

WAYNE STATE UNIVERSITY – ACADEMIC SENATE
Official Proceedings
February 7, 2018

Members Present: Keith Whitfield, Provost; Louis J. Romano, President, Academic Senate; Robert Ackerman; Jocelyn Ang; Poonam Arya; Linda Beale; Paul Beavers; Scott Bowen; Timothy Bowman; Tamara Bray; Krista Brumley; Stephen Calkins; Margit Chadwell; Victoria Dallas; Kelly Driscoll; Brian Edwards; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Daniel Golodner; Smriti Gupta; Lance Heilbrun; Carolyn Herrington; renee hoogland; Michael Horn; Nirupama Kannikeswaran; Donna Kashian; Kristen Kaszeta; David Kessel; Fayette Keys; Christine Knapp; Sarah Lenhoff; Karen MacDonell; Kathryn Maguire; Kypros Markou; Bharati Mitra; Rayman Mohamed; Victoria Pardo; Charles Parrish; Alexey Petrov; Richard Pineau; Izabela Podgorski; Michele Porter; Robert Reynolds; Brad Roth; Heather Sandlin; Richard Smith; Ellen Tisdale; William Volz; Jennifer Wareham; Robert D. Welch; Jeffrey Withey; Hossein Yarandi; Yang Zhao

Members Absent with Notice: Cathryn Bock; Pamela Dale; Susan Davis; Alan Dombkowski; Susan Eggly; Barbara Jones; Mahendra Kavdia; Christopher Lund; Aaron Martin; S. Asli Ozgun-Koca; Michele Ronnick; Naida Simon; Beena Sood; Amanuel Tekleab; Ronald Thomas; Ricardo Villarosa; Jinping Xu

Members Absent: Leela Arava; Nancy George; Ewa Golebiowska; Billicia Hines; Todd Leff; Santanu Mitra; Bryan Morrow; Rachel Pawlowski; T. R. Reddy; Anne Rothe; Xin Wu; Fu-Shin Yu

Others Present: Thomas Anderson, Liberal Arts and Sciences; Jeffrey Bolton, Senior Director, University Budget; William Decatur, Vice President for Finance and Business Operations; R. Darin Ellis, Associate Provost for Academic Programs and Associate Vice President for Institutional Effectiveness; Alan Jacobson, Office of Budget, Planning and Analysis; Stephen Lanier, Vice President for Research; James Quinn, Office of the Academic Senate; Karin Tarpenning, Liberal Arts and Sciences; Angela Wisniewski, Office of the Academic Senate

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

I. UPDATE ON RESEARCH

Vice President for Research Stephen Lanier updated the Senate on the organizational structure of the Research Office, our research funding and ranking, thematic programs and recruitment, technology development and innovation ecosystem. Early in his

tenure at Wayne State, after conversations with many people, Vice President Lanier identified the initiatives to pursue: identify and support thematic initiatives across colleges, establish an office of research development to identify strategic programmatic funding opportunities, diversify the funding portfolio, recruit and retain, student undergraduate research activities, workforce development. Mr. Lanier reported on the progress that has been made in addressing these initiatives.

Last year Gerald Hish was hired as Director of the Office of Laboratory Animal Resources. The Office recently had its accreditation review and it was approved by the Public Health Service. Changes were made in the Human Research Protection Program that is now led by Assistant Vice President Manuel Tancer. Mr. Lanier mentioned other personnel changes in the Research Office. In January the first human studies protocol was run through the new web-based workflow system.

The Merrill-Palmer Skillman Institute for Family and Child Development, the Institute of Gerontology, the Center for Urban Responses to Urban Stressors, the Institute of Environmental Health Sciences, and the Center for Molecular Medicine and Genetics were reviewed and their charters were renewed.

The Research Office has launched three thematic-based initiatives: Healthy Urban Waters; Translational Neurosciences and Brain and Mind Health; and support platforms around clinical sciences. One offshoot of the Translational Neurosciences is the development of an undergraduate curriculum and major in neurosciences.

