

WAYNE STATE UNIVERSITY – ACADEMIC SENATE
Official Proceedings
September 11, 2019

Members Present: renee hoogland, Chair Pro Tem; Linda M. Beale, President, Academic Senate; Faisal Almufarrej; Jocelyn Ang; Leela Arava; Poonam Arya; Paul Beavers; Juliann Binienda; Cathryn Bock; Timothy Bowman; Tamara Bray; Stephen Calkins; Leah Celebi; Pamela Dale; Victoria Dallas; Susan Davis; Richard Dogan; Kelly Dormer; Kelly Driscoll; Brian Edwards; Tom Fischer; Samiran Ghosh; Wanda Gibson-Scipio; Ewa Golebiowska; Daniel Golodner; Siobhan Gregory; Smiti Gupta; Xiaoyan Han; Robert Harr; Lance Heilbrun; Marisa Henderson; Peter Henning; Michael Horn; Arun Iyer; Barbara Jones; Kristen Kaszeta; Mahendra Kavdia; David Kessel; Fayette Keys; Christine Knapp; Manoj Kulchania; Sarah Lenhoff; Wen Li; Justin Long; David Merolla; Bharati Mitra; Santanu Mitra; Rayman Mohamed; Ekrem Murat; Sandra Oliver-McNeil; Victoria Pardo; Charles Parrish; Sean Peters; Richard Pineau; T.R. Reddy; Shauna Reeves; Stella Resko; Robert Reynolds; Brad Roth; Krysta Ryzewski; Berhane Seyoum; Naida Simon; Elizabeth Stoycheff; Scott Tainsky; Ronald Thomas; Ellen Tisdale; Ricardo Villarosa; William Volz; Jennifer Wareham; Robert D. Welch; Jeffrey Withey; Hossein Yarandi

Members Absent with Notice: Erika Bocknek; Alan Dombkowski; Thomas Karr; Prahlad Parajuli; Rachel Pawlowski; Avraham Raz; Ali Salamey; Yang Zhao

Members Absent: Wei Chen; Krishna-Rao Madipatti; Fu-Shin Yu

Others Present: Thomas Anderson, Liberal Arts and Sciences and Liaison, Union of Part Time Faculty (UPTF); Boris Baltz, Associate Provost for Faculty Affairs and Associate Vice President of Academic Personnel; Sean Campbell, Facilities Planning and Management (FP&M); Annmarie Cano, Associate Provost for Faculty Development and Faculty Success; Ashley Flintoff, Director, Planning and Space Management, FP&M; Lauren Grzibowski, Fishbeck, Thompson, Carr & Huber, Inc.; Chirag Khimavat, Office of the Academic Senate; Amanda Levitt, Liaison, Graduate Employees Organizing Committee; Mary Paquette-Abt, Fine, Performing and Communication Arts and Liaison UPTF; Karin Tarpenning, Liberal Arts and Sciences and Liaison UPTF; Barrett Watten, Liberal Arts and Sciences; M. Roy Wilson, President; Angela Wisniewski, Office of the Academic Senate

CALL TO ORDER: This regularly scheduled meeting of the Academic Senate was called to order by the Vice Chair of the Senate, renee hoogland, at 1:30 p.m. In the absence of Provost Whitfield, Ms. hoogland served as the chair of the meeting.

I. INTRODUCTION OF NEW MEMBERS

Ms. hoogland introduced the new members.

II. STATE HALL RENOVATION

Ashley Flintoff, the Director of Planning and Space Management in the Office of Facilities Planning and Management (FP&M), explained that the university will submit the renovation of State Hall, the primary general purpose classroom building, as its capital outlay budget request to the state for the fiscal year 2021 budget. This renovation was considered important in the master plan and had been a high priority for the Policy Committee for several years. The entire building will be renovated, but the project is now only in the early stages. The team is gathering feedback. They've met with faculty, Academic Senate members, some students, and some administrators. They will continue to engage members of the university community as the work progresses. Once the funding is set, FP&M will go into full planning for the project and they will solicit in depth input from faculty.

