

WAYNE STATE UNIVERSITY  ACADEMIC SENATE

Official Proceedings

September 9,

2009

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Members Present: Nancy S. Barrett, Provost and Senior Vice President for Academic Affairs, Chair; Seymour J. Wolfson, President, Academic Senate; Agnes Acsadi; Terrence Allen; Joseph Artiss; Basim Asmar; Tyrone Austin; Kingsley Browne; William Brusilow; David Cinabro; Alfred Cobbs; William Crossland; Victoria Dallas; Cheryl Dove; Karen Feathers; Maria Ferreira; Judy Field; Judith Fouladbakhsh; Andre Furtado; Michael Horn; Patricia Jarosz; Barbara Jones; Debra Jozefowicz-Simbeni; Winston Koo; Jerry Ku; Rita Kumar; Liza Lagman-Sperl; Rodger MacArthur; James Martin; Lisa Maruca; Michael McIntyre; Boris Mordukhovich; James Moseley; Karur Padmanabhan; Prahlad Parajuli; Charles Parrish; Frederic Pearson; Sean Peters; Aleksandar Popadic; Elizabeth Puscheck; Susil Putatunda; Daniel Rappolee; T.R. Reddy; Robert Reynolds; Louis Romano; Michele Ronnick; Brad Roth; Linea Rydstedt; Alvin Saperstein; Nabil Sarhan; Mary Sengstock; Bo Shen; Naida Simon; Antoinette Somers; Timothy Stemmler; Harley Tse; Anca Vlasopolos; William Volz; Jianjun Wang; Judith Whittum-Hudson; Derek Wildman; Jeffrey Withey; James Woodyard; Russell Yamazaki; Earnestine Young

Members Absent with Notice: Ivan Avrutsky; Veronica Bielat; Donald DeGracia; Doreen Head; David Kessel; Thomas Killion; Janine Lanza; Jason Mateika; Tej Mattoo; Assia Shishea; David Thomas

Members Absent: Ramona Benkert; Christopher Collins; Regina Parnell; Arun Wakade

Others Present: Johnnie Blunt, Academic Senate Office; Gloria Heppner, Associate Vice President for Research; Harvey Hollins, Vice President for Government and Community Affairs; Anne Hudson, Library System; Robert Kohrman, Associate Vice President, Budget, Planning and Analysis; Jay Noren, President; Kelley Skillin, Office of the Provost; Angela Wisniewski, Academic Senate Office

CALL TO ORDER: This Academic Senate meeting, the first of the 2009-2010 academic year, was called to order by Provost Barrett at 1:33 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. INTRODUCTION OF NEW MEMBERS

Mr Wolfson introduced the faculty and academic staff who were newly elected to the Senate and those who were re-elected to new terms. The membership roster is attached to these Proceedings as Appendix A.

II. ELECTION OF THE POLICY COMMITTEE

Ms. Simon, a member of the Elections Committee, conducted the election of members for the Policy Committee. Five members had to be elected: one to a five-year term and four to one-year terms. Nominated prior to the meeting were: Tyrone Austin, University Advising, Academic Affairs; Donald DeGracia, Physiology, Medicine; Mary Sengstock, Sociology, Liberal Arts and Sciences; Harley Tse, Immunology and Microbiology, Medicine; William Volz, Accounting, Business Administration; Judith Whittum-Hudson, Immunology and Microbiology, Medicine; James Woodyard, Electrical and Computer Engineering, Engineering.

Ms. Simon opened the floor for additional nominations. There were none. It was MOVED and SECONDED to CLOSE NOMINATIONS. PASSED. The candidates identified themselves and stated their reasons for seeking election.

William Volz was elected to the three-year term. Mary Sengstock, Harley Tse, Judith Whittum-Hudson, and James Woodyard were elected to one-year terms.