Vice President Lanier next spoke about research funding and research rankings. In 2015-2016 we had an increase in corporate funding. Clinical trials account for 90% of corporate funding. The increase was due to the inclusion of the clinical trials at the Karmanos Cancer Institute. Funding from the National Institutes of Health (NIH) is a key source because of the Facilities and Administration (F&A) dollars. Funding from NIH and the National Science Foundation (NSF) has remained stable over the last few years. There has been a drop in funding from other government agencies, including the Department of Defense and the Centers for Disease Control and Prevention.

The current F&A rate from the NIH is 54%. If the University gets a \$100,000 grant, it gets an additional

\$54,000 to help defray the cost of doing the research. Over the last five years there has been a continuous uptick in the amount. The University has had a 27% increase in federal funding compared with fiscal year 2013.

Every year the University reports its research expenditures to the NSF. The format for the report is well codified and is comparable to a large extent across all public research universities in the U.S. If researchers do not spend the money awarded, we do not receive the F&A money. Fifty percent of the F&A money goes into the general fund, supporting multiple aspects of the University's mission. Vice President Lanier reviewed the research funding for the individual schools and colleges over the last four years.

The key operational objectives for the Research Office are to leverage strengths across colleges, move beyond silos, tackle thematic areas that are relevant to our mission as an urban-serving University. He showed two examples. One is around integrative biosciences, translational sciences and urban health where there is an umbrella institute over various thrusts that have relevance to the nation and the city, support platforms or themes. Each of the areas include people from different walks of life, different experiences, different schools and colleges. Each of these areas would include a discovery-driven component, a translational component, a community component, and an implementation science component. To various degrees, each of the entities has incorporated various components of that broad-based mission.

Another area is Healthy Urban Waters, which touches on many aspects of our mission and has brought in many partners including the city, the federal government, family foundations, NSF, and training programs. It has funding from many sources. After a lot of dialogue an interface is developing with CURES and the environmental sciences.

The Vice President mentioned recent faculty appointments and the areas in which they do research. He identified key items of focus going forward: continuing recruitment efforts in partnership with Deans and departments; strategic partnership development; and continued growth in technology commercialization and industry engagement.

Vice President Lanier reviewed the data regarding technology commercialization for the past several years. Revenues for the period 2015-2017 were \$2,425,940 compared to \$1,872,396 for the period 2012-2014. As a reflection of start-up companies coming from the University, we have received more Small Business Technology Transfer (STTR) grants and Small Business Innovation Research (SBIR)

grants. Twelve have been awarded since 2014, with four awarded in 2017. One of the spinoffs was acquired by Allergan Pharmaceutical Company.

Provost Whitfield, Ned Staebler, Vice President for Economic Development and President and CEO of TechTown, and Vice President Lanier are working across systems to optimize best practices. The Office has secured external funding to help support its operation. It has proof of concept funding and access to mentors. Mr. Lanier described some of the work in which faculty are involved. Within the Research and Technology Development Ecosystem and Industry Engagement are the Office of Technology Transfer and IP Management, activities out of TechTown, a clinical trial component, the role of urban innovation and community initiatives, specific contracting and legal items that are needed to be in place.

The Vice President took questions from members.

Mr. Parrish asked about the decline in research expenditures. Vice President Lanier said that several components to research expenditures are reported to NSF: research grants and contracts, clinical trials, unrecovered F&A dollars, and institutional investment in research.

Mr. Parrish asked what methods the Vice President exercises in overseeing an investigation carried out by the Office of Research Integrity and whether the Vice President approves the method used. Mr. Lanier said that there is a prescriptive process for investigating allegations of research misconduct. It is posted on the Office's website.