Ms. Lauren Grzibowski, an architectural designer with the firm Fishbeck, Thompson, Carr & Huber, Inc., told the Senate that the plans would evolve as the work progresses. Data based on the master plan and on the registrar's records showed that we need at least nine more classrooms in State Hall that hold between 21 and 40 students. We probably have too many very small classrooms and too many medium-size classrooms. Ms. Grzibowski talked with the registrar and with faculty to determine if the data were correct. She thinks the space can be designed for today's needs as well as to meet changes in the future. Rooms can be constructed so two small rooms can be turned into one large classroom by opening temporary walls. Most floors will undergo major renovation. The top floor was redone recently and may only need simple upgrades.

The plan includes having "collision" or touchdown spaces where students and faculty could meet prior to class, where students might meet with study partners, or that could be used for individual study. Team rooms could be constructed for use by small study groups or where faculty could meet with colleagues or students between classes. The plan will utilize space in the hallways that is underutilized now. The second and third floors will have the same layout so people can find their way through the building easily. A plaza could be constructed outside the building on Cass

Avenue for use by students, faculty, and community members.

On September 20 the university will submit the capital outlay request to the Board of Governors and, if approved, to the state legislature by October 31. The university will request the maximum amount from the state, which is \$30 million. They are still working out the total amount of the project [set in Board documents as \$85 million]. Once the request is submitted to the state, the plans will be put on hold until the funding is known. Generally the state would notify the university in summer if the request were approved. When the funding is known, the planning process will restart and the team will seek more faculty input. They will talk with as many faculty as possible who teach in State Hall to understand the needs. They will retest the data to see if anything should be changed. If funding is approved, the planning and design process could begin in the fall of 2020. If the state does not fund the project, President Wilson said the university would look elsewhere for funding because State Hall is a priority. The university owes it to the students and faculty to provide 21st century learning spaces. Ms. Grzibowski gave a rough timeline for construction with the work beginning in fall 2021 and completed by fall 2022.

Asked if there would be active learning spaces on the second and third floors, Ms. Flintoff said they want to find out from faculty how their teaching matches with the way the classrooms are laid out or if other designs should be used. Renovation includes the electrical and mechanical systems and making the building watertight. In the meantime, most of the classes scheduled in State Hall can be accommodated in other buildings. Departments that have their own classrooms will be asked to allow other departments to use the rooms. In response to a question about the use of sliding doors in classrooms, Ms. Flintoff said that building technology has improved greatly in the last 15 years; dividers absorb sound much better than previously. Every classroom would not have dividers. This is where a deeper dive into the faculty's needs would be done to understand what they need. There are classes where sound from the room next door can be disruptive. The acoustics are important and have to be considered in the planning. Furniture, Ms. Flintoff said, is a huge piece of the planning and where they will seek feedback.

Ms. Beale thanked Ms. Flintoff and Ms. Grzibowski for the presentation and expressed her appreciation for the fact that FP&M has been responsive on this issue, including establishing an advisory committee with 8 faculty members, and is trying to accommodate faculty needs. Ms. Flintoff invited the Senate members to contact her or Sean Campbell if they have questions.

Ms. Dallas commented on the condition of elevators. Although FP&M is considering moving classes from State Hall to Old Main and Manoogian Hall, Old Main has one elevator that works occasionally and Manoogian is down to only one working elevator. Ms. Flintoff said that FP&M is working very hard to address the problems with the elevators. They know that 20 elevators across campus have major problems. They're trying to bring a consultant to campus to look at every elevator (there are about 200), diagnose the problems, how they can be fixed, the cost, and the timeline for repair. Part of the delay in repairs is that there are only three elevator companies in the U.S and the standard time for parts is 16 to 20 weeks.

The Senate thanked Ms. Flintoff and Ms. Grzibowski for their presentation.

III. ELECTION OF THE POLICY COMMITTEE

Ms. Simon, the Chair of the Elections Committee, explained the purpose and work of the Policy Committee.