III. OPEN FORUM WITH PRESIDENT NOREN AND PROVOST BARRETT

President Noren plans to attend every Senate meeting. He and Provost Barrett will hold an open forum at the beginning of the meetings. This being the first meeting of the year, the President commented on several issues.

The University expects a cut in the state appropriation of 3%, or \$6.6 million, resulting in a state appropriation in fiscal year 2010 of \$214 million. The \$6.6 million will be backfilled with federal stimulus money. The federal stimulus money is one-time money; it does not increase the University's base budget. The federal stimulus money, which is given to the state on the condition that funding to higher education and K through 12 education is maintained at a prescribed level, may not be available to the University in fiscal year 2011. The state of Michigan is seeking a waiver of that condition, and if it is granted, the state will not be obligated to maintain the same level of funding in future years.

Some of the summer session tuition money and some of the money from differential tuition, which in the past went to the

central administration, were returned to the schools and colleges and the libraries. The cut was reduced to \$4.5 million. About three-quarters of the cut is being taken in administration and operations. This is possible partly because there has been a \$1.1 million savings in utilities, there is an administrative staffing freeze, and pay increases for executives have been frozen. The cuts to schools and colleges were mainly in part-time faculty.

The Board of Governors approved a 5.4% tuition increase and the administration has used one-time money to provide need-based financial aid so the impact on students is a 4.8% net increase in tuition.

Extramural research funding has increased. It is projected that research funding will increase 10% over last year.

President Noren said that WSU has increased its collaboration with the University of Michigan and Michigan State University in the University Research Corridor. They have hired a new executive director, Jeff Mason. The headquarters for the URC is in Lansing.

In the area of Development, the University has focused on raising funds for financial aid. Two million dollars of a \$10 million goal has been raised for a program called *Aim Higher for Students* to provide need-based and some merit-based financial aid.

The University's collaboration with other institutions in mid-town continues to grow. The Hudson Webber Foundation and the Kresge Foundation are providing funding for a consultant to work with the University, the Detroit Medical Center, and Henry Ford Health System to enhance the character and quality of life in mid-town in the areas of security, lighting, beautification, housing, K-12 education, and with small businesses.

The President mentioned a new venture in Tech Town, a \$9.25 million grant for entrepreneurship training called FastTrac. About 900 people have enrolled in nine sessions.

President Noren said that the University's main challenge would be the recruitment and retention of full-time tenure-track faculty. Wayne State's proportion of full-time tenure-track faculty is much lower than any of its peers. This is an economic issue. The administration, he said, will be arguing for increased tuition to be dedicated to the recruitment of full-time tenure-track faculty over the next several years. The President has appointed a group of faculty, administrators, and students to plan how that goal can be accomplished. Tuition, development, and private fundraising are the sources that the University can depend. The state appropriation will not increase in the near term.

Mr. Saperstein asked the President about fall enrollment. President Noren said that enrollment is expected to increase 2% to 2.5% overall.

Mr. Pearson asked if the University was continuing to host out-state legislators on campus to develop a rapport for the time when legislators will determine funding for state universities. The President said that the University continues to work with out-state legislators, and it will try to increase the breadth of its lobbying efforts in Lansing. He believes federal activities are important as well. Wayne State hosted a delegation of federal Congressional staffers during the summer. WSU received the second highest amount of stimulus funding among the state universities in Michigan, receiving more than \$21 million.

Ms. Sengstock asked about rumors that the administration was considering post-tenure review of faculty and increasing faculty teaching loads. President Noren said that Provost Barrett and the Deans are analyzing workloads. The Delaware Project is one of the benchmarks for the analysis. Post-tenure review, he said, has to come from the faculty; it is not an administrative endeavor. He believes that post-tenure review is constructive if it is done the right way. A group has not been formed to do that. A group has been put together to look at questions of research enhancement and strategic budgeting. The President is considering establishing a committee to follow-up on the retention report done about 18 months ago. The new committee would look at broader aspects of retention, such as community college articulation and admissions criteria. All of these endeavors, he said, are of interest to faculty. However, the issue that is most in need of intensive faculty involvement is any question related to post-tenure review. That must be a faculty-initiated and a faculty-engaged activity.

