

**WAYNE STATE UNIVERSITY**

**ACADEMIC SENATE**

**Official Proceedings**

October 4, 2023

**Members Present:** Mark Kornbluh, Provost and Senior Vice President for Academic Affairs; Linda Beale, President, Academic Senate; Heather Abraham; Joan Beaudoin; Juliann Binienda; Maria Bykhovskaia; Pynthia Caffee; Stephen Calkins; Stephanie Chastain; Wei Chen; Stephen Chrisomalis; Chris Collins; Erin Comartin; Daisy Cordero; Alan Dombkowski; Damecia Donahue; Paul Dubinsky; David Edelman; Jessika Edgar; Erica Edwards; Ewa Golebiowska; Haidong Gu; Weilong Hao; Marisa Henderson; renée hoogland; Michael Horn; Arun Iyer; Christine Jackson; Kristen Kaszeta; Satinder Kaur; Pramod Khosla; Chris Kleithermes; Christine Knapp; Shelly Jo Kraft; Jennifer Lewis; Cynthera McNeill; Cynthia Merritt; Georgia Michalopoulou; Bharati Mitra; David Moss; Paul Neirink; Lisa O'Donnell; Richard Pineau; Shauna Reeves; Robert Reynolds; Erika Robinson; Joseph Roche; Noreen Rossi; Brad Roth; Ali Salamey; Andrea Sankar; Gina Shreve; Naida Simon; Cheryl Somers; Elizabeth Stoycheff; Ellen Tisdale; Stephanie Tong; Hossein Yarandi

**Members Absent with Notice:** Suresh Balasubramanian; Cathryn Bock; Sujay Dutta; Brian Edwards; Sean Hickey; Feng Lin; Ramzi Mohammad; Rachel Pawlowski; Kami Pothukuchi; Tamme Quinn-Grzebyk; Wassim Tarraf; Le Yi Wang; Nicole Wheeler; Jeffery Withey

**Members Absent:** Fernando Charro; Lenuel Hernandez; Gamal Mostafa; Sean Peters; Dongxiao Zhu

**Guests:** Danielle Atkinson; Danielle Aubert; Klaus Bryant-Friedrich; Mary Paquette-Abt; Sarah Schrag; Nancy Welter

I. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

It was MOVED and SECONDED to APPROVE the proceedings of the Academic Senate plenary session of September 6, 2023. PASSED.

II. GREETINGS FROM BOARD OF GOVERNORS MEMBER DANIELLE ATKINSON

As the newest member of the Wayne State Board of Governors, Atkinson appreciated the opportunity to speak to the Senate. She founded the non-profit organization, Mothering Justice, which works on issues of financial stability for mothers and leadership development with a theory of change. Meeting women's,

mothers' and caregivers' basic needs enables them to be the best advocates for their families. The organization's agenda includes paid leave, increasing the minimum wage, affordable and reliable childcare, basic needs and maternal justice: they have been winning on those issues for the past 12 years.

Atkinson is the daughter of Jamaican immigrants and the first in her family born in the United States. The reason behind her work is her belief that this country embodies the promise to her parents, who worked extremely hard every day for their family. She was asked to run for the Board of Governors and approaches the work as someone in service of the individuals that make up this institution. She has a background in service: her mother was a nurse, her father was a police officer and her sister is a social worker. It is important for her to help ensure that the people at Wayne State are comfortable and supported in their workplace and have what they need to thrive. Talking to the graduate student union about childcare was the impetus for running for the Board. She has six children (ages five to 15), so childcare is important to her. She was born in Connecticut, raised in Florida and went to college in North Carolina, but Michigan is her chosen home. She wants her children to choose to be here, too. That means they need a state that supports them, and they need to know there are opportunities here. She and her husband are helping to build a state and a community that will keep them here.

Her first year on the Board has been devoted to learning and listening. She is passionate about recruitment and wants to create gateways. Not only does she want her children to stay here, but she also wants *all* children to stay here. It is important that they have many opportunities. She was an athlete in college and wants to make sure our athletics are safe and rewarding while focusing on academics. She earned a degree in sociology and political science, and she wants to help ensure that Wayne State students have opportunities to pursue their desires. She will do what she can to make that more accessible.