The Policy Committee is the Senate's steering committee or executive committee. It is a wholly elected body by the members of the Academic Senate. The Senate President, whom we elect in the spring, organizes the Policy Committee's activities. Seven members are elected, two are returning and five are new or re-elected. The University Provost is an ex-officio member of the Policy Committee and the President of the AAUP-AFT is a liaison to the committee.

The Policy Committee is an important piece of shared governance between the administration and the faculty and academic staff. The Academic Senate is the official way by which the faculty and academic staff of the university can express to the president of the university and the Board of Governors their opinions and judgments on matters of educational policy affecting the entire university community. Policy members are representative of the Senate as a whole and is a place where members can raise issues of importance that may be difficult to raise within particular administrative or school and college units. Members of Policy must be prepared to take positions on issues to protect shared governance that are sometimes contrary to their particular chairs and/or deans because we represent those faculty and academic staff throughout the university and work to make the university a better educational enterprise.

Policy meets most Mondays during fall and winter semesters and on some Mondays during the spring and summer terms usually from 1:30 to 3:30 pm.

Nominated before the meeting were Paul Beavers, Librarian IV, University Library System; Victoria Dallas, Academic Services Officer IV, Communication, Fine, Performing and Communication Arts; David Kessel, Professor, Pharmacology, Medicine; Brad Roth, Professor of Political Science, Liberal Arts and Sciences; William Volz, Professor, Accounting, Mike Ilitch School of Business. Ms. Simon opened the floor for additional nominations. Hearing none, it was MOVED and SECONDED to ELECT THE CANDIDATES BY ACCLAMATION. PASSED.

Only Mr. Beavers, Ms. Dallas, and Mr. Kessel were eligible to run for the three-year term. They stated their reasons for seeking election. The vote was taken by secret ballot. Mr. Kessel was elected to the three-year term.

IV. APPROVAL OF THE PROCEEDINGS OF THE ACADEMIC SENATE

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of May 8, 2019. PASSED.

V. REPORT FROM THE SENATE PRESIDENT

A. Report and Announcements

Ms. Beale sees her report as the state of the Senate's view of the "state of the university." Many things have happened in the last year that are worth noting and thinking about their implications and what the role of the faculty and the academic staff is and should be in connection with them. On this 18th anniversary of the terrorist attacks on the United States it behooves us to approach our discussions today with gravitas as we think about the Senate's place in the university and the university's place in the state and the world. Ms. Beale's concern is the increasing evidence of corporatism within the university and the corresponding increasing importance of our role in shared governance and assuring that shared governance continues.

One of the things the Policy Committee has dealt with this past year is our urgent request to the administration for greater transparency in decision making and processes within the university. We spend a great deal of money on consultants and often much of that consultant work is done in secret. We spent a great deal purchasing databases and some of those represent considerable concerns. As a result of the use of two databases—"academic performance" that looks at students and "academic" analytics that looks at faculty, the Policy Committee decided that there were enough issues of concern

especially in how the reports that might be generated could be used but not seen by the faculty about which they were generated, that we established a task force on transparency headed by Allen Goodman from the Department of Economics. They will meet with key administrators and make recommendations to Policy. Policy Committee has asked for their recommendations by the end of this term. It may be that we should make that a permanent committee of the Senate so we have a focus on issues that call for more transparency in a regular way.

For some time, the Senate has talked about the need for greater consultation. One example was a proposal from the Student Senate about open educational resources (OER). The Senate's Faculty Affairs, Student Affairs, Curriculum and Instruction, and Policy Committees had been discussing OER with librarians and others for the last eighteen months. The Student Senate proposed incentivizing faculty to write textbooks for advanced courses. There was no consultation with faculty. The proposal calls for a small group of administrators and students to decide which faculty would receive the grants to write the text. The Policy Committee was somewhat chagrined that President Wilson had funded the proposal with \$50,000 without consulting the Senate or faculty in general or considering issues regarding lack of royalties, lack of relevance for promotion and tenure purposes, and lack of peer review if an assistant professor were to undertake writing an OER textbook. Ms. Beale discussed these concerns with President Wilson and urged that more consultation take place. Policy Committee urged Provost Whitfield to use the Educational Development Grant Committee to review proposals and decide which ones should be funded. That committee is formed according to Article XXX in the Agreement between the university and the AAUP-AFT and includes a diverse group of faculty competent to make these kinds of awards. Ms. Beale has not heard definitively that this will be done.