Mr. Petrov asked about the functions of the Office for Research Development and the Sponsored Program Administration Office. The Vice President said that SPA is responsible for grant submissions, authorization, institutional approval, and monitoring expenditures. The Office of Research Development helps to identify programmatic funding initiatives that align with our strategic plan and helps to assemble teams and develop proposals. The Research Development Office focuses primarily on foundation funding and corporate partnerships.

Mr. Reynolds asked Mr. Lanier to comment on the overhaul of the WiFi system. The Vice President noted that the Provost, Vice President Decatur, and Chief Information Officer Darren Hubbard are strategizing on how to approach the issue. They are identifying how to increase cyber infrastructure more generally across physics and engineering and in partnership with the Division of Computing and Information Technology will submit a proposal to NSF.

Mr. Edwards suggested that it would be helpful if faculty were notified when new researchers are hired and their research interests so faculty with complementary interests could contact them. Announcements are made in the colleges in which they work, but Mr. Lanier agreed that communication needed to be improved.

Mr. Edwards also mentioned that only a minority of universities in the U.S. recover the cost of the technology transfer efforts. On which side does Wayne State fall? Mr. Lanier said that we do not fully recover our technology commercialization and operational costs, but there are broader aspects to technology commercialization. The purpose is not just to make money. As an institution that receives a lot of its funding from public sources, we have a social responsibility to move ideas forward for the benefit of the communities we serve. Faculty being recruited ask about technology commercialization.

Mr. Romano noted that pressure has been exerted on faculty in the Medical School to submit more grants, but NIH funding has gone down. Are more grants being submitted? Mr. Lanier said that total funding for the University is about even, but for the School of Medicine it is down about \$8 million. The total number of proposals has been about the same. One factor has been the recruitment of significantly funded investigators by other institutions. The School of Medicine is becoming more proactive in nurturing faculty to be successful here. Wayne State has to improve its recruitment efforts and bring in new ideas. Mr. Romano believes the University needs to encourage funded principal investigators to apply for a second RO1 grant.

Vice President Lanier's presentation is attached to these Proceedings as Appendix A.

II. UNIVERSITY BUDGET

Jeffrey Bolton, Senior Director, Office of University Budget, reported on the FY 2018 budget and the budget for FY 2019.

The number of credit hours students took in the fall term 2017 was up compared to fall 2016 and there was an increase in the number of credit hours in winter term 2018 over winter 2017. Headcount was down slightly in the fall and winter terms from what was budgeted, but with credit hours being higher than budgeted, there is likely to be a surplus of \$2 million.

On February 7, Governor Snyder issued his budget proposal for the State for FY 2019. Mr. Bolton reviewed the proposal. The aggregate increase for the state appropriation for all Michigan public universities is 2%. Wayne State is part of the performance

methodology funding; our increase would be 1.6% or \$3,191,200, exactly what it was last year. Tuition restraint figures are the same as last year. The Governor multiplies the Detroit Consumer Price Index, which is 1.9% for January 2018, by 2 to determine the percentage that the state will allow universities to increase tuition. The cap for tuition increases will be 3.8%. Universities are allowed to go above the cap as long as their increase is not above \$490.00 for undergraduate students. The Michigan legislature reviews the Governor's proposal and usually lowers what the Governor proposes.

The Budget Planning Council is meeting with the Deans and Vice Presidents who present their budget needs for FY 2019. The meetings should be completed in early March. The Administration will present the budget for next fiscal year and the tuition rates for the next academic year to the Board of Governors on June 22.

The only variable in the revenue for FY 2019 is the tuition increase. Enrollment projections will change over the next few months, but at this time an increase in the headcount of 302 students is projected. The state appropriation is expected to increase by 1.6% or \$3.2 million. Our state appropriation is just below \$200 million per year. Mr. Bolton expects an increase of \$1 million in F&A recovery from grants, 3% or \$171,000 in investment income, and 3% or \$183,000 in miscellaneous revenues.

