

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**

March 2, 2016

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**Members Present:** Margaret E. Winters, Provost and Senior Vice President for Academic Affairs; Louis J. Romano, President, Academic Senate; Robert Ackerman; Poonam Arya; Ivan Avrutsky; Michael Barnes; Douglas Barnett; Linda Beale; Abhijit Biswas; Cathryn Bock; Tamara Bray; Krista Brumley; Randall Commissaris; Victoria Dallas; Donald DeGracia; Jane Fitzgibbon; Moira Fracassa; Andrew Fribley; Ewa Golebiowska; Daniel Golodner; Jeffrey Grynawski; Jennifer Hart; Ellen Holmes; renee hoogland; Peter Hook; Michael Horn; Maik Huttemann; Patricia Jarosz; Barbara Jones; Fayette Keys; Ashok Kumar; Qin Kai; Todd Leff; Lawrence Lemke; Stephen Lerner; Diane Levine; Aaron Martin; Boris Mordukhovich; Bryan Morrow; Joshua Neds-Fox; Victoria Pardo; Charles Parrish; Alexey Petrov; John Porcerelli; Susil Putatunda; Robert Reynolds; Marsha Richmond; Brad Roth; Linea Rydstedt; Heather Sandlin; Naida Simon; Richard Smith; Geralyn Stephens; Ronald Thomas; Ellen Tisdale; Sokol Todi; Deborah Walker; Jianjun Wang; Barrett Watten; Guojun Wu

**Members Absent with Notice:** Joseph Artiss; Frances Brockington; Susan Eggly; David Kessel; Pramod Khosla; Christopher Lund; James Martin; S. Asli Ozgun-Koca; Lori Pile; Jeffrey Rebudal; Beena Sood; Mark Van Berkum; William Volz

**Members Absent:** Mary Anderson; Nancy George; Avril Genene Holt; Leonard Lipovich; Jason Mateika; Elizabeth Puscheck; T. R. Reddy; Gail Stanford; Jeffrey Withey; Xin Wu

**Others Present:** Tamica Dothard, Office of the Academic Senate; Alan Jacobson, Office of Budget, Planning and Analysis; Ricardo Villarosa, Dean of Students Office; Angela Wisniewski, Office of the Academic Senate

**CALL TO ORDER:** This regularly scheduled meeting of the Academic Senate was called to order by Provost Winters at 1:30 P.M. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

**STUDENT HOUSING PLANS:** Mr. Timothy Michael, the Associate Vice President for Business and Auxiliary Operations and Chief Housing Officer, told the Senate about the plans for campus housing.

The University has six large housing facilities. The residence halls were built between 2002 and 2005. The apartment buildings, the Chatsworth Apartments, the Helen DeRoy Apartments, and the University Towers Apartments, are older buildings. The University houses about 3,000 students. The area that the apartments and residence

halls occupy are close to the amenities students often use: the Student Center Building, the Undergraduate Library, and the Recreation and Fitness Center. The housing facilities are a five to seven minute walk to the major classroom buildings.

In 2001, about 1600 students were living in the apartments on campus. Most were graduate students. During the early 2000s the residence halls were not full, but after Mr. Michael joined the University as Chief Housing Officer in 2008, they have been fully occupied. In the last two years, we have had a record number of students living on campus and a record number of freshmen living on campus. Last fall 3100 students lived in campus housing. In the entire fall semester, 100 students were housed in the St. Regis Hotel and 20 more were living in the floor lounges in the Towers Residence Hall.

Housing and dining are auxiliary services, which means that for the most part, the money from room and board pays for the services. For nine years beginning in the fall of 2002, the housing system had a deficit. The deficit is being reduced. A plan was put in place to attract more students to campus housing. New marketing initiatives explained the type of housing available on campus. All residence halls have apartments with private bathrooms in the rooms, giving us an advantage over our competitors.

Living on campus increases student success. Students interact more, they are more connected to faculty, they join more student organizations, and they have higher grade point averages. They are retained and graduate at a greater rate. In marketing surveys, they strongly agreed that living on campus enhanced their overall experience at WSU. Students rated all of our housing facilities as satisfactory or very satisfactory. Wayne State participated in a survey called Educational Benchmarks. Many of our scores are higher than the national average. Ninety-three percent of our respondents in that survey said that their living on campus contributed to their educational performance and 95% said it contributed to their learning.