Another consultative issue that occurred this spring was the discontinuance of the University Research Opportunities Program (UROP) as it existed, without any consultation with the Policy Committee or faculty who had participated in the program. The UROP and the McNair Scholars Program were to form a partnership that would be directed differently. This raised a number of concerns. The details of the new program were vague. It was not clear if the students who had been eligible for UROP would be eligible for the new program. Upon question, it turned out that at least 55% of the

students who had applied and received UROP grants would not be eligible under the new program. After discussion at Policy, there was an agreement to enhance and expand the current UROP. This has been, at least tentatively, a successful initiative. Professor Roth is chairing a subcommittee to investigate how the enhancement and expansion will work. He'll give a report on the subcommittee's work at a Senate meeting later in the fall.

Ms. Beale next addressed the issue of the Medical School and the schism within the Board of Governors. She had read the letter of intent to affiliate the Medical School with Henry Ford Health System. It would move several of our most prestigious research institutes and our graduate medical education program to a separate partnership board. It required a \$11 million upfront contribution to the new enterprise and it wasn't clear how the institutions would work together. There is concern about the affiliation of University Pediatricians, the pediatricians' practice plan, with Central Michigan University and the subsequent forming of Wayne Pediatrics to retain some and add others to replace the pediatricians who left Wayne State. Half of the Board of Governors, purporting to act as a quorum by counting President Wilson, a non-voting ex-officio member of the Board, approved the purchase of a property on Mack Avenue to house Wayne Pediatrics and the University Physician Group. It's very concerning, Ms. Beale said, that a quorum doesn't include a majority of the people who are entitled to vote and act. She thinks the principle that was violated by the decision to consider a quorum present by including President Wilson could be very harmful over the long run. If members want more information on this issue, they may contact Ms. Beale.

Among the documents given to the Senate members were memos and reports about academic freedom (Appendix A). These items contain background information to explain how three issues of concern came into play. The Policy Committee members are not investigators. The background information is what is publicly known and publicly available. The memos focus on the actions of the administrators, which are of great concern. Returning Senate members are familiar with the issue involving the Office of Internal Audit. The issue was the demand made to an employee to account for every day when that employee had not used the voluntarily purchased campus parking over a 4-plus-year period. Policy Committee found this problematic for many reasons. Sixty-one percent of the anonymous tips made to the Audit Office are made in spite. Policy is concerned about

due process because an initial inquiry was not done prior to a full-scale investigation. There is a concern that parking is being used, which the Policy Committee thinks is per se inappropriate but certainly inappropriate without notifying people that their voluntary purchases on campus can be used for such purposes. One wonders if every time you make a purchase on campus it can be used to track what you have done. Policy Committee addressed its concerns in two memos and a unanimous resolution, which essentially was a censure, at the May 8 Academic Senate meeting. President Wilson did not respond to the memos. He ultimately met with Policy Committee on August 26 and agreed that it would be appropriate to discuss this with the audit committee of the Board of Governors. The Policy Committee asked that two key members participate in the discussion. The President has resisted that request. The reluctance to allow us to speak for ourselves in the settings in which the decisions are actually made rather than in the pro forma formal sessions where they have already decided in executive sessions is very worrisome. It represents further dismissiveness to the voice of the Senate.

The Policy Committee's second issue of concern is a gag order issued by the chair of a department with the support of the dean. A gag order should never be issued to faculty, academic staff, or students to squelch discussion even at an abstract level. We want the president to issue a communication to the deans and chairs to make clear that academic freedom is the underlying core principle of this enterprise and that gag orders to faculty and staff violate academic freedom.