In college, Atkinson experienced a number of traumas—both of her parents had cancer, her sister was in a carjacking incident and she was in a serious car accident that jeopardized her lacrosse scholarship. She understands trauma and hardship at a critical point in life and is sensitive to how the university provides for students' social emotional needs and ability to continue when things happen.

Beale noted that the Senate has given significant consideration recently to the mental needs of students. Having experienced the difficulty of trauma as a student in college, Beale asked what helped Atkinson through

that and what she sees that we should be considering in that regard. Atkinson replied that it was important for her not to be seen as receiving help. She wanted to get back into the classroom and back to playing lacrosse so she could receive her scholarship. Her advisor was extremely supportive and always made himself available, and the president of her small university made himself accessible to her as well. It was important that she felt valuable and important to the institution: that was what kept her there.

Binienda (Medicine) welcomed Atkinson to Wayne State and asked about her impressions of being a new Board member and what surprised her. First, Atkinson noted that she has a much closer understanding of the university as a Board member, and she is impressed with its commitment to social justice and connection to the city of Detroit. Second, her nonprofit has a governing board, so she understands the difference between the Board's role and that of the administration. She is trying to walk that clear line as a part of a governing entity. Everyone on the Board of Governors does that well, and she is learning by watching them. She also wants to assist while being respectful of her role and other people's roles. If everyone in the state saw what Wayne State is, our enrollment would be through the roof.

Robinson (CFPCA) was excited to hear about Atkinson's focus on recruitment because that is her area. In the Department of Theatre and Dance, recruitment is quite different, especially in the city. When we talk about enrollment and improvement, there are many things we can do with the talent that exists in the city, especially within schools in the city, to bring in more students with a focus on performing arts. Robinson looks forward to Atkinson working on that along with recruitment staff. Atkinson replied that she has a child who dances at Marygrove and a child who does tap at Mosaic Youth Theatre, so she has many ideas around bringing these talented children to the campus and engaging them. She is excited for the invitation to have a conversation about that.

hoogland (CLAS) shared that a colleague recently described Wayne State as being Wayne State's best kept secret. She asked how Atkinson sees the role of the Board of Governors in bringing this secret out to the state and beyond so that people will want to come to Wayne State. The counties where we recruit are limited, but faculty try their best to make people excited.

Atkinson responded that one way is as an everyday ambassador. Everywhere Atkinson goes, she talks about the importance of Wayne State and how amazing it is. Another way is through initiatives. For example, how do we celebrate Senator Gary Peters, who has two degrees from Wayne State? We should talk about going to the U.S. Senate with a Wayne State education. There are formal initiatives through which the university recognizes people, such as teachers who graduated from Wayne State. Atkinson hopes to help support and lead on those initiatives. She has two children in high school in Oakland County. We do a good job recruiting in the city and the surrounding areas, but how do we get those counselors and administrators from Oakland County to recognize our value? Finally, it is important to recruit early: she has regular conversations with her children in high school about taking classes at Wayne State.

Edwards (Education) works in community-engaged research with her doctoral students and is interested in how we can more deeply connect our research activities with the community. For example, one of her doctoral students is doing her dissertation on low-income, single Black mothers and their role in the college transition process. There have been a number of challenges in connecting our students' studies with recruitment efforts. She asked whether the Board of Governors has ideas for how our research can more meaningfully connect our students with the community. Atkinson responded that the Board has not discussed this, but it is of interest to her personally, professionally and in this vocational choice. She would love to put these researchers in front of lawmakers to make that connection. She will talk further with Edwards about this issue.

Roche (EAPCHS) is a first-generation immigrant who successfully went through Wayne State's promotion and tenure process, during which he learned that a candidate must be a permanent resident or a citizen to hold a tenured appointment. That could have been a problem for him because there were issues beyond his control regarding his green card application. The process to get a green card can take 15 to 20 years, and it changes dynamically based on the politics of the country of origin. He suggested that Atkinson raise this issue for consideration by the Board.