The Housing Office wants to provide housing to every student who wants to live on campus. Marketing studies in 2010 and 2014 revealed that there was an unmet demand for campus housing. In 2010 the midtown area could accommodate the students who wanted to live on campus. However, in 2014 midtown had an average occupancy rate of 95%. The privately owned housing now is rented at market rates with 12-month leases. Marketing studies showed that students are not commuting from their homes, but are living in the community close to campus because they cannot afford to live in midtown.

In 2015 President Wilson asked Mr. Michael to look at housing options for students. In assessing our current facilities it was found that the DeRoy Apartments, which were built in the 1970s, have a structural deficit. The building has leaked unpredictably and continuously since it was opened. Saving the building is not worth the expense. Repair to the outside of the building would cost \$12 million. It is better to replace it.

Wayne State owns all of its housing. Many campuses have private partners who develop housing for students either on university property or near their campuses. In the fall, the Housing Office sent out a request for qualifications to the private development community. A master plan was needed for the campus. The master plan was paired with the University's strategic plan. One of the goals of the strategic plan is to increase student enrollment to 30,000 by 2020, which would create more demand for on-campus housing.

The master plan for housing includes demolishing the DeRoy Apartments, considerable renovation of the Chatsworth Apartment Building into suite-style apartments, renovating the four other housing facilities, and the addition of three new facilities. In December the Board of Governors approved the conversion of the Thompson Home into student housing. The plan is to open it in fall 2017 as a learning-living community for the College of Fine, Performing and Communication Arts. The master plan contemplates the construction of two new apartment buildings on Anthony Wayne Drive. Construction should begin in fall 2017. If the construction and the renovations are completed and the DeRoy Apartments are demolished by the fall of 2021, we would have a capacity of 3750. In the last five years of the plan, renovations would be made on the existing buildings during the summers.

The goal of the master plan is to find a private developer who will work with the University to build the type of housing we want, operate it with the University, and save the University's capital for use on other projects. There has been a strong response to the RFP. The private partner would benefit from the relationship. It would have access to cheaper development fees than the University. Because the Chatsworth is on the historic register, the private partner would have access to tax credits that the University does not have because it is a tax exempt organization.

Mr. Michael laid out some assumptions going forward. Housing receives a little over \$1 million a year in general fund subsidy for capital projects to defray the debt service incurred after the three residence halls were built. That debt will be phased out by the end of the master plan. The housing fund balance, which is currently a deficit, will be zero or will be positive by the end of the master plan.

It will not be done with unreasonable increases in room and board. The rate for housing increases three or four percent

per year. We charge below the average of our competitors in Michigan and we want that to keep it that way.

It is assumed that the private partner would have some tax abatements for the two new buildings on Anthony Wayne Drive. The land probably will be declared a brown field. The soil is contaminated because a gas station had stood on part of that land.

Mr. Michael said that Housing would not be subsidized again. The reserve balance will vary because the University will still have to spend money on the buildings that remain while the private partner works on the new buildings. There will be cash flow from the private partner. The partner will pay the University for working with it in housing our students and earning a return for itself.

It is anticipated that the plan will cost about \$217 million. The University will borrow money toward the end of the ten-year period to make some renovations. In that same period, the University expects the private partner to invest about \$120 million.

The University will not have an adequate number of housing units to meet students' needs in fall 2016 so it is looking for accommodations to lease in midtown. We would manage the leases for the students.

Each component of the master plan must go through the normal University review and approval process. The first phase of the construction with the private partner should go to the Board of Governors in September 2016.

Mr. Michael took questions from the floor. Asked about the effect on parking, he said that losing 100 parking spaces in what is now lot 41 would not create problems. Structure #2, which is just west of the site of the new buildings, is the 24-hour structure that accommodates about 2,000 cars where students who live on campus park. Overflow from structure #2 would move to structure #1, which is not full on a daily basis.

Senate members commented on the positive aspects of student housing and its effect on their education. Mr. Michael said that assisting students to develop is a focus of the staff and it will be the focus of how the buildings will be designed and developed.

