

WAYNE STATE UNIVERSITY – ACADEMIC SENATE
Official Proceedings
February 5, 2020

Members Present: Keith Whitfield, Provost and Senior Vice President for Academic Affairs, Chair; Linda M. Beale, President, Academic Senate; Faisal Almufarrej; Jocelyn Ang; Leela Arava; Poonam Arya; Paul Beavers; Juliann Binienda; Cathryn Bock; Erika Bocknek; Leah Celebi; Wei Chen; Susan Davis; Richard Dogan; Alan Dombkowski; Kelly Dormer; Kelly Driscoll; Brian Edwards; Tom Fischer; Samiran Ghosh; Wanda Gibson-Scipio; Daniel Golodner; Smiti Gupta; Xiaoyan Han; Robert Harr; Lance Heilbrun; Marisa Henderson; renee hoogland; Arun Iyer; Barbara Jones; Thomas Karr; Mahendra Kavdia; Fayette Keys; Thomas Killion; Manoj Kulchania; Sarah Lenhoff; David Merolla; Bharati Mitra; Rayman Mohamed; Ekrem Murat; Sandra Oliver-McNeil; Victoria Pardo; Charles Parrish; Rachel Pawlowski; Sean Peters; Richard Pineau; Michele Porter; Avraham Raz; Shauna Reeves; Robert Reynolds; Brad Roth; Krysta Ryzewski; Ali Salamey; Berhane Seyoum; Naida Simon; Elizabeth Stoycheff; Scott Tainsky; Neelima Thati; Ellen Tisdale; Ricardo Villarosa; William Volz; Jennifer Wareham; Robert D. Welch; Hossein Yarandi; Fu-Shin Yu; Yang Zhao

Members Absent with Notice: Timothy Bowman; Tamara Bray; Pamela Dale; Victoria Dallas; Ewa Golebiowska; Michael Horn; David Kessel; Christine Knapp; Justin Long; Santanu Mitra; Stella Resko; Ronald Thomas

Members Absent: Peter Henning; Kristen Kaszeta; Wen Li; Krishna Rao Maddipati; T. R. Reddy; Jeffrey Withey

Others Present: Camille Bedford, Facilities Planning and Management; Robert Davenport, Associate Vice President, Facilities Planning and Management; Chirag Khimavat, Office of the Academic Senate; Grace Maves, Facilities Planning and Management; Mary Paquette-Abt, Fine, Performing and Communication Arts; Daryl Pierson, Sustainability Officer, Facilities Planning and Management; Zoe Pidgeon, Facilities Planning and Management; Karin Tarpenning, 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 1:40 p.m. The meeting was held in the Bernath Auditorium in the Undergraduate Library.

I. REPORT ABOUT ELEVATORS

Provost Whitfield introduced Robert Davenport, the Associate Vice President for Facilities Planning and Management (FP&M) to inform the Senate about efforts to repair the elevators.

Mr. Davenport thanked the Senate for providing time for the update and noted that there is a daily elevator update link on the FP&M website at facilities.wayne.edu/updates/elevators. There are 170 elevators on campus (129 passenger, 28 freight, and 13 dumbwaiters) with an average age of 23 years from the last modification. Modified elevators in old buildings are considered newer elevators. There is currently \$5 million in funding allocated for modernization/renovation of 17 elevators in 9 campus buildings, most of which are more than 20 years old. In addition, a consultant began in December to assess the condition of all elevators, with expected completion in June. Parking structure and housing elevators have been assessed and 85-90% of the needed repairs are door-related. If needed repairs are less expensive than expected, the campus can repair more.

State Hall, Hilberry, and the STEM building are undergoing major capital projects. A new elevator is being installed in State Hall and the other two are being renovated, with completion expected in March or April. The Schindler Elevator Corporation gives FP&M a daily report on elevator work that tracks non-functioning elevators and any patterns, providing a strategy for focusing efforts. At the same time, the Schindler contract is under review to determine whether the company's two mechanics on campus are sufficient. The Schindler campus office has also been moved to the FP&M building. AVP Davenport asked faculty and academic to contact him directly if they have any questions. (The PowerPoint presentation is attached to these proceedings as Appendix A.)

The Provost added that a FAB elevator is often down about every other day, making everyone aware of the need for quick response. Mechanics on site are likely overtaxed, so it would be good to increase the number of mechanics here, if possible, at least for this difficult period. Seeing mechanics at work on elevators gives people hope the situation will improve.