Kornbluh thanked Governor Atkinson for meeting with the Senate.

III. CONFIRMATION OF THE VICE-CHAIR AND PARLIAMENTARIAN ON BEHALF OF POLICY

Beale explained that the Policy Committee selects a person to serve each year as vice-chair of the Academic Senate and as parliamentarian. The vice chair takes the role of the chair or the president when they cannot serve. The parliamentarian is there to offer advice and knowledge about parliamentary procedures, Robert's Rules of Order and the Academic Senate Bylaws. This year, Policy has again selected renee hoogland (English) to act as vice-chair, and Steve Calkins (Law) as parliamentarian. Senate members unanimously confirmed Policy's selections.

IV. ENROLLMENT AND FINANCIAL AID

Provost Kornbluh provided the Senate with an update on enrollment for 2023, focusing on the undergraduate class, including who these students are and how they do at Wayne State. What struck him over the last several years is how the student body has changed over the last 25 years, as shown by this presentation from last week's Board of Governors meeting.

Enrollment is essential to the future of the university because it is our major revenue stream. The strategies pursued this year included mobilizing resources across the Office of the Provost. Kornbluh thanked everyone in the colleges, especially the academic advisors who played a big role and always play a big role in bringing in our class, as well as the faculty. Although Wayne State is a school of opportunity, the hired consultants said we could do better among students with financial need. While we had a lot of Pell grant students (more than any other university in the state), we still were not yielding those students at the level we could, and we were not succeeding in fully communicating to the student body. This year the focus was on students with fewer economic resources, and it worked. We also listened to what the Academic Senate standing committees and the Policy Committee have been saying for a long time: focus the marketing efforts on academic quality and on faculty in recruiting. We were not just marketing to be a winning Warrior, we were marketing to join our College of Engineering because of this excellent program, or to join our Mike Ilitch School of Business because of that excellent program. We have started with marketing programs to improve our

websites. This is uneven across colleges, but some colleges, like engineering, have put a lot of effort into improving their website. We have been told this generation of students sees websites as the doorway to college information; websites are really important and we certainly need websites that show off our faculty and our programs. Finally, we took advantage of the honors college much more than we have in the past. We had been cutting off honors college scholarships in March because we were afraid of spending too much financial aid money. We stopped doing that and continued to admit and give scholarships to honor students all the way through the period, and that resulted in a 40% increase in the honor students that came here.

We talk a lot about the challenges students face, including mental health challenges. One of the lessons learned from this year's enrollment is a lot of students like the reassurance of being in an honors college. A lot of good students choose to come to our honors college as opposed to go to U-M and not be in an honors college, and that really helped us.

The total number of students at Wayne State continues to go down, partly because we are graduating more students and partly because we still have challenges at the graduate level, which Kornbluh will discuss in the coming months. At the undergraduate level, we have brought in a class of almost 3000 students: FTIACs are up 16%; transfer students are up almost 15%; international students are up. New students make up only one fifth of our students, and the provost has repeatedly explained to the Board of Governors that this is like turning around a battleship. If you increase one fifth of the population by 15%, next year we are going to have a 15% increase in sophomores because those students are up. Even if we stay even with 15% with freshmen, it is going to work its way through the system for the next five years and help us with enrollment. It does not have a huge impact on our budget this year, but it bodes well for the future.

Admissions standards were not compromised in admitting this class: the median GPA is 3.48; the median ACT is 26; the median SAT is 1090. The average GPA of these high school students remains at 3.5, and we are constant in ACT and SAT scores. We brought in 592 honor students this year versus 362 last year, with the minimum GPA of 3.75 for honors. To receive our honors scholarship, the minimum GPA is 3.84, and the ACT or SAT are not required to become an honors

student. We are currently test-optional (a topic that can be discussed at a future plenary); schools that believe in opportunity like we do are increasingly not accepting test scores. For example, UC schools and CUNY schools do not consider test scores because it is known that they have a significant cultural bias, rather the high school GPA is a good predictor of the college GPA.