The third academic freedom issue is perhaps the most shocking and most disturbing. At the request of a single administrator, Daren Hubbard, the Chief Information Officer and Associate Vice President for Computing and Information Technology, authorized the deletion of an email that was critical of a few administrators. It was a whistleblower email issued by someone in financial aid. Someone had forwarded the email to Ms. Beale because that person thought the Senate should be aware of the issues that had been raised. Ms. Beale did not know the email had been deleted until four days later when she was looking for it. She found the forwarding email, but the substance of the message had been deleted. It was a content-directed deletion from faculty and staff files across the university. Even PDFs that people had saved were deleted. A program had to be written to delete the message. Dawn Medley, the Associate Vice President for Enrollment Management, had requested the deletion, apparently because she did

not like the criticism. Mr. Hubbard told Ms. Beale that he agreed to delete the messages for two reasons. One was that the university is not a public forum. That is irrelevant, Ms. Beale said, because we are a university forum and we have the right to communicate among ourselves about issues at the university. The second reason was that it was "borderline offensive" and so could be considered a violation of the university's user policy. Even if it was a misuse of the policy (which Ms. Beale thinks it clearly was not), it was not the sender's email that was deleted but rather the content of the recipients' emails was deleted. Accordingly, the university's policy on harassing emails cannot apply. A whistleblowing email will, per se, be critical of individuals. The one that was sent was clearly not malicious, not offensive and not harassing. Ms. Beale considers the entire incident violative of faculty and academic staff rights. At the August 26 meeting, President Wilson agreed with the Policy Committee that it was an erroneous action and should not have happened and said that he would work with the Senate to develop policies that require the President and the General Counsel to sign off if there are ever occasions that would permit such email deletions. Ms. Beale is hopeful that will take place, but she is concerned that the President was essentially willing to excuse the thin-skinned response that was dismissive of criticism by the administrator who requested the deletion and who had also, with another, sent emails testifying to the integrity of the staff who had been criticized. All of that is available in the memo and the supporting documentation.

These incidents, and the Policy Committee's response, demonstrate the importance of our continued work on shared governance with emphasis on academic freedom and appropriate and timely consultation. Ms. Beale thinks there have been improvements in consultation. She appreciates Boris Baltes's and Annmarie Cano's willingness to continue to work to make sure that consultation takes place in a timely way within the Provost's Office. However we have a way to go in insuring that these kinds of things work as they should work and that administrators honor the academic freedom rights of the faculty and academic staff.

That ended Ms. Beale's report.

Ms. Simon presented a statement to the Senate. She stated that she was speaking as an individual member of the Senate, not as a member of the Policy Committee.

A university should be a place where free and public speech on all subjects exists. Any attempt to stifle, limit or suppress free speech is anathema to the essential idea of a university. Academic Freedom knows two main principles: that academics, both inside and outside the classroom, have unrestricted liberty to question and that academic institutions have no right to curb the exercise of that freedom. The memo that Linda talked about sent to President Wilson and Provost Whitfield delineates three attempts by administrators to attack academic freedom. Last May at its last Senate meeting, this body unanimously censured Carolyn Hafner for her role in the first noted attack. The second case involves a gag order in the English Department. Gag orders are reprehensible. We asked for a statement that gag orders are never appropriate. The third case was a whistleblower email by a departing Financial Aid administrator explaining why he felt it necessary to leave the university. I personally was subjected to the disappearance of the email critical of behavior of several administrators in the Office of Student Financial Aid. Not only were emails deleted from my Inbox and my Sent files twice in the same day, but a PDF of that email sent to me at my request and named "EAA Request" (to make it harder to find) was disappeared several days later from my computer. I had the foresight to print out the "offending" email or certain administrators would be able to claim that it did not exist.

While the President has agreed to work with the Policy Committee to create a new policy, as Linda mentioned, in which deletions can occur only on approval of General Counsel and the President and will be reported to the Policy Committee in a timely fashion, I personally feel that this is not enough to deter future attacks. Those involved in these attacks on academic freedom deserve to be singled out and censured.