Ms. Vlasopolos stated that when groups are formed, the Academic Senate would like the faculty representatives to be selected according to the established channels, i.e., with the Policy Committee giving names to the President. She reminded the President that the Agreement between the University and the AAUP-AFT addresses questions of faculty teaching load and post-tenure review. Discussions about those issues must include the AAUP-AFT.

President Noren believes it is important to distinguish between faculty governance and collective bargaining, and it is important to maintain the distinction. Some committees are prescribed by the contract; others are not. Sometimes he will consult with faculty committees from a lot of perspectives.

Mr. Parrish and the President discussed the issue of faculty governance. Mr. Parrish noted that the role of the Academic Senate as the consultative body is enshrined in University Statutes. Administrators may seek advice from any committee

but in the role of consultation by the faculty, they need to follow the formal academic structure. The Statutes are referenced in the Agreement with the AAUP-AFT.

President Noren maintained that the consultation prescribed in the contract is different from other consultative processes. The Board of Governors policies and the contract are not one and the same. Consultation is not dictated only by the contract. The President will appoint committees and task forces, which, as Mr. Parrish said, are appropriate. The administration will seek the consultation that is appropriate for a particular topic. The research enhancement task force, he said, will be an administrative committee. It is not governed by the contract. Other committees, such as search committees, are governed by the contract.

Mr. Furtado expressed concern about Michigan's structural budget deficit of \$20 million. He believed the institutions of higher education and the state government needed to work together to plan for the education of Michigan's citizens to ensure they are prepared for the jobs of the future.

President Noren said that the concern has been addressed in several ways. The Presidents of the University of Michigan and Michigan State University and President Noren have discussed the issue with Governor Granholm. Detroit Renaissance has analyzed the structural problems in the state's financial system, and the President believes that organization's advocacy will have an influence on the legislature and the Governor's office. There has been a fair amount of advocacy by all fifteen state universities about the structural problems in the state budget. President Noren believes there is increased recognition that an investment in research and development in Michigan are critical to the state's economic future.

Ms. Field suggested that the University may need to re-engineer itself and work with community colleges to get more viable results. This could reposition Wayne State within Michigan and make it a more attractive institution for students throughout the Midwest. President Noren said this is his charge to the task force that will look at student success. They will look at admissions criteria, retention and graduation rates, and articulation with community colleges. The University needs to look critically at how it serves students who are insufficiently pre-pared. Certain subgroups of students fail at a rate of 90%. To provide opportunity to students with talent but insufficient educational experience and economic disadvantage, the University must collaborate with community colleges. It must consider whether its admissions standards are right for the people it serves.

Mr. Wolfson mentioned that early in President Noren's tenure as WSU, they discussed the possibility of reorganizing the administration. The President said he would wait at least six months before making changes. He pointed out that it is now over a year and no changes have taken place. If, Mr. Wolfson inquired, the academic units are asked to make big cuts, why are there no cuts on the administrative side?

The President listed the steps that have been taken. Administrative positions have been frozen, salary increases for executives have been frozen, positions have been eliminated, and three-quarters of the \$4.5 million in cuts have been made to the administrative and operational side. He will continue to look at ways to enhance the administrative structure, but noted that Wayne State lacks sufficient institutional research to evaluate how well it is functioning. An example of insufficient data is in the area of student retention. The University needs to know more than the number of students it retains. It needs to know what problems students are experiencing and why retention rates vary among different demographic groups. More information is needed to learn how to enhance student success. Those are issues of restructuring.