Additionally, this is a diverse honors college: 10% of the of these honors students self-identified as African American—almost 50% more than last year. This is a result of honors' strategy to partner with Warrior 360 (if you are in the Warrior 360 program and have a 3.5 GPA your first year, you can be admitted to honors). Honors also has a big transfer program for community college students, so it is much more inclusive than a typical honors college.

Kornbluh noted his favorite slide shows 55% of our students coming in this year pay zero tuition and fees. The Senate often talks about politics, and we owe a great deal of thanks to the Michigan legislature for the Michigan Achievement scholarship which makes a huge difference in both allowing us to be a school of opportunity and in our bottom line. Additionally, our discount rate went down dramatically: the rate for the freshman class is around 33%, down from 40% last year, and we are making more money per student than ever (a little over \$10,000 per student). Less than half of our students do not pay a penny into that because of Pell money, the Michigan scholarship money and our own scholarship dollars. The university's scholarship budget is \$97 million; we spend a lot of our own money to make sure students can afford to come here.

Cordero (Financial Aid) questioned if the state plans to maintain the Michigan Achievement scholarship because it has been very helpful to the university. Historically, they start something and then they cut us at the knees.

Kornbluh confirmed it was built into the budget as a post pandemic reset for five years to increase the amount of scholarship money the state is providing. This year it was only available to our first-year students. Next year, our second-year students will get it as well as our first-year students. In the third year, not only will our third-, second- and first-year students get it, but also community college transfers. Obviously, state legislatures can change, but this is different than some of the Biden deals with Congress that were purposely sunsetted because that was the only way they got it through, and the Democrats in Congress hoped that they

would win more seats and be able to renew it. This was set up and budgeted for a permanent program.

Cordero further questioned if we have to match anything with our funding.

Kornbluh explained we must promise not to reduce our funding because of the additional money awarded to them. We have some extra money beyond tuition and fees, so that enables us to do things like finish line scholarships, and it has enabled our financial aid director to be more responsive to individual student needs. As this plays out over time, it will give us more money in our financial aid budget which may allow us to cut housing costs for students who need it as well.

Robinson questioned the financial aid aspect of it. When recruiting students, we offer talent scholarships, and those are not able to be stacked with their Wayne State or their Michigan guaranteed financial aid, so it does hurt in the recruiting process because when students come here, they think they are going to receive not only the department's money, but also the money from the State of Michigan. In terms of Wayne State's financial aid process, it is an either-or scenario for students. If we offer more money as a department or a scholarship versus something that may have come from Warrior Gold or the Green Award, the student does not get both, they can only get either-or. That does leave them in a deficit in terms of their financial responsibility.

Cordero explained we want students not to have a balance. Even if they bring in outside funding, we want to keep what we have here so we can spread the joy to the students who are really needy. However, we are not going to sacrifice one student against the other student; we want both these students to have zero balances. Even though we do not stack, we can reduce a scholarship that the students bring in. The key is they will not have a balance.

Our current policy provides aid up to the full cost of tuition and fees. Except in a few unusual situations, we do not provide aid beyond that. That is something both for merit reasons that Robinson was talking about and for the reasons Cordero was talking about regarding housing and really needy students. Kornbluh confirmed they will revisit this policy and whether we want to go beyond that.

Cordero added, if a student brings in more money than

the cost of attendance, we usually tell the donor we cannot award this scholarship to the student, but ask if we can hold on to it for spring/summer. If the donor agrees, then we can just move that money, and nothing is ever lost. We never turn down money and give it to someone else. Kornbluh acknowledged the process between the schools' offered money, central's offered money and students getting the right message has not always been smooth; however, there continues to be improvement.

FTIAC and transfer student enrollment are up across every college. When asked how these students self-identify, 20% are African American or Black, 10% are Hispanic and about 7% are Middle Eastern or North Africa (MENA)—for many, this is the first time MENA has been a self-identity option, so that number clearly understates the percentage of that population. In a change from past years, the number one reason why students chose Wayne State was to be with a diverse class. From Kornbluh's point of view, America is only getting more diverse, and reflecting that means that we have a lot of opportunity to recruit students. There is no compromise in admissions standards to admit these students, and they are voting by their feet; they would rather come here than go to U-M where only 2% of their incoming class self-identified as Black or MSU where 3.6% of their incoming class self-identified as Black. He noted our recruitment of the Hispanic community, especially out of southwest Detroit, was striking.

