

**WAYNE STATE UNIVERSITY – ACADEMIC SENATE**  
**Official Proceedings**  
September 12, 2018

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Members Present: Keith Whitfield, Provost and Senior Vice President for Academic Affairs, Chair; Linda Beale, President, Academic Senate; Robert Ackerman; Jocelyn Ang; Leela Arava; Poonam Arya; Paul Beavers; Juliann Binienda; Cathryn Bock; Timothy Bowman; Stephen Calkins; Margit Chadwell; Jennifer Crystal; Pamela Dale; Victoria Dallas; Dante Dixon; Richard Dogan; Alan Dombkowski; Kelly Driscoll; Brian Edwards; Tom Fischer; Jane Fitzgibbon; Samiran Ghosh; Ewa Golebiowska; Daniel Golodner; Jeffrey Grynawski; Smiti Gupta; Robert Harr; Lance Heilbrun; Marisa Henderson; Carolyn Herrington; renee hoogland; Michael Horn; Barbara Jones; Thomas Karr; Donna Kashian; Kristen Kaszeta; Mahendra Kavdia; David Kessel; Fayette Keys; Thomas Killion; Christine Knapp; Sarah Lenhoff; Justin Long; Karen MacDonell; Kypros Markou; Bharati Mitra; Santanu Mitra; Rayman Mohamed; Ekrem Murat; Sandra Oliver-McNeil; Phahlad Parajuli; Victoria Pardo; Charles Parrish; Rachel Pawlowski; Richard Pineau; Izabela Podgorski; Michele Porter; T. R. Reddy; Shauna Reevers; Robert Reynolds; Brad Roth; Krysta Ryzewski; Ali Salamey; Heather Sandlin; Berhane Seyoum; Naida Simon; Richard Smith; Amanuel Tekleab; Ronald Thomas; Ellen Tisdale; Ricardo Villarosa; William Volz; Jennifer Wareham; Robert D. Welch; Jeffrey Withey; Jinping Xu; Hossein Yarandi; Yang Zhao

Member Absent with Notice: Susan Davis

Members Absent: Bryan Morrow; Anne Rothe; Fu-Shin Yu

Others Present: Thomas Anderson, Liberal Arts and Sciences; Darin Ellis, Associate Provost for Academic Programs and Associate Vice President for Institutional Effectiveness; Chirag Khimavat, Office of the Academic Senate; Louis Romano, Liberal Arts and Sciences; Karin Tarpennig, Liberal Arts and Sciences; Nancy Welter, Liberal Arts and Sciences; Angela Wisniewski, Office of the Academic Senate

CALL TO ORDER: Provost Whitfield called this regularly scheduled meeting of the Academic Senate to order at 1:30 p.m. The meeting was held in the Undergraduate Library.

The Provost welcomed the Senate members back for the 2018-2019 academic year. He noted that the members represent an important piece of academic life—i.e., faculty governance. The Senate plays an extremely critical role. When important decisions are made, the Administration needs and seeks your input. The Provost urged members to attend all meetings because issues often are discussed over several meetings.

Provost Whitfield introduced Linda Beale, the new President of the Senate. He also thanked Mr. Romano, who stepped down as President, for his leadership.

I. INTRODUCTION OF NEW MEMBERS

Ms. Beale also welcomed the new and returning members. She is looking forward to the Senate's continuing its useful and productive consultation with the Administration on key policy areas. She introduced the newly-elected members and the continuing members warmly welcomed them.

II. ELECTION OF THE POLICY COMMITTEE

Ms. Simon, the Chair of the Elections Committee, conducted the election. Five members had to be elected, one for a three-year term and four for one-year terms. She reminded Senators that the new by-laws require an election whereby Policy members must receive a majority of votes cast. The Senate then selects one of the newly elected Policy members for a three-year term.

Ms. Beale explained the importance of the Policy Committee. The Committee talks with the Provost about issues of concern that he brings to them regarding policies and academic programs. The Committee frequently invites administrative officers to help them understand how the University is dealing with issues. It is an important committee with a variety of perspectives and voices. Last year changes to the general education program were considered by our committees and acted upon by the full Senate. This year one of the most significant issues under discussion will be the new budget model (RCM or responsibility-centered management), which is scheduled to be finalized by early 2019, and there will be other important issues to consider.