The President continued. Wayne State's tuition revenues are grossly insufficient. Michigan has 15 public universities with three being major research universities. U of M is ranked fifth in the country; MSU is 27<sup>th</sup>, and Wayne State is 50<sup>th</sup>. Wayne State's tuition rate ranks 12<sup>th</sup> or 13<sup>th</sup> among the 15 state institutions. Michigan State's tuition rate is 30% higher than WSU's and U of M's is 60% higher. Both have higher proportions of non-resident students meaning their tuition revenue is dramatically higher than Wayne State's. WSU cannot maintain the quality and quantity of full-time tenure-track faculty without a revenue stream of support. The current economic climate presents a challenge because some students are economically disadvantaged. Need-based financial aid must be available and the students who are admitted must be able to succeed.

Mr. Parrish noted that the Budget and Policy Committees endorsed a higher increase in tuition for the 2010 academic year than the administration recommended to the Board of Governors and that at a Policy Committee meeting, the President had suggested that a 20% increase in tuition was needed every year for the next five years. Mr. Parrish asked the President if he would seek support from the Senate for such an increase.

President Noren said he has not determined the amount of the tuition increase that is needed. He believes the Senate's tuition proposal was thoughtful and its recommendation was appropriate. The University, he noted, needed to consider instituting a multi-year revenue stream to support its overall goals. At the same time, it has to assist students who are disadvantaged and for whom tuition increases are a barrier to education. He added that as the state's fiscal situation improves, any projected tuition increases could be modified.

President Noren left the meeting.

IV. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

May 6, 2009

It was MOVED and SECONDED that the Proceedings of the Academic Senate meeting of May 6, 2009, be APPROVED. PASSED.

V. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

Faculty and Academic Staff Representatives to the Board of Governors Committees

Mr. Wolfson reported the names of the faculty and academic staff representatives that the Policy Committee selected to serve on the Board of Governors committees during the 2009-2010 academic year.

Academic Affairs Committee

Representative: Karen Feathers, Education

Alternate: Anca Vlasopolos, Liberal Arts and Sciences

Budget and Finance Committee

Representative: Michael McIntyre, Law

Alternate: Charles Parrish, Liberal Arts and Sciences

Personnel Committee

Representative: William Crossland, Medicine

Alternate: Mary Sengstock, Liberal Arts and Sciences

Student Affairs Committee

Representative: Naida Simon, Academic Affairs

Alternate: Tyrone Austin, Academic Affairs

A member asked about representation of research on Board committees. It was noted that the Board of Governors does not have a Research Committee. Other members and the Provost pointed out that issues related to research might be taken up by the Academic Affairs Committee or by the Budget and Finance Committee.

B. Proceedings of the Policy Committee

The Academic Senate received the Proceedings of the Policy Committee meetings of April 27, 2009, May 4, 2009, May 18, 2009, June 1, 2009, June 8, 2009, June 22, 2009, June 29, 2009, July 13, 2009, July 27, 2009, and August 24, 2009 (Appendix B). Questions and comments about the Proceedings follow.

May 18, 2009

Mr. MacArthur asked about the issues related to the Medical School that the Policy Committee discussed on May 18 (item #3). Mr. Wolfson said that over the summer the Policy Committee discussed issues related to the relationship with the Detroit Medical Center and the controversy about the appointment of the Dean of Medicine. Mr. Romano added that the Committee also discussed the Medical School Dean's office's recapturing of an amount of money equal to the indirect cost recovery funds in the departments.

Mr. Parrish stated that he brought up the recapturing of the ICR funds at a meeting of the Board of Governors Budget and Finance Committee and noted that the distribution of ICR money was a Board policy. The schools and colleges are to receive 7.5% of the ICR money and departments are to receive 11.5%. The confiscation of the ICR money from departments is a violation of the Board policy. President Noren said that he had looked into the issue and denied that ICR money had been taken. Mr. Parrish told the Board committee that he would gather information, which he is in the process of doing. Mr. Woodyard added that he has asked the Senate Budget Committee to take up the question.