Somers (Education) questioned if there was a sense of why students choose not to come to Wayne State. Kornbluh shared the number one reason has to do with student life. We do get students who we manage to bring to campus. If we could bring more of them to see our lively campus, we would get them.

Cordero questioned if this reflects international students. Kornbluh confirmed international FTIACs are included in these numbers; however, outside of Canadians, we do not have that many international FTIACs. We are regional (95% of the students come from within 30 miles), and there is no other R1 university that draws from its urban area to the extent we do.

Calkins questioned if there is a plan to try to change that. Kornbluh was not sure, and it will be one of the top questions for the consultants. We have more opportunity to grow in this area and should consider recruiting into the urban areas in red states. Ohio students may want to

come to a school that respects women's reproductive rights, a place that represents the future of America. We charge students in neighboring states only 10% more than we charge students here, so it is possible to be financially competitive. To date, we have not succeeded in doing much outside of the local area.

We are very underinvested in terms of spending money on admissions and marketing. There are 13 admissions officers and nine financial aid officers. We spend about one half of 1% of our general fund budget on marketing. Our consultants say that schools like us generally spend around 3% to market. We are not going to take that level of a budget cut across the university, but we may increase it some. Cordero noted Ohio students do not come here because housing is an issue. They want to come, but their parents cannot afford it.

Cass Tech remains our largest FTIAC feeder school. We have also grown recruitment in Dearborn, concentrating on particular schools. We have worked very closely on pathways with our top four new transfer student schools, and those students succeed. Students who go to Macomb Community College, Henry Ford College, Oakland Community College and Schoolcraft College want to come to us because we have offices in those colleges and a four-year plan of study worked out. More likely than not, they are graduating here in two years. On the transfer side, our goal is to continue to grow across the state and into Ohio as well.

There were no charter schools reflected on the list of feeder schools. Cordero noted Cesar Chavez is a major feeder school because this is where their parents will send them. Kornbluh explained they may not be in the top 10 feeder schools; however, this data is from fall 2022 and we saw more this year than last year.

As part of the National Student Clearinghouse, we provide this nonprofit organization information on every student who applied to us, who we admitted and who ends up coming to us. Almost all the other schools in Michigan do the same thing. We get back data that tracks who we admitted that did not enroll. Fall 2022 data shows we admitted almost 4000 students with a 3.0 high school GPA, most of whom were offered financial aid packages in which they would not have paid a penny, but they chose to go to no school. This is not unique to Detroit or to Wayne State; this is a national problem. The percentage of kids going to school post pandemic is down and this is highly gendered. Young men are



choosing to go into the market and make money instead of going to college. Kornbluh expects the consultants will encourage recruitment of these local students who are going nowhere. If more of them knew they could come here with no tuition and fees, we would recruit more of them, so that is certainly one of our targets. As for students who went elsewhere, our competition is MSU and U-M. We could use this data set to go down to the department level because most will be interested to see the data. This database also tells us who stops out and who drops out any given semester. We plan to spend a lot more money on targeted marketing that allows us to reach out to students who dropped out, as well as provide us the opportunity to realize if we are losing students to particular schools and to focus our digital advertising to those schools. We will work closely with the colleges and the departments, and people will have access to this information.

Calkins questioned if we also have the number of how many students turned down other schools to come to us. Kornbluh confirmed we can access that dataset.

Once upon a time, Wayne State was more of an adult education school, but now our undergraduate population is overwhelmingly traditional college student age: 95% of this year's freshmen are 18 to 19 years old, and most of the transfer students are in their early 20s. We have traditional college age students who are overwhelmingly full-time students. Of the FTIAC students who started this fall, 97% started full-time. Of the transfer students, over 70% started full-time.