Nominated before the meeting were Victoria Dallas, Academic Services Officer IV, Communication, Fine, Performing and Communication Arts; renee hoogland, Professor, English, Liberal Arts and Sciences; David Kessel, Professor, Pharmacology, Medicine; and William Volz, Professor, Accounting, Mike Ilitch School of Business. Ms. Simon opened the floor for additional nominations. Mr. Parrish nominated Paul Beavers, Librarian IV, Coordinator for Assessment-RCSS, University Library System. He accepted the nomination. The candidates identified themselves and stated their reasons for seeking election. On the first ballot, all candidates were elected by a majority of the votes.

Mr. Beavers, Ms. Hoogland, and Mr. Kessel were eligible for a three-year term, and Ms. Hoogland was elected.

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

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of May 2, 2018. PASSED.

### IV. REPORT FROM THE SENATE PRESIDENT

#### A. Report and Announcements

Ms. Beale thanked Mr. Romano for his seven years of service as the President of the Senate and for assisting her in the transition. She also thanked Provost Whitfield for welcoming her and for scheduling regular meetings so they can talk about issues that come before the Senate.

The Provost and Ms. Beale met with Vice President for Finance and Business Operations William Decatur to discuss the budget planning process. They hope to expedite the process to have shorter but more substantive hearings. The faculty who served on the Budget Planning Council (BPC) this past year spent about 40 hours reading the materials and attending the hearings. In the end, a decision was made without consulting the BPC. Hopefully, this year's process will constitute genuine consultation. The University is adopting an RCM budget model and the Senate committees will be studying the model proposed by the various task forces, whose work has been conducted with less transparency than desired. A detailed presentation will be made at an upcoming Senate meeting this fall.

The master planning process is also getting underway. Consultants are working on the space utilization analysis. Ms. Beale and other members of the Senate will serve on master planning advisory committees.

The Policy Committee regularly reviews the University's enrollment report. The final census for the fall should be available in a few weeks. At this point, the first-time-in-any-college (FTIAC) student enrollment is up, but the number of transfer and continuing undergraduate students is down. We do not have information about the reason for the continuing student decline, which may be due to students' graduating or to their dropping out or even to smaller cohorts of entering students in some years. Disappointingly, the number of graduate students is down 3.7% as of September 10. We have about the same overall number of

students this year as last year, at 27,182. Our goal is to increase enrollment to 30,000 students, so it is clear that we need to focus even more on improving recruitment efforts.

The Policy Committee met with Annmarie Cano, the new Associate Provost for Faculty Development and Faculty Success. Boris Baltes is the new Associate Provost for Faculty Affairs. In a meeting with Ms. Cano, the Policy Committee emphasized the need for development programs for academic staff as well as for faculty, as in part required by the Collective Bargaining Agreement which sets aside \$75,000 a year for faculty development and \$30,000 a year for academic staff development. Policy members also emphasized the importance of encouraging the Development Office to make fundraising for endowed faculty chairs and other faculty titles (including ones supported by considerably less funding) a priority. Such titles bring prestige to the University as well as to faculty, whenever faculty appear at conferences, participate in national or regional committees, and speak before legislatures.

Ms. Beale encouraged Senators to participate in two upcoming events: the Sesquicentennial Symposium "Genes, Urban Environments, and Health" on September 14 and the "Innovation Honors Program Symposium" on September 19 sponsored by the Technology Commercialization Office.

#### B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of April 23, April 30, May 14, June 4, July 16, and August 6, 2018. They are attached to these Senate Proceedings as Appendix A.

##### April 23, 2018

As reported in item #1, Associate Provost for Diversity and Inclusion and Chief Diversity Officer Marquita Chamblee met with the Policy Committee about the Climate Survey. A preliminary report should be available this fall.

The Online Education Committee has begun meeting (item #2.a). It originally was a 2N committee with representatives from the Administration and the AAUP-AFT. It was expanded to include representatives from the Union of Part Time Faculty.

April 30, 2018

Referring to item #9, Ms. Beale reported that Wayne Raskind, the former Dean of the College of Liberal Arts and Sciences, is currently the Associate Provost for Special Programs, assisting with the hiring of faculty with cross-disciplinary interests.

May 14 2018

After the Faculty Affairs Committee conducted an in-depth study of open textbooks, the Policy Committee also hosted a similar presentation (item #1). A primary benefit of the open textbook process is lower costs for students. Members noted that it would be important to address concerns raised about the peer review process and the academic quality of the materials.

June 4, 2018

The student evaluation of teaching (SET) was discussed (item #5). Extensive research shows that there are pervasive biases based on race, gender, age, and other 'isms'. We need to use the SET evaluations wisely. Policy has suggested that the Provost's Office work with the Faculty Affairs Committee to develop guidelines to ensure that faculty are aware of the biases in SET evaluations. Provost Whitfield suggested that both the Curriculum and Instruction and Faculty Affairs Committees work on ways to improve teaching evaluations.