I grew up during the McCarthy era and remember coming home from school and turning on the TV to watch the McCarthy Senate hearings. If we agree to sweep claims of bullying behavior, ethnic and sexual intimidation under the rug, we are no better than Penn State or Michigan State. When there is blatant wrongdoing, it is our responsibility to shine a light on it and try to make sure it doesn't happen again. I close with a quote from *Pirkei Avot* (Ethics of the Fathers) "If I am not for myself, who will be for me? But if I am only for myself, who am I? If not now, when?" [1:14]

Therefore, I MOVE TO CENSURE Caroline Maun, Stephanie Hartwell, Dawn Medley and Daren Hubbard for their roles in attempting to stifle free

speech, covering up the criticisms of their area and attacking academic freedom.

Mr. Beavers **SECONDED THE MOTION**. He **PROPOSED** that the discussion and vote on the motion be delayed until the October meeting of the Senate. Ms. Simon agreed. The Senate **PASSED** the motion to delay discussion and action until the October meeting.

Ms. Knapp asked a question related to the open educational resources. The underlying issue seems to be the affordability of textbooks for students. The Barnes & Noble Bookstore has been marking up the price of textbooks more than 40%. That apparently is standard practice across disciplines. The students who receive financial aid need to purchase their textbooks through Barnes & Noble. This is a major issue of accessibility for students. Ms. Hoogland asked Ms. Knapp to write a statement about the subject and send it to the Curriculum and Instruction Committee and the Faculty Affairs Committee so they can look into the situation.

B. Proceedings of the Policy Committee

The Academic Senate members received the Proceedings of the Policy Committee meetings of April 29, May 6, June 3, June 17, July 15, August 5, August 19, and August 26, 2019. They are attached to these Senate Proceedings as Appendix B. Ms. Beale asked members to review each set and raise any questions they may have

April 29, 2019

Referring to item #1, Course Materials Accessibility Issues, Mr. Harr commented that it would be difficult to make some webpages in research groups accessible to everyone. Ms. Beale said that federal regulations require universities to make their webpages accessible to students who have disabilities. Michael Wright, the Vice President for Marketing and Communications and Chief of Staff, is in charge of making the university compliant with the regulations. The office is prioritizing the work beginning with the websites students and the community access the most.

May 6, 2019

Referring to item #8, Title IX, Ms. Beale reported that the Policy Committee had asked the General Counsel for information about incidents of sexual harassment and assault that had been reported to his office. The Senate office received the

information very recently. Policy Committee will review it and, if possible, will post it on our website.

June 3, 2019

Ms. Kaszeta asked for additional information about workload standardization mentioned in item #4.c. Ms. Beale said that workload standardization is an issue that falls within the purview of the AAUP-AFT but, because there are many implications for educational policy, it is also an issue for the Academic Senate. Some of the deans want faculty, particularly lecturers, to teach four classes per semester. This is worrisome particularly if the courses are online and if the faculty member both creates and teaches the courses. Some students email questions to instructors at midnight and expect an answer soon after. Workload standardization is very difficult and complex because of the variation in disciplines. Professors in chemistry probably teach fewer classes and do more research than faculty in other disciplines. English has intensive writing courses. Ms. Beale thinks in terms of workload fairness rather than workload standardization. Policy Committee probably should discuss workload standardization with members of the provost's staff and with deans. The subcommittees and the Policy Committee will continue to discuss the issue. It is on the agenda of the Faculty Affairs Committee, Ms. Hoogland said.

The improved graduation rate is reported in item #9. It is much improved from several years ago. However, Ms. Beale said, it may be due to our providing help to the students who were easiest to help. We may have difficulty maintaining the graduation rate for cohorts that we track separately: women, African American students, Latino students, Asian students, students who receive Pell grants, and first-time-in-any-college students. We are now tracking the graduation rates of students from the Detroit area. The Academic Senate should think about ways to improve our retention and graduation rates. If departments have strategies that work well, the Senate is interested in learning about them. Conversely, if their attempts are going poorly, let the Senate know that, too. We want to work with the administration to improve our retention and graduation rates.