We are admitting students who did well in high school, and they are doing well here. We are not just passing students through (55% of our undergraduate grades are As and 22% are Bs). We have really smart college-age students coming here and succeeding. Our overall graduation rate in 2022 is over 60%. In 2023, it is going to dip down below 60% because this is a six-year graduation rate. In 2017, we changed the way we counted students who were in the Apex program, which was designed to help students who did not meet our admission standards, and very few of those students succeeded. We counted those students for one year in 2017 and not in other years, so there is a one-year dip in the data. Kornbluh's favorite chart shows the graduation rates over time: of the 60% of students who start with as freshman and graduate, the mean time to graduation is 4.13 years. It is important to understand that our students are graduating on time and are doing really well.

The final point is that flat-rate tuition worked with the new students. The numbers of credits are up almost 20% for FTIACs and transfer students. This will bode well for our graduation rate over time. Kornbluh hopes to come back to the Senate in February with a road map to get from a 60 to 70% graduation rate. Flat-rate tuition is a student success effort.

From the standpoint of engineering, Reynolds (Engineering) commented one of the big attractions of Wayne State is its position relative to local industry. Internships are a big selling point for students: the first thing students ask is when can they start internships. How does that fit into the plan?

At the last plenary, President Espy talked about where she wants to make her mark. Setting a clear roadmap from classroom to career and internships is an important part of that. Flat-rate tuition means students can get credit for internships. They are not paying extra money, so we have taken away the hurdle of cost for internships. Our goal now is to work with companies and get more of these internships available. The dean of engineering is trying to do that, and it is high on the administration's agenda as well. It is not just true for engineering: an engineering company also hires a lot of white-collar workers, not just engineers. When Kornbluh was dean of arts and sciences, they set up internships with many businesses to work in an office with marketing and other areas.

Somers questioned if we have to charge 10% additional tuition for out-of-state students.

Philosophically, Kornbluh explained, the state provides us with money each year that is used for a lot of things, but primarily to educate in-state residents. Most public universities have a differential between the in-state and out-of-state reflecting that the state is subsidizing part of the in-state tuition. The state has been liberal about this. Many of the regional schools are now charging a differential rate, or they are doing what we do and pick a particular area. We could theoretically decide not to do that, which has been discussed by the Board. For example, we do the same 10% increase to students from Ontario, our highest percentage of international students. There are two factors here: (i) to make a good business decision, and (ii) to make sure we do not politically make the state unhappy. The sense is a 10% increase is not that significant. The Michigan Achievement

scholarship is more important than the 10% because that is only available to in-state students. Many of our students would get a lot of money from the state towards their education, and that would not be the case if you are from Ohio State, for example.

V. REPORT FROM THE SENATE PRESIDENT

Beale reported on Policy's discussion of potential prison degree offerings with the dean of CLAS, which is covered in the proceedings. This seems like a worthy innovation, but she encouraged the faculty in CLAS to press for adequate faculty consideration of the curriculum and degree programs to be offered: the presentation at Policy suggested a top-down decision approach. Full faculty discussion will be important.

At various times, Policy has had discussions about the inadequacy of information coming forward on centers and institutes seeking initial or renewal charters. We are making progress on this matter. Policy recently supported the renewal of charters for the Merrill Palmer Skillman Institute and the Center for Molecular Medicine and Genetics (CMMG). In the latter case, although this center is under the Office of the Vice President for Research (OVPR) and intended to be multidisciplinary, it is now primarily focused in the School of Medicine. Policy and interim VPR Tim Stemmler are therefore conditioning their support for a charter renewal on CMMG taking quick action within the next three years to diversify the faculty that are involved and to achieve a T32 or other broad, center-focused grant. Facilitating multidisciplinary collaboration by an affiliated group of faculty in seeking large institutional grants is one of the primary reasons for having a CIAC-II center. Additionally, we have worked with Stemmler as he develops a clear policy to ensure consistency regarding what the center/institute is expected to fund through its grants and what is reasonably funded through OVPR. For example, the Institute of Environmental Health Sciences/CURES (IEHS/CURES) has had very little university support, whereas some other centers had millions of dollars of support across multiple years.