In response to a comment by Mr. Villarosa, Mr. Davenport said that we do not always need to modernize an elevator when a problem develops. The machines, the motors, and the rails are usually okay, but the controls may need to be addressed. One of the elevators in the Student Center Building has squeaky wheels resulting in a noise when the doors close. Repairing that is part of a robust preventative maintenance program.

Provost Whitfield and the Senate members thanked Mr. Davenport for his comments. The Provost suggested that he might return later in the semester to provide an update.

II. CONFIRMATION OF THE PARLIAMENTARIAN

Mr. Calkins, who served as the parliamentarian in the fall term, is on sabbatical. Policy Committee supported Mr. Ricardo Villarosa to serve as parliamentarian during the winter term. Ms. Wei Chen agreed to serve as parliamentarian if Mr. Villarosa is unable to attend a meeting. The Senate APPROVED the appointments.

III. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

December 4, 2019

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of December 4, 2019. Ms. Beale urged members to read Interim Vice President for Health Affairs and Dean of the Medical School Jack Sobel's comments as they are very important for the university. The Proceedings were APPROVED as submitted.

IV. REPORT ON SUSTAINABILITY

Daryl Pierson, the Sustainability Officer in Facilities Planning and Management, introduced Zoe Pidgeon, an intern in the office and a political science and economics major, Grace Maves, an environmental major, and Camille Bedford, an urban studies major. Mr. Pierson's office has taken a multi-faceted approach to address issues of energy, waste reduction, recycling, alternative transportation, and sustainable food systems. The Office of Sustainability is a liaison and facilitator to the President's Standing Committee on Environmental Initiatives. The Academic Senate appointed Elena Past, who chairs the committee. Mr. Pierson expressed his appreciation to Provost Whitfield for his interest in our waste reduction efforts noting a ripple effect when there is interest at the top.

The campus, Mr. Pierson said, is a mini city. The first sustainability plan was developed in 2007 and has had some small updates. In 2015-2016 the sustainability office developed a new 5-year sustainability plan to address academics, research, using metrics to improve reporting, energy conservation measures, green infrastructure, storm water management, a circular economy, waste reduction, mobility, sustainable food systems, procurement, engagement, and behavior change. The goal is to bring all the components into engagement, teamwork, and behavior change.

Mr. Pierson mentioned several initiatives: the green roof on the chemistry building, the farmers market, bike infrastructure, and the water filling stations. There are tickers on the water filling stations that show that 3.5 million water bottles have been diverted from being used.

The sustainability office performs an annual greenhouse gas inventory. Since 2014 we have reduced our carbon footprint by 19%, with a goal of 25% by 2022. The office is assessing waste habits in buildings to see what can be done to improve recycling. There is currently a 60% waste diversion goal but it may be adjusted to increase waste reduction. When procuring supplies and equipment, we should ask whether we are buying eco-friendly/energy star rated products, so the office works with procurement to adjust purchasing habits. The office also works with SEMCOG (Southeast Michigan Council of Governments) to address employee mobility solutions. SEMCOG has a commuter dashboard that will be integrated into Wayne State's system. Employers can use the system to find other employees in their community who can form carpools or find the closest public transportation and bike routes and track their carbon footprint.

The Green Warriors are student sustainability ambassadors. The Green Office certification program is a tool to help the campus community change the culture and make their offices more sustainable. It is a voluntary program. Employees can help by following a checklist of sustainable actions. When the office achieves a certain level of compliance with the list it can be rated as a silver, gold, or platinum office. The Green Warriors will help employees achieve the certification points, and they will check that they have complied with the list. This will engage students, staff, and faculty to create change within the university.

The materials to be recycled are sent to the city's Municipal Recycling Facility, but it is important to reduce the amount of materials we use at the outset. The Sustainability Office is talking with Aramark and Grounds Services about the use of single-use plastic. The office has also conducted zero-waste events with the Green Warriors. They buy compostable flatware, cups, and plates for the events. At the FP&M holiday party for 300 attendees, the diversion rate was 90%. Eighty percent of the items were compostable (including food waste), 10% were recycled, and 10% were waste. These events will be integrated into the Green Office program.