Mr. Romano expressed concern that the University might lose control of the housing operation if it forms a partnership with a private company. How, he asked, would we control for the potential loss of the ability to set the rules? Mr. Michael said that Wayne State has the benefit of other institutions that have had experience with such partnerships for about 25 years. The operation of the buildings will be negotiated so that living there will be transparent to students. The University will maintain

control of the staffing. Our professional staff will live in the buildings and will run them as we do the buildings we own.

Mr. Petrov asked what would happen if the partner were to declare bankruptcy. Mr. Michael thought such a possibility was very small. Most of the responses to the RFP have been from large national companies that do this type of work all over the country. The RFP has a rigorous financial report and analysis process. The University is using its bond counsel as an advisor to examine the finances of the companies. Because the stock market is uncertain and the return on savings is low, companies are interested in these types of partnerships. Universities are seen as a safe place to invest money and get a higher return than a bank.

Mr. Horn asked about the possible use of the lot where the Forest Apartments had stood. Mr. Michael said that developers have expressed interest in it, but students do not favor housing in that area. They want to be on the main campus or at the Medical School. Part of that lot will be used for the Hilberry expansion project and parking would be a problem if that space were lost.

Mr. Reynolds asked if scholarships were available for students who want to live on campus but who cannot afford to do so. Mr. Michael replied that Housing wants to be as economical as possible while providing the services the University wants. One reason for the deficits in the early 2000s was because the University, as a marketing tactic, subsidized room and board for many students. Mr. Michael stopped that practice when he arrived in 2008 because the students who were paying the full amount were subsidizing other students. The Housing Office works closely with the Office of Financial Aid to discuss the total cost of attendance. It has arranged with the food services company to provide some scholarship money. A full-time employee in Housing works with students to find ways to pay their bills, such as navigating the financial aid process and finding opportunities for grants.

This ended Mr. Michael's presentation.

## II. GRADUATE DASHBOARD

Ambika Mathur, Dean of the Graduate School, and Andrew Feig, Associate Dean of the Graduate School, presented information about the recently launched Graduate Dashboard. The Dashboard, Mr. Feig said, is a collaboration of Leah Robinson, the assistant director for data management in the Graduate School, Mr. Feig, Dean Mathur, and Mark Byrd and Song Yan in the Office of Institutional Research.

The dashboard was created to track whether the University is providing doctoral students with the experience they need to succeed in their careers. The work began in fall 2014 when the Graduate School sent a survey to faculty asking for the last known contact

information and the current job placement information for their former Ph.D. students. They received information for about 22% of the 3,000 Ph.D. students who received their degrees in the 15-year period that is part of the study. They found that after a few years former students do not check their wayne.edu email address. The Graduate School then hired work study students who trolled public data sources to locate more alumni. They were able to increase the information gathered to 88% of the former students.

The School designed both a short form and a long form survey that were sent to approximately 600 alumni. About 80% of those who were contacted responded to the survey. The dashboard, which was launched in February, aggregates data from several sources. They use Banner data for our current students and demographic information. The census process will be conducted every year.

The data can be used to pair current Ph.D. students with alumni who would act as mentors. Alumni could be tapped to participate in professional development seminars. The data report student outcomes on pedagogical projects that can be used to redefine continuous program improvement and provide students with the experiences they need.

The data are anonymous and aggregate. The Graduate School wants faculty to tell them what data they would like about their alumni. Data can be made available in response to specific questions. The data are broken down by school/college and then by department.

Mr. Feig demonstrated how to navigate through the dashboard and the types of information it contains. The data show if the alumni are employed in Ph.D. granting institutions, in non-Ph.D. granting institutions, or are working in the private sector. A large percentage of the graduates have long-term contracts where they are employed.

Asked about the survey, Mr. Feig said that the census would be launched again in May. The first part of the census, which he referred to as the short form, asked people to validate and update the information the University had. A question in the short form asked if they would be willing to complete a long form of the census. The long census asked for details about their program and such questions as their willingness to interface with current students, etc. Eventually there will be a web form where people will be able to update their information.