The VPR search is underway. Kornbluh chairs the search committee, and there is hope that it will lead to a finalist group of candidates coming to campus for meetings with various campus constituencies to help

inform President Espy's ultimate selection.

President Espy has also mentioned that she would like to see a review of what was formally known as the campus master plan in which we would rethink facilities prioritization, involving constituencies across the board in that process. The Senate will be hearing more about that in the next few months. Beale emphasized that the Senate's standing committees are the place where members can probe these kinds of issues in depth. Obviously, these issues will be discussed by the Facilities, Support Services and Technology Committee, the Budget Committee, and Policy, but the Faculty Affairs, Student Affairs, Curriculum and Instruction (CIC) and Research committees also have an interest in preventative and deferred maintenance and decisions about our facilities. It is especially important that Senate members have input into the prioritization of some of these projects.

VI. REPORT FROM THE CHAIR

The provost indicated that a major goal continues to be working to improve the professional life for faculty on this campus. He noted that the negotiations between the union and the administration last year made a dramatic improvement by creating a faculty-level teaching faculty that turned lecturers and senior lecturers who were subject to the vagaries of the annual budget process into assistant, associate and full professors who have substantial job security. This reflects the respect we have for teaching on this campus and for the work that teaching faculty do. After the contract was signed, a 2N committee worked out the factors to promote teaching faculty. That was completed last year, and the first set of promotions are going through. It is important to take these seriously: these should be milestones of achievement in the careers of these faculty in the same way that promotions are for tenure-track faculty.

Following on that process, there was a 3N committee this summer (comprised of the Academic Senate, union and administration representatives) that reviewed the general university promotion factors. They identified three areas—activities furthering DEI, community impact and team or interdisciplinary work—that should be explicitly acknowledged in our guidelines as meriting respect and credit towards promotion. To be clear, these types of evidence are not required of everyone, but these types of activities are evidence that faculty can provide

that will be respected as relevant to teaching, service and research. It is important in research, for example, to recognize the significant change towards team-based science. It is important to recognize that we are a university that values research, teaching and service that engages with the local community. There is a draft of the 3N committee report, and Policy has provided input on that. We hope to move this forward so that it can go into effect next year.

There has been discussion with the union and Academic Senate presidents about setting up another 3N committee that considers how to facilitate promotion for clinical faculty. Clinical faculty should be promoted on the same scale and at the same pace as tenure-track and teaching faculty. We have made progress in the last two years, but there are still too many assistant clinical professors who have been here 20 years without promotion yet run centers or major projects. Those clinical professions should be promoted and have their work recognized.

Finally, it is important to build a culture in which faculty can be promoted to full at the same pace they are promoted to associate. That is not so much a question of what our rules are but what our culture of promotion is and how departments/schools/colleges handle promotion. Apparently, there was once a difficult provost who thought promotion to full professor should be reserved for only a select few. Kornbluh made clear that he disagrees with that approach. A significant raise and recognition comes with promotion to full. There is very little accomplished by keeping faculty members at an associate level when their careers continue to grow. Kornbluh will work on this question of culture with the Senate this year to try to move that issue forward.

VII. PLENARY DISCUSSION

A primary way Senate members raise issues of concern and work on topics is through the Senate standing committees and on matters that come from standing committees to the Policy Committee and then to the Senate plenary for discussion or action. To complement that process, Lewis (Education) and the CIC members led the Senate plenary in breakout sessions for sharing ideas. The purpose of the session was to suggest topics and issues that the Academic Senate might address. The session divided into small groups led by CIC facilitators: each person in a group had an opportunity to voice a concern or idea. Upon reconvening of the plenary, members were able to share ideas on a shared digital

space (padlet). Although there was no follow-up at the meeting, the padlet topics are available to the Policy Committee. Topics generated in this process may or may not make it to a plenary agenda, but this will provide an opportunity for ideas to come to Policy that Policy may not have yet heard.

The meeting adjourned at 3:23 p.m.

Respectfully submitted,



Linda M. Beale  
President, Academic Senate