Ms. Pidgeon told the Senate that the Office of Sustainability has been looking at different aspects of community engagement regarding sustainability in offices and in events. The sustainability staff attended the conference of the Association for the Advancement

of Sustainability in Higher Education. Talking with people from other universities, they learned that having a format for Green Events was the major factor in creating a culture of sustainability. There is a guide for Green Events that, like the Green Office system, assigns points for following sustainable practices at events. Points are earned for waste diversion, using compost bins and recycling bins, energy saving practices, serving more vegetarian food than meat and dairy, and other steps that have a social, environmental, or economic impact. Universities can use sustainable marketing to attract people. Students, faculty, and staff at universities across the U.S. are concerned about sustainability.

Ms. Maves spoke about the importance of the initiatives. Reducing waste production and diverting waste to use as resources is important to combat climate change and to reduce the university's ecological footprint. Wayne State is positioned to become a leader in college waste reduction practices as we continue to craft an intersection between learning and sustainability. The Green Events program will provide tours to show how to integrate waste reduction practices at events. Last April in partnership with the student organization Take Back the Tap, a Green Event was held in the Student Center Building to celebrate Earth Day. They were able to divert 69% of the waste from a landfill. Waste-free pilot programs were conducted during the first annual Green Street Event in October and, as Mr. Pierson mentioned, during the FP&M holiday party. The majority of the waste from the party was compostable and was deposited at a local farm, with which the office will continue to work. Also planned is a compost pilot program starting with catering, the Gold 'n Greens cafeteria, and Freshii. These were chosen because much of the food scraps they produce are easier to break down in a natural environment. Through the office's connections with community partners it is working to set best compost practices for collection, transport and production with the goal of creating a closed loop system that would bring finished compost back to our gardens and landscape operation. In the past there was a disconnect between the waste produced and the natural systems that exist to salvage the materials into resources we can use.

One of the essential pieces of Green Events and the composting pilot are the Green Warriors. Ms. Bedford started as a Green Warrior and then was offered a position as an intern in the Office of Sustainability. Green Warriors is a student ambassador group for the Office of Sustainability. Eight students and two interns are in the group. The group promotes initiatives on and around campus that focus on education about sustainability. A group of Green Warriors worked with Keep Growing Detroit on farming initiatives. Students aid in the eco talks hosted for the public. They have

also hosted a program about the recycling process and the importance of recycling, the Green Street Event, and a sustainable craft night. They audited the use of the water refill stations and held a campus-wide cleanup last year.

Mr. Pierson announced that on April 22, Earth Day, all of the information about the Green Office and Green Event initiatives would be on the website of the Office of Sustainability: <https://facilities.wayne.edu/sustainability>. There will be information on Today@Wayne and other media. In March the office will begin promoting the launching of the initiatives.

Asked if the university had partnerships with the students in the public schools to participate in the sustainability initiatives on campus, Mr. Pierson said that high school groups help facilitate aspects of the farmers market. They work with EcoWorks, a non-profit organization in Detroit that provides services for community development and sustainability. One of their programs, the Youth Energy Squad, works on projects. Mr. Pierson has served on panels as a judge for different projects around the city. When Mr. Pierson goes into the community it is important that they know he is from Wayne State so students are aware of the university's presence in the community. The interns and the Green Warriors attend some of the Green Task Force meetings in the city that provide experiential opportunities for their professional development. Mr. Pierson would like to increase the university's engagement with students from kindergarten through 12th grade. Mr. Pierson's presentation is attached to these Proceedings as Appendix B.

The Senate thanked Mr. Pierson, Ms. Pidgeon, Ms. Maves, and Ms. Bedford for their presentation.

V. RESOLUTION REGARDING ACADEMIC TRANSPARENCY

In June 2019, the Policy Committee convened the Ad Hoc Committee on Academic Transparency. Paul Beavers, a member of the ad hoc committee, reported on the committee's work and presented a resolution for Senate consideration on behalf of the Chair, who is on sabbatical out of state. Associate Provost for Academic Programs and Associate Vice President for Institutional Effectiveness Darin Ellis will demonstrate the program at the March 4 Senate meeting, and Senate members will have an opportunity to discuss the capabilities and the quality of the product. Members will be asked to vote on the resolution at that time.