June 17, 2019

This, Ms. Beale noted, was the first meeting at which there was intense discussion of the memo regarding academic freedom (item #3). Based on facts that were learned after the memo was sent, the information about the posting of notices will be corrected to reflect the facts.

VI. COMMENTS BY THE UNIVERSITY PRESIDENT

President Wilson thanked the members of the faculty and academic staff for their work in academic governance. He mentioned that he began his career in the traditional academic pattern. He is proud of being a faculty member in his positions of academic leadership and he has tremendous respect for the work of faculty not only in teaching and research and for the academic staff but also in their role in governance.

The President reported that the university has an increase in the number of undergraduate credits but is down slightly in head count of freshmen compared with fall 2018. Last fall our FTIAC enrollment was 3,043, the largest in the history of the university and about 14% higher than fall 2017. This year we are a couple of percentage points off last year, making this year's entering freshmen class at 2,971 the second largest in our history. Our graduate and professional enrollments are down slightly from 2018. We have 1,640 transfer students this year compared with 1,653 last year, but they are taking more credits. The Mike Ilitch School of Business, the School of Information Sciences, the College of Nursing, and the College of Pharmacy and Health Sciences continue to increase their enrollments. International student enrollment continues to be a challenge, as it is across the country for universities that in the past had large numbers of international students. President Wilson will visit India in November to continue fostering relationships with universities and to generate interest in students coming to Wayne State.

One hundred forty-two students returned through the Warrior Way Back Program. They are students who had some college but had not finished their degree and were in debt to the university. To participate and continue in the program the students must fulfill certain criteria. Twenty of the students have graduated. Another program, Returning Warriors, is being started for students who don't qualify for the Warrior Way Back Program. Born to be a Warrior is a program that allows children of full-time employees to receive 100% free tuition and general fees for four years. It began this fall for freshmen and transfer students. Nineteen students have been awarded almost \$80,000. The President expects the number to increase.

Another new program is the Warrior Wardrobe which provides gently-used garments to students free of charge. The goal is to relieve the stress of affording clothing and allowing students to focus more energy on creative and positive activities and to have appropriate clothes for job interviews. Mrs. Wilson has been involved with helping homeless students. Five formerly homeless students are housed in the Anthony

Wayne Apartments. Other students do not know their identity. The Wayne Access program continues to grow. For this program, parents complete the Free Application for Federal Student Aid (FAFSA) form. If the Expected Family Contribution (EFC) is between \$0 and \$5000 students can attend without paying tuition or fees. There is a graduated fee if the EFC is between \$5000 to \$9000, but it is relatively low. Eleven thousand students were able to take advantage of this program last year and 12,000 this year. Of the 260 transfer students that fell into the category of parental contributions 94% were able to take advantage of the program.

The university formed a partnership with Dell, Inc. in which the corporation will provide free refurbished laptops to Pell-eligible FTIACS who entered in fall 2019. As we are able to secure more laptops we will offer other students the option of purchasing the laptops for \$150.00.

The new data center has been completed. The President thinks faculty and students will be pleased with the capabilities of the new center.

The basic framework of the RCM budget model has been completed. The administration expects to roll out the new budget model in fiscal year 2021. The current budget model will be used this fiscal year but the schools and colleges will receive data showing what the budget would look like if the RCM model were used. They will be able to see what works well, what changes are needed, and where they may need extra incentives.

President Wilson talked about the situation in the School of Medicine, which he described as a potential threat. Hahnemann Hospital in Philadelphia, Pennsylvania served as the teaching hospital for Drexel University. The hospital was owned by Tenet Health which sold it to a private equity firm. The firm could not make enough money and closed the hospital. Hahnemann Hospital was a safety net hospital with a patient population similar to that of the Detroit Medical Center. The implications of closing the hospital are catastrophic. Medical students no longer have a place to train. Drexel University is trying to place them in other hospitals. There were about 600 residents training at the hospital. They couldn't continue their training. Some residents were international and had special visas. Some had to leave the U.S. Most have been able to find training opportunities elsewhere but some have not been able to work in the areas in which they had been training. Most catastrophic has been the effect on the patients in no longer having that facility for their health care. Other area hospitals have stepped up to provide care but it has been a herculean

effort on the part of the medical community to deal with the aftermath of the closure.