June 8, 2009

Mr. Furtado asked for an explanation of how the Budget Committee arrived at the decision to recommend a tuition increase of 6.9% and why the Board of Governors adopted an increase of 5.4%.

Members of the Budget and Policy Committees explained the recommendation. Mr. Wolfson stated that the Budget Committee looked at the revenue and expenditures for the 2010 fiscal year and determined that, to avoid cuts to the academic side, a tuition increase of 6.9% was needed. The Committees opposed cuts in the academic programs because the academic side had endured cuts over the past few years. Mr. Woodyard added that one of the reasons for the recommendation was to address the need for more full-time faculty to develop curriculum and to increase research. Even with an increase of 6.9%, Mr. Volz said, there would have been some strain on the general fund budget, but the Budget Committee supported the administration's attempt to set tuition higher than was wanted by the Board of Governors. The Senate committees are supportive of the University's moving tuition to a level that is appropriate for a national research university and providing a financial aid package that allows students access to the University.

Senate members understood that the Board of Governors was concerned about the ability of lower income students to attend the University if tuition were raised the 6.9% recommended by the Academic Senate or the 5.9% recommended by the administration. The decision to raise tuition 5.4% was a compromise. The Provost reported that the administration addressed the concern about student access by using federal stimulus money to double financial aid for students who have the most need.

The Provost pointed out that the student representatives on the Board Budget and Finance Committee were eloquent in their support of the recommendation of the faculty representatives. The student and faculty support for the higher tuition rate was important in the Board's decision.

Referring to item 8, Mr. Crossland asked if there was a benefit to the University's having an ROTC program. Provost Barrett said the program provides generous scholarships for students. The University might attract more well-qualified students with the ROTC program.

Ms. Sengstock asked about the occupancy rate of University Housing. The Provost replied that the two freshmen dormitories are 97% occupied and the University Towers is about 95% full. In response to a comment, Provost Barrett said that while the occupants of the residence halls cover the current expenses, the University subsidizes the Housing Authority with about \$500,000 a year from the general fund to pay the bond debt. The debt service is about double what a normal debt service of a student housing authority would be.

#### August 24, 2009

Senate members commented on the increase in parking rates (item #5). It was noted that the parking fee at the University-owned lot north of the Ford Freeway is \$1.25 per entry, however, it is now restricted to use by staff members and is not mentioned in the communication from the Parking Office about the increase in rates.

Mr. McIntyre spoke to the issue of the increase in parking fees. The Policy Committee sent to the Board of Governors a memorandum asking that the increase be postponed until there was effective consultation with the Academic Senate. On August 31 the Budget passed a resolution supporting the Policy committee's position. At the September 2 meeting of the Board of Governors Budget and Finance Committee Mr. McIntyre, the faculty representative to the Board Committee, moved the resolution. There was extensive discussion at the Board Committee meeting but the motion did not pass. Although the motion failed, Mr. McIntyre believed the actions of the Policy and Budget Committees might result in more effective consultation when parking increases are proposed in the future.

#### Center for Academic Excellence

Mr. Roth inquired about the status of the recommendations made by the Curriculum and Instruction, the Faculty Affairs, and the Student Affairs Committees during the 2008-2009 academic year relative to the Center for Academic Excellence. Mr. Wolfson said that the Policy Committee had made recommendations including changing the name of the Center, but no action has been taken.

### VI. REPORT FROM THE CHAIR

Provost Barrett reported that 104 new faculty attended the New Faculty Orientation, including tenure track faculty, clinical faculty, and lecturers. Sixty-six of the new faculty are on the tenure-track. Some of these are replacements for faculty who have retired or resigned from the University. Others filled new positions.

The Provost views the salary increase as an indication that the University values faculty. As President Noren said, the highest priority in the coming year will be new faculty lines when additional money is available. The administration has set a benchmark to increase the number of tenure-track faculty lines by 2% per year in addition to replacing the faculty who have left.