Policy Committee formed the ad hoc committee to explore issues that may arise with the use of Academic Analytics. They charged the committee to look at the quality of the databases, the nature of the proprietary

algorithm, the process used to access the data, who was accessing the data, what they were using it for, and the cost to the university. The committee had two exploratory meetings with Darin Ellis, Daren Hubbard, the Chief Information Officer and Associate Vice President for Computing and Information Technology, and Meihua Zhai, Assistant Vice President, Office of Institutional Research and Analysis.

The committee focused on two products: Academic Analytics and Academic Performance Solutions. There are other transparency issues being discussed on campus and the ad hoc committee believes those issues should be assessed by a standing committee. Academic Analytics has two components. One is the Discovery Suite that the company identifies as helping administrators and faculty members find subject matter, experts within an institution or externally, build diverse teams, and identify funding opportunities. The other component is the Faculty Insight module that, among other features, provides pre-populated faculty profile pages, a profile-editing tool with which to add additional scholarly activity, and targeted funding opportunities. The benchmarking suite essentially allows us to compare schools, departments and so forth based on the faculty productivity data. The important thing on this slide is the pre-populated profiles. The profiles are developed by a process that often is described as scraping the Internet to find data regarding faculty-authored articles, books, and creative endeavors. The precise nature of what was scraped was not made clear to the committee. The term "scraping" sounds as though they used Google or Google Scholar. As a librarian, Mr. Beavers thinks they may have used Web of Science or Scopus to pull the data into it. That makes a difference in the quality of the database. Mr. Beavers suggested that people look at the publicity material for Academic Analytics at Academicanalytics.com. The cost for 4 years of Academic Analytics will be \$754,300. A 5-year subscription to Academic Performance Solutions, which primarily has student data, is \$807,500. Ms. Zhai wants to develop a version of a tool that will do what Academic Performance Solutions does. If we develop our own product it builds our capability and addresses the worry of an outside firm essentially being paid to gain access to data from the university.

Several of the committee members inspected their records and found the coverage uneven. There were articles that should have been in the database and books that should not have been included. Information was slightly confused. The publications in law journals are not included at all. The databases for faculty in the fine and performing arts do not include the exhibitions and performances that count towards their productivity. If faculty have access to the records, they will be able to correct the content. Corrections to the data would

benefit the university as well as the company because the correct data would make the resources more valuable.

Darin Ellis had informed the group that the contract with Academic Analytics limited access to deans, chairs, and administrators and would not permit access to individual faculty, other than their own profiles. He did indicate that there would be a series of training sessions on the database beginning in March. (When committee members accessed their own record as a dean would access it, they found they were able to see everyone's record.)

The nature of the proprietary algorithm was not readily available, and the group was informed that it would not be shared with the faculty. Those with access, however, can manipulate the weighting factors for elements within the program to get different types of measures of faculty productivity as considered appropriate to a faculty member's field. When used for benchmarking, the database provides a z-score normalized from -1.0 to +1.0. The ability to benchmark individual faculty against certain recognized indicators to determine scholarly quality was featured as providing a way to identify a faculty member who might be a good candidate for an academic award, although it could also serve other purposes. The ad hoc committee was unable to document any substantial administrative use of this product at this time. It was introduced to both the Policy Committee and the ad hoc committee as being relatively new.

Academic Analytics' potential to support positive outcomes and strategic thinking was demonstrated. Darin Ellis also strongly emphasized that Academic Analytics would not to be used as the sole measure of productivity but was meant to be part of a decision-making package. If a benchmarking tool can have a positive impact, it also can have a negative impact. If administrators have sole access to this product, faculty will not know when the data has had a negative impact on their position, or how the factors had been weighted to produce that result. Benchmarking also could result in either positive or negative evaluations for schools, colleges, or departments.

Accordingly, the ad hoc committee recommends:

1. That a faculty oversight committee be appointed and granted access to the Academic Analytics and Academic Performance Solutions on par with that granted to deans, chairs and administrators, to monitor the database algorithm for errors and completeness. This committee would report to the Academic Senate at least once per year regarding issues that may relate to the database or algorithm.