Dean Mathur commented. The Graduate School, she said, carried out the project because it received the Broadening Experiences in Scientific Training (BEST) grant from the National Institutes of Health. About 20 to

25% of our graduates go into tenure-track faculty positions and the remainder into industry. One of the major outcomes of the data gathering is to study the current trajectories of our alumni. The information will be available for all graduate programs.

Dean Mathur said that she would like to expand the dashboard to include all programs, including the students who received Masters degrees, but the Graduate School is limited in what it is able to do because it does not have the staff or the resources that are needed. Mr. Feig added that, in the same time period when 3,000 Ph.D.s were granted, the University had 70,000 Masters students.

This concluded the presentation and discussion.

### III. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of January 13, 2016. PASSED.

### IV. REPORT FROM THE SENATE PRESIDENT

#### A. Report and Announcements

##### Provost Search

Mr. Romano reported that the search for the Provost is in its final stages. Over the next few weeks the candidates will visit campus. He expects that a decision will be made soon afterward.

##### Fiscal Year 2017 Budget

Robert Kohrman, the Associate Vice President for Budget, Planning and Analysis, made a presentation to the Senate's Budget and Policy Committees. The presentation dealt mostly with the metrics that the Deans want used to determine their budgets for the next fiscal year. A meeting is being planned where Mr. Kohrman will present the FY 2017 Budget to the Academic Senate.

##### School of Medicine

The second retreat to discuss issues in the School of Medicine will be held March 4 and 5. The Vice President for Health Affairs and his staff and the Dean of Medicine will talk about the plans to deal with the budget cuts that have to be in place for FY 2017. The School of Medicine, the University Physician Group (UPG), and the Fund for Medical Research and Education (FMRE) combined are losing between \$1 million and \$2 million a month.

##### Apportionment

Every year, as required by the Bylaws, the number of Senate members for the next academic year is determined. The number may vary from year-to-year based on the number of salaried full-time and at least one-half fractional-time faculty and academic staff in the units. Units have one representative for the first 15 faculty and academic staff and one for each additional 33 or fraction of 33. For example a unit with 16 faculty members in the units would have two representatives.

The College of Liberal Arts and Sciences, the School of Medicine, and the College of Engineering have each lost one representative. The Law School has gained one representative. Overall the Senate has lost two members. The University lost 50 faculty and academic staff in the past year. Forty-one of the vacancies were in response to the retirement incentive. If the Budget continues to decline, the number of faculty will decrease because the units will not be able to hire new faculty.

Some of the loss of tenured and tenure-track faculty has been covered by hiring lecturers. There is a substantial increase in lecturers in CLAS, Education, and Engineering. The number of lecturers increased from 139 to 161. Academic staff have declined about 5% or nine staff members. The number of administrators has not declined. They have increased by 3%; this figure included both tenured and non-tenured administrators.

##### Golf Lessons

The men's golf team is offering free golf lessons to members of the Senate on March 18. Mr. Romano encouraged members to take advantage of the opportunity.

#### B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of December 14, 2015, January 11, January 25, February 1, and February 8, 2016. They are attached to these Proceedings as Appendix A.

##### January 11, 2016

Mr. Lemke asked what comments the Policy Committee contributed to the discussion about the reorganization of the University (item #1).

Mr. Romano replied that the duties of Wayne State's Provost are very broad compared with other universities. The Office of Budget, Planning and

Analysis, the Enrollment Management office, and the Division of Computing and Information Technology (C&IT) report to the Provost. It is important that the Office of the Provost focus more on the core functions of the University. Currently, we have a very good chief financial officer who is academically oriented. Having the Budget Office report to the Vice President for Finance and Business Operations, who focuses on finances, would be a good move as long as the Vice President and the Provost work together to address our academic needs.

Ms. Beale mentioned that the undertone to the discussion was how to address the financial situation in the Medical School and how to ensure a university-wide understanding of the importance of academics and the schools through the budget process. At the meeting, she had voiced concern with having a Dean reporting to the Provost but at the same time having a permanent separate Vice President for Health Affairs. She was concerned whether budget and academic decisions would be made in an integrative collaborative format. She did not think that question was resolved. Faculty voices on that question are vitally important. Ms. Beale thinks Vice President Decatur understands that academics is the core of the University and that he sees the function of his office as working collaboratively with the Provost.