Policy reviewed the partnership with the Rainbow Childcare Center near the Medical Campus. Fifty slots have been reserved for children of students, faculty, and staff. This arrangement is helpful, but it does not completely address the original goal of having a University childcare facility that permitted drop-in times for students, faculty and staff (Item #6).

The Policy Committee spent some time discussing the new Academy of Teachers established by the Provost. It will coordinate with the Faculty Affairs Committee and the Associate Provost for Faculty Development and Faculty Success to find new ways to recognize and honor teaching (Item #9).

The Warrior Way Back Program (item #10) was begun to entice students who dropped out owing money to the University to return. It provided some debt relief. Fifty-nine students returned in the fall. More will return in the winter term. Provost Whitfield said the Program is getting attention from other institutions. Business Operations watches the bottom line and tries to collect on debts, but some debt relief can be handled. The University is forgiving a small debt to encourage students to

return. Two students who returned were so close to finishing their degrees that they will graduate in December.

July 16, 2018

Mr. Pineau asked what changes were being planned for Commencement (item # 2.c). Mr. Romano, who serves on the Commencement Committee, said that they have been looking for a different venue. The University does not have a facility large enough to have one event for all graduates. The Committee is leaning toward recommending that Commencement exercises be held over two days at the Fox Theatre.

August 6, 2018

Ms. Beale called attention to the appointment of faculty to University committees (item #9). In the past, the Administration has often appointed faculty to new University-wide committees without consulting the Senate. It is the role of the Policy Committee to select faculty and academic staff for University committee service. This is a critically important part of academic governance and one that Ms. Beale intends to emphasize. Appointment by the Senate results in committees having more diverse perspectives, and avoids the problems that may arise if the Administration picks faculty that it assumes will be supportive of its position on particular issues. Also, when committees or task forces are formed it would be helpful to have the charge to understand how the University committee will interrelate with academic governance. In many cases, existing Academic Senate committees should likely be asked to review the matter, rather than creating an ad hoc administrative task force or committee.

## V. REPORT FROM THE CHAIR

Provost Whitfield began his remarks by speaking of his pride in being a Professor of Psychology, a researcher, a scholar who submits journal articles, and a teacher of 4,000 students during his academic career. When faculty members assume an administrative role they take on an additional perspective, but Provost Whitfield noted that he is still a faculty member who understands faculty concerns. He sees his role as supporting faculty. We need to be as lean as we can be administratively, but we need to make sure that we do what is important and needed.

In the Provost's Office, the focus of the Associate Provost for Academic Personnel has been on human resources and labor relations, with little attention on faculty development. Mentoring of faculty is, however, very important. At the instigation

of the Faculty Affairs Committee and with the full support of the Policy Committee, the Provost's Office invested in a web-based mentoring program last year that is a good start. Participation has been good but that service does not meet the needs of all the faculty. Faculty deserve a person dedicated to providing activities and identifying opportunities for professional growth, and to recognizing faculty accomplishments. Accordingly, a new position was created and Annmarie Cano is now the Associate Provost for Faculty Development and Faculty Success. Although the position does include academic staff, the Provost encouraged Ms. Cano to focus first on faculty development because it is more centralized. Ms. Cano's office will be able to support departmental units that have programs that foster faculty development and faculty success, and she will assist other departments in developing programs.

Another unit that supports faculty development is the Office for Teaching and Learning, which reports to the Provost. Upcoming events include Warrior Teaching Days from September 24-28 and a one-day event on "Teaching and Technology." An online resource room will be located in the Libraries.

The ability to understand, analyze, and gain insight into big data is critical for faculty and for our students to succeed in their careers. Many companies mine and use big data. Students and faculty need to understand how to access, how to analyze, and how to critically evaluate data. The University has many strengths around big data but they are silos. A step to break down the silos was taken when the Mike Ilitch School of Business and the College of Engineering created a master of science degree in data science and business analytics. Provost Whitfield is holding a town hall meeting on September 19 at the School of Business to discuss faculty needs as the University develops its Big Data & Analytics Ecosystem.

To support that enterprise, we need more faculty. The budgets of schools and colleges were not cut this year, but the only flexibility we have is in new hires. Open positions as a result of faculty retirements or faculty leaving the University can be refilled, but we were very limited in hiring for new faculty positions. The Provost created a hiring scheme around interdisciplinary work. Forty-two proposals were submitted; about 25% of which were around big data. People who submitted the proposals will be involved in identifying faculty for the positions. If we have the same budgetary constraints next year, there probably will be another request for proposals in a different area where we have some strengths on which we can build.