2. That a policy be established to require administrators to share benchmarking reports with faculty members whenever those reports are used in tenure, promotion, or selective salary decision-making. Affected faculty members and departments must be made aware of the use of benchmarking algorithms if they are used in the tenure/promotion/salary processes.
3. That when the benchmarking tools are used to implement budget reductions or enhancement decisions, reports from the benchmarking suite be shared with the contractually mandated budget committees at the department, college or university level. Besides benchmarking affecting individual lives, it can be part of the planning for how departments, schools, and colleges are developed. As part of our oversight and shared governance we need to know when this is happening. This is written with something very specific in mind but the spirit of the resolution is that when it affects a unit, we need to know about it as part of the shared governance of that unit.
4. That appropriate training/information materials be provided to faculty members so that those faculty members will be able to understand the nature of the information systems and/or be able to monitor their own records.

At the March Senate 4 meeting the Senate will vote on the resolution urging the administration to implement the ad hoc committee's recommendations.

Mr. Parrish asked if limiting access to the information was a policy of Academic Analytics or if it was in the contract between the university and Academic Analytics. Mr. Beavers replied that Mr. Ellis said that it was in the contract Ms. Beale recalled that the Policy Committee was told that the issue was a limited number of licensed access points, not a per se limitation under the contract to administrators. Policy had therefore suggested that a small number of faculty (2-5) should be given access and still come within the licensed number.

Mr. Parrish asked that the Senate be given a copy of the contract. Provost Whitfield said that he would look at the contract and, if possible, give it to the Senate. He also said that there is a great deal of information faculty can access. The accuracy of the information varies when you scrape the web. He thinks limiting access was related to Academic Performance Solutions. To prevent conflict among colleges limitations were put on the amount of information about other colleges that deans can access.

Mr. Parrish sees danger if administrators have access to a very powerful tool to play units and supervisors against one another when the information cannot readily be checked by the Senate. If necessary, faculty can

request records by filing a FOIA. He does not trust the administration with sole access to this type of policy. His concern is not necessarily with the present administration but as a general principle faculty need to be able to check administrative decisions, particularly when they can be detrimental to individuals, departments and the institution. In addition, Mr. Parrish objected to expenditure of more than \$1.5 million for the program.

Ms. Beale added that individual faculty are readily able to look at their own posted profiles based on an aggregation of public data, but faculty have reported that their profiles have been almost uniformly inaccurate. Of course, when faculty correct their profiles, they are providing data correction, for free, to the company that is using that data to sell comparable data to different schools. Ms. Beale finds the commodification of the faculty's own data and the use of that data to be worrisome. A recent book titled "The Age of Surveillance Capitalism" talks about empires being built on commodification of personal data. Ms. Beale understands that we cannot access the Discovery suite, which provides the benchmarking function, and that is the key part that requires oversight. That is why she is very supportive of having a small Senate group that has the same access and training as deans and chairs in order to work with the system to see how it can be used positively or negatively. Further, whoever uses the system—whether deans, chairs, or vice presidents—should print the reports generated and provide those reports to the unit and the faculty member so that there is an archival record. If faculty do not receive a copy of such a record, there is no transparency. Ms. Beale is very supportive of the recommendations of the ad hoc committee to establish appropriate oversight.

Provost Whitfield commented that deans are required to share information with their faculty, and when that does not happen, he moves to correct the problem. Tools such as Academic Analytics are valuable. You want to make sure that an individual's information is protected and not shared widely, as we protect information in confidential faculty files today. That said, the Provost supports all of the committee's recommendations. The first recommendation may be the most important. Most faculty probably will not want to become expert at using Academic Analytics. Administrators will have many uses for it such as benchmarking and strategic planning. Whether they have that tool or not, these are things that should be discussed with faculty and should come from the consensus you get from faculty. They are a unique way to find information with which to compare ourselves with other institutions and to see where we are now and where we need to go. We have already used Academic Analytics to put forward faculty for awards. We were able to compare the work of one of our faculty members to a recipient of the award. There are reasons to use

the tool and reasons to have a special committee with the expertise to see what opportunities are available to improve our university.

We have been talking about safeguards. Academic Performance Solutions (APS) gives us the opportunity to look at our finances, our students, and classroom management. It was our plan from the beginning to do what the APS software does. Chief Information Officer Daren Hubbard had said it would 3 years to put it together and we would need an example of how to do it. We learned how to do it and are now using tools like Microsoft Power BI. It has been a good investment teaching us how to create our own software. The Provost doesn't think we can do that with Academic Analytics, but APS is an example of what we can do without consultants. We should build our own capacity. The Provost would like to stop using APS by the end of this year. As the university transitions to RCM that type of information is important. That is why the information should be shared. When making budget decisions and departments want to understand why they're being asked to reduce the number of course sections, the information will help people to understand the reason. If there are three students in two sections and 20 students in the third section, you see the need for change. It is not about accountability; it is that we want to share information so everyone can participate in making decisions that may affect faculty.