Asked if the views of the candidates for the Provost were being solicited regarding the transfer of budgetary responsibility, the Provost said that the candidates are being informed that the decision had been made. That discussion, she said, was the chief item addressed at the Policy Committee meeting. It was re-affirmed that all of the schools and colleges would report to the Provost, that there would not be a separate reporting line for those in the health sciences.

The Provost provided background to the question about the broad spectrum of offices that report to her Office. The University faced a serious budget crisis in 2004 and \$40 million had to be cut or re-budgeted within the University because the State of Michigan cut our appropriation. That is when C&IT and student affairs were moved to the Provost's Office. Prior to that time, both units had their own vice presidents. When Nancy Barrett was named Provost, she asked that responsibility for the budget be moved from an executive vice president to the Provost's Office.

Provost Winters noted that President Wilson, Vice President Hefner, and Vice President Decatur also met with the Deans regarding the reorganization of

the University. The Deans' response was very much like that of the Policy Committee. As long as the University has a CFO who is very academically oriented and there is open and free communication between the two Divisions it should work.

January 25 and February 8, 2016

Mr. Petrov asked about the availability of the student engagement survey (item #1 on January 25). That survey and the information about the barrier courses (item #2 on February 8) will be posted on the Senate's website.

## V. COMMITTEE REPORTS

### Elections Committee

Mr. Ackerman, the Chair of the Elections Committee, announced that the election of the President of the Academic Senate for the 2016-2017 academic year would take place at the April 6 Senate meeting.

Also, the Senate's Bylaws call for the election of the President to be conducted in March, but for the past several years it has been held in April. The Elections Committee recommended to the Policy Committee that the Bylaws be amended so they agree with current practice.

The Senate Office solicited nominations for the two member-at-large positions that will be vacated as of the beginning of the new academic year. Two nominations were received. The Bylaws call for as many as five nominations for two positions. The Elections Committee has the responsibility of nominating additional people; they will do so. Mr. Ackerman asked that members who are interested in serving at-large or who know someone who might serve in that position to submit their names to the Committee.

Serving at-large, Mr. Romano added, is a way in which a small college could have more of their members on the Senate.

## IV. REPORT FROM THE CHAIR

### Faculty Tenure and Promotion Committee

Provost Winters sits with the University-wide Faculty Tenure and Promotion Committee during their discussions. The Committee has 75 cases to consider. As is true every year, the Committee is hard working and dedicated.

### Searches

The Brill Neumann Executive Consulting Services firm is assisting the University with the search for the Associate Vice President for Enrollment Management and with the search for the Director of Financial Aid.

Dean of Engineering Farshad Fotouhi, Associate Vice President for Educational Outreach and International Programs Ahmad Ezzeddine, and Provost Winters will visit universities in China and Taiwan and attend the Board meeting of the Confucius Institute, which is a partnership between the Huazhong University of Science and Technology in Wuhan, China, and Wayne State. Mr. Fotouhi, Mr. Ezzeddine, and the Provost all serve on the Board of the Institute.

### Student Recruitment

Mr. Petrov said that one reason for going to China is to recruit students. He noted that most of Wayne State's graduate and undergraduate students are residents of Michigan. He asked what strategies the University employed to recruit students from other states.

Provost Winters said that most of the students from China and India are at the graduate level or degree completion. Students in the degree completion program study at universities in their home country for two years and come here to complete their undergraduate degrees and obtain their Masters degree. The administration is looking at ways to best recruit students. They also are seeking the advice of consultants.

Another member asked what the Provost thought would be the normal number of foreign students in graduate classes. There are very few American students in the College of Engineering. If that trend continues, international students will not want to come here. One of the reasons they come to the U.S. is to learn the American way of life and pursue the American dream. If most of their fellow students are from China and India they will not want to come to WSU.

The Provost said that about 8% of our student body is from abroad with Canada being our largest source of foreign students. The number of foreign students in the graduate program varies by discipline.

ADJOURNEMENT: It was MOVED and SECONDED to ADJOURN the meeting. PASSED. The meeting concluded at 3:10 p.m.

Respectfully submitted,



Louis J. Romano  
President, Academic Senate

