors that administrators think the retention efforts are not working and the money for retention programs should be reduced. He believes the University has to continue its retention efforts and has to continue to fund those programs.

Some of the solutions are in the retention report. The University must complete the hiring of advisors and ensure that they are trained to advise students about WSU's programs. We need an intervention program that responds more quickly when students are performing poorly. Faculty have to be involved in advising. Undergraduates should be officially assigned to faculty members who would advise the students about courses and careers. The Academic Success Center has to be fully staffed and it must have staff who can assist students with reading and comprehension skills. Mr. Romano believes that students who have difficulty achieving good

grades should not be allowed to take online courses because the drop out rate for those courses is high and the one-on-one interaction with the instructor in the classroom is missed online. Finally, the instructors in the Summer Bridge Program should be full-time faculty.

Ms. Dallas agreed that funding to increase student retention should be maintained. She pointed out that the funding for the retention efforts was not released until fall 2012 so we could not know if the efforts were successful. Mr. Romano agreed with her statement, but the University has emphasized retention for the last five years. The new admission standards take effect for winter term 2013, but they will not help the four- and six-year retention rates of the at-risk students who were admitted under the previous rules. Ms. Dallas told the Senate that the students who participated in the Summer Academic Pathways for Excellence (APEX) program were very successful.

Mr. McIntyre noted that in 2002 when the University's strategic plan set the goal of enrolling 40,000 students, the Academic Senate opposed the move. The Senate was told and it included in its report that the increase would not be reached by reducing the standard measures of student quality. The strategic plan said that the goal would be reached by retaining more students. This was, Mr. McIntyre said, nonsense because the administration had a plan to do the opposite of what was in the strategic plan.

Mr. MacArthur said that according to Mr. Romano's chart it appears that 38% of the students admitted in fall 2012 had an ACT of 20 or less. The ACT defines college-ready as being in the range of 22 to 23. He asked what ACT score would be expected of students who are admitted under the holistic approach that goes into effect for winter 2013.

Ms. Dallas said a statistical table was developed to use in determining student success based on a combination of the ACT score and the GPA. The combination will change every year because it is the result of student success the previous year. The table has an area where we know students have a high chance of success. These students are admitted automatically. There is another area on the table where students have a chance of success but other factors such as motivation have to be considered. The admission counselor would do a more intensive review to determine if those students should be admitted. The students who do not have a chance of succeeding are referred to community colleges.

Provost Brown stressed that the retention initiatives are critical and the Academic Senate must support them. A University has to have an advising center, a counseling center, and a student success center. This is a core value of the institution. If students are not successful, the University is not successful.

Ms. Simon said that the Advising Office has a program called Wayne Reach in which first semester students whose GPA falls below 2.0 have to meet with an advisor. An enrollment contract is set up where those students must meet with their advisor regularly. In addition, if students do not pass two-thirds of their classes in a semester, their financial aid may be cancelled. If a student takes two classes and doesn't pass one, he/she did not pass two-thirds of the classes. Ms. Simon asked faculty to do the Early Academic Assessment of students so that, if necessary, intervention to help students is done early in the semester.

To assist in the retention effort, advisors have been hired for each college. The Provost said that if an advisor leaves or there are budget cuts, those positions can not be cut. Ms. Simon said that this year all FTIACS get an advisor. If that advisor leaves, the students are assigned to another advisor.

In response to a question about incentives for colleges to improve retention, Provost Brown said that retention within the colleges is one of the matrices by which Deans are evaluated.

Several members spoke about the need to continue supporting retention efforts, including the need for financial support, if students are to succeed.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of September 24, 2012, and October 8, 2012.

IV. REPORT FROM THE CHAIR

Provost Brown made his report. The University hired Phyllis Vroom, former Dean of the School of Social Work, as the Deputy President. Her duties have not been finalized. The Dean of the Law School stepped down and the Provost appointed John Rothchild as the Acting Dean until the Interim Dean is named at the end of November. The Provost is seeking the advice of a faculty committee in the Law School in making that appointment. A national search will be conducted for a

permanent Dean. The search for a Dean of Business Administration is underway, but the firm that is assisting in that search recommended that the University proceed slowly because it is important for the candidates to know who the new President will be.

The review of both the College of Nursing and its leadership is underway. At the beginning of a review process, the Provost meets individually with all professors and associate professors in the college and meets with the assistant professors as a group. Some issues were raised by the faculty and they will be included in the report. The Provost discussed those issues with the Dean and she will address them.

The Provost will recommend that the Graduate School be separate from the Office of the Vice President for Research. The faculty prefer this arrangement and the Provost will honor their preference. In addition faculty want the graduate programs to report to the Graduate School. The Provost is awaiting the report of the Huron Consulting Group's study of the Graduate School to see if they have additional recommendations. The HCG will send its report to the Provost, who will write a report to the President. The President usually discusses such issues with the Cabinet and the Board of Governors. A decision is made at that level. The report will be posted on the web page.

The search for the Associate Vice President and Director of the Office for Teaching and Learning is drawing to a close. Candidates are visiting campus.

Ms. Vlasopolos asked who serves on the group looking at the distribution of GTAs. Provost Brown said that the Council of Deans has had issues with how GTAs are appointed with some Deans believing that their colleges were not getting enough graduate assistants. A subcommittee of the Deans' Council is identifying the issues associated with the distribution of graduate assistantships and it will make a recommendation to the Provost. The Provost will take the recommendation to the Policy Committee for input. Serving on the subcommittee are: Ambika Mathur, Matthew Seeger, Dean of Fine, Performing and Communication Arts, Wayne Raskind, Dean of Liberal Arts and Sciences, Carolyn Shields, Dean of Education, and Farshad Fotouhi, Dean of Engineering, who serves as Chair. Robert Kohrman serves as the budget advisor. Ms. Mathur added that she is ensuring that the colleges whose Deans are not serving on the subcommittee have a voice in the discussion. Also, the subcommittee is looking at the distribution of graduate teaching assistants, graduate research assistants, and graduate student assistants.

V. NEW BUSINESS

There was no new business.

ADJOURNMENT: The meeting adjourned at 3:00 p.m.

Respectfully submitted,



Louis J. Romano
President, Academic Senate