Ms. Bock said it would be helpful to know what information will be collected for faculty and for students. A few years ago the School of Medicine implemented Faculty 180. Faculty were told they could update their profiles but that undertaking was not trivial. There was a dropdown menu for everything on your curriculum vita. When your CV is in the double digits updating it takes hours of work. What information is being tracked, what is expected from faculty? Some faculty have administrative assistants to do the work but some don't. For the faculty who did not have assistants the work was outsourced overseas. The people overseas parsed the CVs and entered data. Most of the data was incorrect and had to be fixed. It would have been easier for faculty to do the work themselves. Ms. Bock also serves on the promotion and tenure and salary committees for her department. She receives the reports generated by Faculty 180. There is huge variability in the accuracy of what faculty put in. For every activity in which faculty engage they have to put in the start month and year and the end month and year. Many people don't put in the month and year so it looks like they have 30 clinical trials open since 1972 but they enrolled only two people. How important is it that the information be correct that faculty include? If decisions are based on the information faculty put in Faculty 180 it won't be accurate. When you need information about a faculty member, you always go back to the CV for the

most accurate information. Provost Whitfield said that Faculty 180 had a different purpose. There was an effort to try to make things uniform. A faculty workload piece was connected to it.

Ms. Bock said that it would be nice to have reassurance that Academic Analytics will not be the same traumatic process. Provost Whitfield said that faculty are not required to provide information because it is not used for evaluation purposes per se. Faculty 180 is designed to track people's work and evaluate them. One of the major benefits of Academic Analytics is to compare Wayne State to the other 400 or 500 institutions. For example, how many oncology faculty do we have compared with other institutions. We could compare how long it takes our faculty to get tenure compared with similar institutions. The two programs are used for very different purposes. Academic Analytics could be used for evaluations but that is not its purpose. When it is used for evaluations the individual should be told that it is the source of the data. The faculty can point out that it is not to be used for that. The intention is to use the information to strategize. For example, we have a lot of work around health. The Provost would like to compare Wayne State with other institutions that are known for programs around health and strategize how we can improve.

Another member questioned investing \$1 million in a software product for which the administration has shown no substantial use when access to electronic journals has been reduced. He is confident that the faculty could show substantial need for electronic journals. He asked if Academic Analytics takes into account in faculty comparisons their service on committees, study sections, and the senate. Provost Whitfield said they would get greater granularity about what it provides but the product considers only publications, awards, and grants. Addressing changes in the purchasing of electronic journals, the Provost said that the Libraries is unbundling the journals it purchases, since the Elsevier bundles were expensive though many were not used. We are continuing to purchase individual journal subscriptions. Librarians met with faculty and with library committees in the colleges to find out which journals faculty use. Ms. Beale said the Libraries found that if they did not aggregate the journals they would be able to buy more. The journals that are rarely used still will be accessible. A detailed report about the unbundling of journals is in the Academic Senate Proceedings of October 2, 2019.

Mr. Beavers said that as a librarian he uses benchmarking data to make decisions and make arguments. You have to be very careful, however, about the quality of your data. He has also been involved in budget hearings that compare how much our Libraries spend on materials versus our identified peer institutions.

There have been situations where he has argued for changes in the collection based on the balance between one-time purchases and serials—and he has been able to cite information from other institutions that are like us. You always have to be very careful of the quality of the data and take it into consideration with other factors and your own insight into the working of your institution but databases can be valuable tools. Mr. Beavers thinks that part of what Mr. Ellis will talk about is the need to raise a kind of data literacy for making administrative and strategic decisions using these kinds of products. That, Provost Whitfield said, is why he supports forming a committee of faculty with that level of sophistication and understanding. We also rely on Institutional Research for assistance.

Mr. Reynolds mentioned that generally in making such purchases one checks whether our peer institutions are using it and what their experiences have been. Were universities in Michigan or elsewhere in the U.S. contacted? The Provost said that other universities were contacted. He was at a university that used such a product for many years.