It is assumed that expenses will increase by \$27.4 million to cover salary increases, fringe benefits, faculty start-up costs, faculty recruitment, new faculty hires, financial aid, and debt service. The University has under budgeted financial aid for a long time. The Administration wants to submit a more realistic budget for financial aid.

Asked if the reduction in the number of general education credits students take would affect the budget, Mr. Decatur did not think there would be a negative effect on the budget.

Mr. Volz asked about the debt service. The Board of Governors authorized the University to issue bonds up to \$138 million. Mr. Decatur said that the entire debt service is \$7.1 million. The University capitalized part of the interest so we would not have a large spike in the first year. Mr. Volz asked what the interest would be to sell the \$138 million debt. Mr. Decatur expected it would be between 4% and 4.5% interest.

The University recently underwent rating reviews. Standard and Poor's confirmed our A+ rating and Moody's confirmed our Aa3 rating and gave us an improvement from negative outlook to stable. That reflects our improved financial performance,

improvement in the School of Medicine, strategic changes in financial aid, and improved enrollment.

Mr. Ackerman asked when the University would switch to the RCM budgeting model. Mr. Decatur said it would be FY 2021. He plans to make a presentation about RCM at the April Senate meeting.

Mr. Mohamed asked Mr. Bolton if he had data on the elasticity of credit courses and tuition increases. Mr. Decatur said that they had not done elasticity demand studies. There have to be limits. Public higher education is becoming more and more unaffordable. The allocation from the State is lower than it was in 2010. Our tuition revenue is approximately \$400 million.

Ms. Bray asked how the University's investments fared this year. Mr. Decatur said that the return was 10.9%.

Mr. Romano thanked Mr. Bolton and Mr. Decatur for the presentation. The slides are attached to these Proceedings as Appendix B.

III. APPROVAL OF PROCEEDINGS OF THE ACADEMIC SENATE

December 6, 2017

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of December 6, 2017. PASSED

IV. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

Mr. Romano congratulated the organizers of the opening event in celebration of the sesquicentennial. Students from the College of Fine, Performing and Communication Arts performed; it was a very enjoyable event.

Sixty-five million dollars of the bond issue that the Board of Governors approved is for the Hilberry Gateway Project even though this project has not been approved by the Board.

There is a lot of conflict between the University Pediatricians (UP), the practice plan for the faculty in Pediatrics, and the University. The latest report was that the UP was in serious negotiations with the University of Michigan about forming a group and joining U of M. The UP has given notice that it will withdraw from the implementation agreement, which ends in March. There have been reports about Wayne State affiliating with the Henry Ford Health System and leaving or partially leaving the Detroit Medical Center.

B. Proceedings of the Policy Committee

The Senate received the Proceedings of the Policy Committee meetings of November 22, 2017, December 4, 2017, December 11, 2017, and January 22, 2018. They are attached to these Senate Proceedings as Appendix C.

V. MATTERS SUBMITTED BY THE POLICY COMMITTEE

A. Proposed Amendment to the Bylaws

At the December 6 meeting, an amendment to Article X, Section 9 of the Bylaws was introduced, discussed, and tabled. It was MOVED and SECONDED to REMOVE the MOTION from the TABLE. PASSED.

Section 9 now reads:

Section 9. Voting

Unless otherwise specified in these bylaws, a majority of those present and voting shall be sufficient to pass motions. Voting shall ordinarily be viva voce or by a show of hands, but at the discretion of the Chair or when requested by two or more members, the Senate President shall poll the members present and record each individual's vote or take a secret ballot. Any member who has not explained a personal position in the debate prior to voting shall be permitted to do so after all the votes have been recorded and before any new matters are considered. Such statement shall be reported in the proceedings upon his/her request.