The ten-year window in which Tenet could not sell the DMC ends next year. We have to develop contingency plans. We are in the process of searching for a Vice President for Health Affairs and Dean of the School of Medicine. One of the Vice President's first responsibilities will be to deal with the potential risks of Tenet selling the DMC and developing plans to mitigate the risks. President Wilson is not sure that we are able to wait until the new Vice President is hired so he will begin the process now of developing tactics and solutions to mitigate the risks.

The search is going well. We have very good candidates. The airport interviews will be held at the beginning of October. The President hopes to identify someone by January. Some candidates will need to finish teaching duties, close laboratories, and complete other responsibilities. To fill the gap that resulted with the departure of Vice President Hefner, effective September 23, Dean Jack Sobel will serve as Interim Vice President for Health Affairs and Dean of the Medical School. The advantage of that is that as interim vice president he will be part of the President's Cabinet. The Medical School is one-half of the university's budget and it is important to have that voice represented on the cabinet. There is no appreciation on the part of the Medical School for the main campus and many people on the main campus are not familiar with the Medical School.

The Wayne State University Physician Group (UPG) emerged from bankruptcy quickly. A lot of that was due to the expertise and commitment of Charles Shanley, Vice Dean of the School of Medicine. President Wilson emphasized that what caused the bankruptcy did not start right before the UPG declared bankruptcy. Because the UPG is a separate corporation the depth of the financial problems with which they were dealing was not transparent to the university. Because of the unique fund flow mechanism called the Fund for Medical Research and Education (FMRE) it was not readily apparent that they were in great debt and were losing as much money on a monthly basis as they were. When the situation became apparent, it had to be addressed. It was obvious they did not have funds. Ultimately the university would be responsible for the debt. Most of the debt was due to leases throughout the area that were not generating enough money. This included a large building in Troy that was never fully operational and where the lease was quite expensive. The UPG has been able to centralize its administration in a new building now called 400 Mack Avenue. This will greatly reduce their liability in terms of leases. We will

move forward with setting up a department of pediatrics, Wayne Pediatrics, with offices at that site.

The number of research awards and expenditures continue to increase. Research expenditures since 2016 have increased by 8%. Expenditures in 2018 were \$239 million. National rankings are based on expenditures. Wayne State is ranked 69 among 400 public universities and 99 out of 3,500 colleges and universities.

Last year at the annual meeting of the Association of Public and Land-Grant Universities (APLU) Wayne State received a coveted national award, the Degree Completion Award. President Wilson was notified that we would receive another award at this year's APLU meeting held November 10-12.

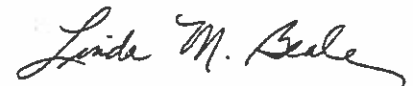
Mr. Edwards noted that the RCM model gives the deans a lot of power because they distribute the budget. He asked the President if he had evaluated the structure for monitoring and dispensing that budget within the schools. We followed other universities for the RCM model. Mr. Edwards asked the President if the administration had looked at how those schools monitor or control the division of the budget within the schools. For instance, do the budget committees in those schools have a lot more power than they have now? All they do now is listen to the reports from the administration in the schools. President Wilson said the administration is using best practices from other universities. One of the principles in terms of best practices is that budget committees will have more influence within the whole process. The President is not familiar with the details but that was discussed early in the process.

VII. NEW BUSINESS

There was no new business.

ADJOURNMENT: It was **MOVED** and **SECONDED** to adjourn the meeting. **PASSED.** The meeting adjourned at 3:30 p.m.

Respectfully submitted,



Linda M. Beale
President, Academic Senate