Mr. Parrish said that a product such as this does not operate in a vacuum. There is a political context to almost all policies. In the last three years there was an attempt to denature a large number of faculty members using the tools that were available at the time for determining comparative productivity. The administration reviewed salary submissions and came up with what basically was a hit list. Another situation involved parking records. When people sign up for parking on campus they don't think that the number of times they use their ID card to enter a parking structure or lot will be used against them by the administration. Incidents such as these have made Mr. Parrish suspicious. Academic Analytics needs to be understood by the Senate to see how it may affect AAUP-AFT members.

Provost Whitfield said the information, which is the same data used for merit increases, is available. The difference is how it is used. Academic Analytics is a better tool than other such tools. He tied it to the question about journals. In the past it was very important to get your work published in the top journals because of their reputation and because everyone had the journals. To a large degree journals are now electronic. Even if you publish something in a less prestigious journal, the article will be findable in an electronic search. We have to determine what benefits and advances Wayne State. The governance around the tools is pretty well covered in the recommendations. We have to address the concerns in ways that are fair, equitable, and transparent.

Mr. Edwards asked if there is a similar database for administrative productivity. How do we compare

elevator repairmen, the number of project managers, and the number of people working in tech transfer? How do all the components of our administration compare with adjacent universities? It is all involved with the transfer of money and priorities. The Provost answered that if you have not seen the tool it is hard to judge it. Facilities Planning and Management is trying to be more transparent and trying to disseminate information and the decisions that are made. We can compare our university with other institutions but we are not the same as other institutions. Some of the decision-making based on data still needs to be contextualized. When using tools and data to make decisions discernment must be part of the process.

At the March 4 Senate meeting, members will be asked to vote whether or not to approve the recommendations of the Ad Hoc Committee on Transparency.

IV. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

Capital Campaign

Ms. Beale reported that the Division of Development and Alumni Affairs has begun preparing for the next capital campaign. We need external fundraising to support activities for which we otherwise do not have funding. Ms. Beale is a member of the steering group. They are asking the university community to submit ideas to support the campaign. When the formal announcement is sent out, Ms. Beale asked people to see if there are opportunities to support their research.

Undergraduate Research

The Advisory Subcommittee on Undergraduate Research Funding submitted its report to Senior Associate Provost Monica Brockmeyer in mid January. It is a thorough review of the existing Undergraduate Research Opportunities Program and ways to enhance and expand research opportunities for undergraduate students. The Provost has looked at his budget to support the program and he is pressuring other vice presidents who should support research for undergraduates at an urban research institution to recognize its importance and provide financial support for undergraduate research. Policy Committee will meet with Ms. Brockmeyer to advocate for implementation of the recommendations in the committee's report.

Bartleby Learn

At the December 4 Senate meeting, Ms. Beale mentioned that our Barnes & Noble bookstore was incentivizing students with \$5,000 to subscribe to Bartleby Learn, a service that provides answers to homework problems and sample essays. Members of the Curriculum and Instruction Committee and the Policy Committee were given access to Bartleby Learn and found that it does not function as Jodi Young, the Manager of the bookstore, and Timothy Michael, the Associate Vice President for Student Auxiliary Services, had told them. Bartleby Learn provides full answers for textbook problems from teacher's manuals and then lists the steps to arrive at the answers. It encourages students to plagiarize by copying the answer. It does not have the expert authority that PC was told was behind the tutoring. Policy Committee members found essays written by students and very poor responses to questions that weren't in the teacher's manuals. Policy Committee is concerned that the bookstore is incentivizing a service that seems to tell students that getting answers anywhere, plagiarizing, and using an essay written by someone else is okay. All of these things go against our view of appropriate pedagogical techniques. Policy Committee will continue the discussion and hopefully achieve some pullback from Barnes & Noble.

December 6, 2019, Board of Governors Meeting

Ms. Beale sent a statement to the Senate members about the December 6 Board of Governors meeting because it was very disappointing that it was conducted as if it were a high school pep rally with buttons with the President's initials being passed out, administrators crammed into the room and cheering. There was a letter from a state deputy attorney general that was presented in an unclear fashion. As an attorney Ms. Beale thought the statement was very hedged. It is good that Kim Trent, who served as the chair of the Board, has resigned and a new member, Shirley Stancato, has been appointed as the replacement. Ms. Beale hopes the change will be positive for the Board of Governors.