The proposed revision reads:

Section 9. Voting

Unless otherwise specified in these bylaws, a majority of those present and voting shall be sufficient to pass motions. Voting shall ordinarily be by voice or by a show of hands. At the discretion of the Chair or, following a seconded motion, by a vote of a majority of the members present, the vote may be taken by a secret ballot. Similarly, on a seconded motion, by a vote of a majority of the members present, a roll call shall be conducted and each individual's vote shall be recorded. Any member who has not explained a personal position in the debate prior to voting shall be permitted to do so after all the votes have been recorded and before any new matters are considered. Such statement shall be reported in the proceedings upon his/her request.

Mr. Volz asked the Parliamentarian if he thought the workings of the Senate would be stronger or less open if it were harder to use a secret ballot. Mr. Calkins had no parliamentary expertise on the Senate's preference to have easy access or less easy access to a secret ballot. Roberts Rules says that if a body's rules are silent, then it can have a secret ballot by a majority vote. It does not say whether or not to have one.

Members debated the use of and the need for a secret ballot. Mr. Parrish stated that as the body elected to represent the faculty and academic staff, the people whom the members represent should know the positions that they take on their behalf.

The vote to amend the Bylaws was taken. An affirmative vote of a majority of the Senate membership is required for adoption of an amendment to the Bylaws. The vote was 18 in favor, 14 opposed. The amendment FAILED.

VI. REPORT FROM THE CHAIR

Provost Whitfield announced that Sheryl Kubiak would assume the deanship of the School of Social Work on June 30. She is currently on the faculty at Michigan State University. The contract of R. Douglas Whitman, Dean of Education, has been extended for one year. Deepak Bhalla will continue to serve as Dean of the Eugene Applebaum College of Pharmacy and Health Sciences for two years.

The contracts of six Deans come up for renewal next year. To provide support to colleges and to track the best talent, we need to adjust the renewal dates.

The committee to look at online courses is being reconstituted. One of the challenges we face is the need to increase revenue. Offering online courses is one of the ways that might be done.

It is estimated that 350,000 adults in the Detroit area have some college credits but did not complete a degree. Creating opportunities for them to complete their degrees is a way to increase revenue and to create a workforce for the city. If the city is to thrive, more residents need a college education.

Ms. Wareham hoped that faculty who teach completely online courses or almost completely online courses would be considered for the online committee. A concern for some departments is that money is not available to update computers. To do online teaching well, video recording and annotating PowerPoint presentations and videos on a tablet are needed. This has been a challenge for faculty in the

Criminal Justice Department which has a completely online masters program.

Provost Whitfield thanked Ms. Wareham for her comments. We have to get an estimate of the improvements and infrastructure needed to do instruction well. The Provost mentioned that the accrediting body of the Information Sciences Program, which has a completely online masters program, believes it is the best that exists. The online committee may want to survey colleges to learn the level of interest for online courses and programs and what investment might be needed.

Many Senate members have trouble accessing WSU Secure. The Provost will ask Chief Information Office Darren Hubbard about progress in this area.

VII. NEW BUSINESS

In March 2017 Mr. Edwards had asked Provost Whitfield's help in getting the name of the newly formed Department of Microbiology, Immunology, and Biochemistry changed. When the Department of Biochemistry and the Department of Immunology and Microbiology merged, the faculty in the new Department and the Dean of Medicine had approved the name, but final action had not been taken. At its February 2 meeting, the Board of Governors approved renaming the Department of Biochemistry, Microbiology and Immunology. On behalf of the Department, Mr. Edwards thanked Provost Whitfield for resolving the problem. The change, Mr. Edwards said, is important when recruiting students.

Provost Whitfield noted that one of the reasons for faculty governance is the direct link of faculty to people who can facilitate change. The Provost views his attendance at Senate meetings as an important responsibility. It is important that faculty have the opportunity to raise issues that may be difficult to resolve in complex institutions.

ADJOURNMENT: The meeting adjourned at 3:15 p.m.

Respectfully submitted,



Louis J. Romano
President, Academic Senate