Provost Barrett said that Wayne State participates in the No Worker Left Behind Program and she asked Ms. Simon, who works with the Program, to explain it to the Senate. Ms. Simon said that the state is willing to pay up to \$5,000 per year or

a total of \$10,000 to educate an unemployed worker, a worker who is about to be laid off, or an under-employed worker. The only caveat is that at the end of a two-year full-time or a four-year part-time program, the students must have completed a certificate, an associate degree, a baccalaureate degree, a masters degree, or a doctoral degree. Each department must submit its program to Public Policy, a company the state hired to certify the programs. Any departments that want to participate or want more information were asked to call Ms. Simon. She estimated that 100 to 150 students were participating in the program at Wayne State.

The Provost noted that enrollment is up for the fall term; final enrollment figures would not be available until September 17. As of September 8, 75% of the freshman cohort from last year returned. In fall 2008 the yield of the freshman cohort that entered in fall 2007 was 69%. Mr. Woodyard asked the reason for the increase in the number of returning students. Provost Barrett believed it was due to the reorgan-ization of the programs for at-risk students, the expansion of the learning communities, and the iStart Program. Mr. Woodyard asked that an analysis be done so the University definitely knows the reason for the improved retention rate.

The Provost also mentioned other factors and programs that have contributed to the retention of students. Retention is higher among students with higher ACT scores and higher high school grade point averages. Faculty involvement has improved student retention. Last year's student summit was attended by 250 faculty and academic staff who were interested in working with students. The Scholars Day program and the Honors Program have been very successful.

Mr. Volz asked the Provost what percentage of students receive financial aid and to describe the characteristics of that aid. Provost Barrett said that a high percentage of students receive Pell Grants of about \$5000, which does not cover all of their expenses. Generally, they need another \$3,000 or \$4,000 in addition to the Pell Grant. For the first time, the University is giving students whose families cannot contribute to their education the money they need to cover all of their expenses as determined by the federal government. The University is using the stimulus money. The students will get this support all four years if they maintain a B average.

The University, the Provost said, has 40 National Merit Scholars.

## VII. COMMITTEE REPORTS

### A. Annual Reports

The Academic Senate received the Annual Reports of the Facilities, Support Services and Technology Committee, the Faculty Affairs Committee, the Research Committee, and the Student Affairs Committee. The reports are attached to these Proceedings as Appendix C.

One of the areas within the purview of the FSST Committee is computing. Senate members commented on the inability to access Pipeline during the first week of classes. Mr. Wolfson said that in correspondence with the Provost and with Joseph Sawasky, the Chief Information Officer, he learned that there have been problems with access at the beginning of the term for the past few years. The Division of Computing and Information Technology is working to resolve the problem.

## VIII. IN MEMORY OF LOTHAR SPANG

Ms. Vlasopolos made the following statement in memory of Lothar Spang, a member of the Senate who passed away during the summer.

Lothar Spang received his B.A. from Wayne State University and his graduate degree from the University of Michigan. He spent his entire career in the Library System at Wayne State University. He was a tireless union worker, serving for a number of years until the time of his death as grievance coordinator for the academic staff of the AAUP-AFT. He was twice elected to the Senate where he served on the Elections and the Budget Committees and where he won election to the Policy Committee. Most importantly, unlike most people I know, Lothar never made an argument anywhere, at the Executive Board of the union, in his dealings with management, as an advocate for faculty in their library research, on the committees of the Academic Senate that advanced his self-interest. He was a principled and thus rare person. We have only begun to find out about the many charities that Lothar supported and for which he raised funds nearly single-handedly. Just to continue those extracurricular parts of his life would be a full-time job for someone else. He is missed by all who knew him.

## IX. NEW BUSINESS

There was no new business.

ADJOURNMENT: The meeting adjourned at 3:20 p.m.

Respectfully submitted,

Seymour J. Wolfson  
President, Academic Senate

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