Provost Whitfield thanked the faculty and academic staff for making the campus environment welcoming. School spirit helps to engage students in the University.

Provost Whitfield took questions from members.

Referring to the Provost's comments about faculty development, Ms. Driscoll mentioned that the Student Success Summit is held every year and is well attended by academic staff and academic advisors. In the past few years, however, staff members have noticed that few faculty attend the event. She sees the summit as a great opportunity for faculty and academic staff to collaborate and discuss best practices for student success. The academic staff would like to hear the faculty viewpoint and have an opportunity to better understand faculty and staff roles.

Ms. Driscoll also mentioned that the College of Fine, Performing and Communication Arts is trying to grow the Warrior Band. If faculty and staff know students who played in their high school's marching band, she asked that they encourage them to join the Warrior Band and to support the band when attending games.

Provost Whitfield added that faculty success and student success are linked. The more we develop a culture where faculty recognize that faculty success is student success and student success is faculty success we create the kind of university where students get a world-class education and are able to get good jobs.

Ms. Kaszeta inquired about the wellness initiative. The Provost said that even though the number of counselors in Counseling and Psychological Services had been increased, there remained long wait times before students could be seen. Many of the students seeking help do not need to see a psychologist or a psychiatrist. There are other units on campus that offer mental health services. The use of the other services has reduced the wait times at CAPS at no additional cost to the University.

## VI. COMMENTS FROM THE UNIVERSITY PRESIDENT

President Wilson began by commenting on the change in leadership in the Senate. Although he and Mr. Romano did not always agree on issues, Lou kept the interests of the faculty at heart. He had many good ideas, some of which the Administration tried to implement. Research shows that with more input you make better decisions. The role of the Academic Senate, the President said, is very important. He is sure that under Professor Beale's leadership the legacy of making sure that the faculty's voice is heard

will continue. Linda is a staunch defender of the faculty's voice in shared governance. Shared governance is what makes universities different from industry and corporations. The President thanked the Senate members for their work. He asked that they be as active as possible working through the formal governance structures. Faculty input is very important.

President Wilson reviewed the progress being made in the 2016-2021 Strategic Plan. Enrollment has increased. In terms of full-time students, it is the largest freshmen FTIAC class ever. In terms of total FTIACs, it is the largest since 2007. Domestic transfer students are up about 7.1%. Last year we had a large decline in international students. We increased enrollment of international students 3.5% this year but international enrollment is still lower than it was two years ago. Total enrollment is up very slightly over last year. A goal of the Strategic Plan was to have 30,000 students in 2021. That will be hard to achieve for two reasons. One is the drop in international students. The other is a good problem, which is that students are graduating sooner. We will continue to strive to increase enrollment to 30,000.

A key priority in the Strategic Plan was to increase the six-year graduation rate to 50% by 2021. It is now 47%. The graduation rate of the 2011 cohort is up 19% over the 2006 cohort. The Administration is trying to verify if this rate increase is the highest increase of any college or university in the country. President Wilson believes that we will surpass the goal of 50%. One of the reasons for the increase is the reform of the general education program. It supports student success by giving students more flexibility.

Another goal of the Strategic Plan was to increase student housing options. Research shows that students who live on campus are more involved and are more successful. Phase One of the Anthony Wayne Drive Apartments opened this term with housing for 400 students. Phase Two will open next year for another 400 students.

We are lagging behind in closing the gap in the graduation rate between black students and white students. It closed by about 4 percentage points. Although the graduation rate increase is much higher among blacks than for the overall population, it started at a low point. It will take longer for the rates to converge, and we will not meet our goal of closing the gap by 2021.

President Wilson next spoke about research funding. The University did not have any significant increase in extramural funding between 2003 and 2013, but the number of funded awards began to increase in 2014.

Rankings are based on research expenditures, which lag behind funding. Expenditures increased to about \$218 million or so in 2016 and rose to about \$226 million in 2017. This will improve our research ranking.

Historically the University has not been highly ranked in the U.S. News and World Report rankings, but it has ranked fairly well in other rankings that are based on more objective data such as citations and number of faculty scholarly articles. Last year U.S. News and World Report ranked the University at 223 and this year that ranking improved to 203. The improved ranking is likely due to our improved graduation rate.

Another goal of the Strategic Plan is to have a database of the community activities in which we are involved and have one point of contact to access the information. The President has repeated the challenge to re-engage in establishing an accessible database of these activities.

The University needs to improve its engagement with the business community in research endeavors. We have a reputation of being hard to deal with, having overly long bureaucratic processes, and being old-fashioned in our thinking. The President is creating a new Office of Public Engagement to address these issues that should be operational in the winter term.