Meetings with President Wilson

President Wilson is holding luncheons with members of the Senate. Ms. Beale hopes members will accept the invitation and ask questions so they understand where the President stands on issues of importance to the Senate and help him understand the Senate's views on issues.

January 31, 2020, Board of Governors Meeting

One of the items on the agenda for the meeting was the report of the fees the university paid to consultants and licensing fees. The expenditures can be useful and efficient but it can appear as though the university is outsourcing work that administrators are paid to do.

B. Proceedings of the Policy Committee

The Senate received the Proceedings of the Policy Committee meetings of December 2, 2019, December 9, 2019, January 6, 2020, and January 13, 2020 (Appendix C).

January 6, 2020

As of January 5, 24,000 students were enrolled for the winter term, which is lower than in winter 2019. Policy Committee has not received an update about enrollment since that date. There was a decline in overall enrollment including a drop in graduate enrollment. Ms. Simon asked the Provost if Policy Committee could get the census for the winter term.

January 13, 2020

The committee met with Daryl Pierson and talked about sustainability. They are impressed with the changes and activities that are making campus more sustainable. The climate survey showed that many people are concerned about bullying and intimidation and how to address the issues. At the January 27 meeting, Boris Baltes, the Associate Provost for Faculty Affairs and Associate Vice President of Academic Personnel, and Policy Committee talked with Policy regarding developing a policy statement to address the issues. That is difficult because of the lack of a clear definition and the need to protect civil rights and workplace rights. Policy wants to provide some guidance about bullying and why people should be aware of it.

VI. REPORT FROM THE CHAIR

Board of Governors

Provost Whitfield said that Kim Trent resigned from the Board of Governors to accept a position in Governor Whitmer's administration. Ms. Trent's position will have implications for higher education. She can be an advocate for the university. He believes Governor Stancato will add value to the Board. She is familiar with the university. The deans make presentations at Board meetings and talk about what is exciting in their college. Provost Whitfield is hopeful that we can get past some of the stalemates. The Board members are

responsible for voting their conscience. Hopefully, we can provide them with the information to make decisions that will move the university forward.

The Budget

The most important decision the Board undertakes every year is the university budget and how we work with the tuition increase the Governor proposes versus what the Board decides versus what the university administration proposes based on what the schools and colleges say they need. Those are very hard decisions because as an institution we have shown ourselves to value affordability but it costs to run an institution and the costs change every year. Those decisions are never easy but the more conversations we have about them the better our decisions will be.

Hiring of Faculty

The Provost has tried to find ways to advance the university by focusing on the strengths within our faculty. With limited funding for new positions, two years ago he asked the faculty in what particular area we should hire faculty. One of the most popular suggestions was big data and data analytics. In addition the faculty who were working in the areas of big data and data analytics, about 100 to 120 faculty, met as a group and had town hall meetings talking about the intersections of what they do and identified possible collaborations. This year's hiring is on the social and behavioral determinants of health. Faculty from around campus will be invited to talk about ways to create more synergies and strengths around that area of research. Provost Whitfield believes the way to control our costs is to limit the number of new hires. He has changed the policy that required the schools and colleges to give back their unfilled positions to the Provost Office. When we lose faculty due to retirement or retention those positions stay within the college. We do have to hire a small group of new faculty so the Provost is trying to be strategic about hiring. The intention is to have programs for which we can easily say we are known because we know the strengths of our current faculty and we are adding to them by hiring new people. It improves our reputation. The Provost plans to continue this process next year because he does not anticipate having new faculty slots when we have other budgetary needs.

Enrollment

Students seeking a college education have to see Wayne State as an option because we have great programs and great faculty. As a research one institution Wayne State is an economic driver for the community and a contributor to knowledge. Students benefit from being at a research institution. We should

consider how to better integrate research opportunities into the curriculum. We have some boutique programs where students demonstrate the research they are learning. We need more such programs.

Provost Whitfield thinks that one reason that we have challenges in our budget and disinvestment in education is because people don't understand the value of a college degree. We have to communicate better and represent ourselves better to tell people the benefits of coming to Wayne State. As an urban research university we have to distinguish ourselves for what students can get here that they cannot get elsewhere.

NEW BUSINESS: There was no new business.

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

Respectfully submitted,



Linda M. Beale
President, Academic Senate