We are tracking well on most of our goals in the Strategic Plan. There are a few things we will not complete by 2021, but we will continue to move forward on them.

President Wilson addressed the University's financial stability. Financial ratios are put in a composite measure that ranges from one (not good) to ten (superior). Three is acceptable but low. Many of our peers are in that range. Last year we were at 2.45. This year we reached 3.5.

The goal for the Pivotal Moments campaign has been reached but we continue to work until the campaign ends. The University has raised a little more than \$760 million (including FMRE) and will probably reach \$770 million by the end of September. One goal was to increase the endowment to \$500 million. A few years ago our endowment had dropped under \$300 million because we were spending more than we were bringing in through fundraising. The University has developed a new investment model headed by an outside chief investment officer. Returns have improved dramatically. Those returns and the fundraising effort have resulted in an endowment of somewhat more than \$380 million. With \$120 million of unrealized new pledges on the books, the President is confident that we will reach our \$500 million goal.

President Wilson and Provost Whitfield responded to questions from Senate members.

Mr. Parrish pointed out that while the Provost spoke of his commitment to faculty development, there was no particular mention of the academic staff. Faculty development is important but the academic staff are extraordinarily important in meeting our goals. We have 300 academic staff members. The Provost's Office takes credit for improved graduation rates, but Mr. Parrish thinks the hiring of 45 additional academic staff members had a huge impact on that student success. Also, Mr. Parrish noted that neither Provost Whitfield nor President Wilson mentioned the Medical School in their reports. Wayne State would not be in the top ranking of the Carnegie research classification without the Medical School's research efforts. Nonetheless, the University is still suffering from the Medical School's (together with FMRE's and the practice plans') financial shortfalls. Those shortfalls had to be made up by the overall University budget, and that has had a negative effect on many departments. For example, faculty who have retired have not been replaced, even though the Provost indicates that such hiring was not embargoed. We need to understand how the Medical School will address its problems.

President Wilson said that he did not come with an exhaustive list of issues and did not in any way mean disrespect towards our academic staff. People should consider his and the Provost's actions and written comments to assess the University's concern for academic staff. For example, whenever anything is written about student success, the role of academic advisors is at the forefront of the discussion.

In terms of the Medical School, President Wilson commended Mr. Parrish and the Policy Committee for helping him understand existing problems. After looking into the Medical School, the President learned that there was a financing shell game. Accordingly, the University was able to pierce the corporate veil of the University Physician Group (UPG) and learn the extent of FMRE problems. President Wilson believes that the University is making progress in resolving these problems. There has been a change in leadership at both UPG and the Medical School. The Medical School addressed issues raised on the LCME, moving from 20 items of concern to none. Similarly, the Medical School increased from 7 under-represented minority students a year to 64 under-represented minorities a year. There are, of course, issues on which work continues, and President Wilson indicated he would report as there are new developments to report.

In a period of questions and answers, Mr. Zhao noted that all the assistant professors that the Department

of Electrical and Computer Engineering (ECE) had recruited in the last six years had left the University. The department faculty have raised concerns about this with the Dean of Engineering. Mr. Zhao asked if the University had policies to retain faculty, especially rising stars.

President Wilson responded that the University does want to retain faculty. The administration tries to work with schools, colleges and departments to retain faculty that have other opportunities when a dean seeks retention assistance, and has been successful in retaining a number of faculty with assistance from the Vice President for Research. President Wilson had not been aware of faculty leaving the ECE Department. Provost Whitfield added that his office and the Vice President for Research work in concert to determine what the faculty member needs and whether there are resources to help. Faculty have different reasons for leaving. WSU builds great researchers that other institutions try to recruit. Some leave because a couple is able to secure positions at the same institution. Sometimes faculty contemplate a move for financial reasons or because they do not feel that their work is being acknowledged. The Provost said that he would meet with the Dean of Engineering to find out what has happened over the years. We do want to keep faculty.

Mr. Zhao also asked if the University does exit interviews when faculty leave. The Provost noted that faculty are often asked but there is no formalized process. That should be changed.

Provost Whitfield added to the President's response to Mr. Parrish. The focus of Associate Provost Cano will start with faculty success but will grow into other areas. We need to study how to best foster our academic staff. The academic staff will be invited to some of the activities to which faculty are invited. There will not be a significant differentiation. Ms. Cano's duties broadly cover both faculty and academic staff development.

ADJOURNMENT: The meeting adjourned at 3:40 p.m.

Respectfully submitted,

Linda Beale  
President, Academic Senate