

## WAYNE STATE UNIVERSITY – ACADEMIC SENATE

### Official Proceedings

December 5, 2018

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

**Members Absent with Notice:** Paul Beavers; Margit Chadwell; Susan Davis; Daniel Golodner; David Kessel; Thomas Killion; Sarah Lenhoff; Shauna Reeves; Robert D. Welch; Yang Zhao

**Members Absent:** Kristen Kaszeta; Bryan Morrow; T. R. Reddy; Anne Rothe; Fu-Shin Yu

**Others Present:** Thomas Anderson, Liberal Arts and Sciences; Chirag Khimavat, Office of the Academic Senate; John Corvino, Dean, Honors College; Sheryl Kubiak, Dean, Social Work; Kevin Piotrowski, Honors College; Karin Tarpennig, Liberal Arts and Sciences; Nancy Welter, Liberal Arts and Sciences; Angela Wisniewski, Office of the Academic Senate

**CALL TO ORDER:** Provost Whitfield called this regularly scheduled meeting of the Academic Senate to order at 1:32 p.m.

#### I. HONORS COLLEGE

Professor John Corvino assumed the position of Dean of the Honors College in fall 2018. He has taught in the honors program and in the Honors College throughout his career at Wayne State. He is a professor of philosophy and served as chair of that department. When he joined the faculty in 1998 he knew that Wayne State had world-class faculty who presented their

research at prestigious universities in the U.S. and around the world. He also knew that our top students truly excel. Being Dean of the Honors College is an opportunity to create a special experience for our exceptional students and connect them with our world-class faculty. Mr. Corvino explained the changes he is proposing.

The Honors College provides Wayne State's highest-achieving undergraduate students with a program that is both academically rigorous and culturally engaging. Founded in 2008, it is home to about 2000 students over four years comprising both university and departmental honors. University honors is an interdisciplinary and multidisciplinary program. Departmental honors is specific to the major. There are different requirements for students entering the programs and different requirements within the programs. The only students who currently are eligible to be in the university honors program are first-year-in-any-college students (FTIACS). Mr. Corvino is working to change that requirement so that non-first-year students have pathways into university honors. Departmental honors are controlled by the individual departments and the requirements vary.

During the first years of the Honors College, the university hosted scholars days when prospective students were invited to campus. They would have an interview and write an essay. That process did not provide much more information than was garnered from SAT/ACT scores and their high school GPA. Scholars days were discontinued. If applicants meet the criteria for honors, they are sent a packet with a letter congratulating them on being admitted to the Honors College. To celebrate this achievement and to find out more about Wayne State, they are invited to our honors showcase.

The first year sequence of courses will be changed. Traditionally honors students took Honors 1000, The City, in the fall. Two groups of 150 students each attended a one-hour lecture each week and spent two hours in discussion with senior lecturers who are recent post docs. The plan for the future is to combine Honors 1000 and Political Science 1010 Introduction to American Government. In the winter term students will be able to choose from a variety of small seminars taught by senior lecturers or faculty throughout the university. Students will have more choices and opportunities for small classes. We will better utilize the

senior lecturers who, under the old format, felt like glorified teaching assistants.

Currently, all University honors students are required to take a survey learning course. That course will continue to be offered but students will be able to choose instead undergraduate research, study abroad, or an internship. The university does not have a lot of real service-learning courses. We will have high impact practices that are more suitable for some students.

The current honors program requires 36 credit hours. Most of our peer institutions require 24 to 28 credit hours. The Honors Council voted to change the number of credits but has not decided how many hours should be required. This change would have to be approved by the Board of Governors because the number of credits is specified in statute.

In addition to FTIACS here at Wayne, students who transfer from Henry Ford College (HFC) are eligible for university honors because the college has a first-year sequence very similar to ours, and as noted, the Honors Council is discussing honors pathways for non-FTIACS. It also is discussing with the Provost and other units using the Office of Community Engagement as a hub to connect with community engagement efforts at the university and share best practices for service learning. We need to improve our efforts at diversity and inclusion. Some black students have formed an affinity group within honors. They are planning programs for black history month and for ways to engage with local high schools to increase diversity and inclusion.

Mr. Corvino is aiming for quality over quantity in the honors college. At one time an entering honors class had 500 students. This year's entering class has 300. Fewer students allow the college to provide a distinctive experience for students. He wants to continue to engage with the city. The city provides us with a lens on the challenges that face the nation and world, including economic disparities; racial, religious and economic diversity; scarcity of resources; and others. He wants the college to address those kinds of questions and prepare leaders for the larger world while focusing on academic excellence.

The Honors College, Mr. Corvino said, combines the competitive advantage of a premier urban university with the personal attention of a small liberal arts college. He encouraged Senate members to visit the website [honors@wayne.edu](mailto:honors@wayne.edu) and contact the college's advisors. The advisors provide special attention to the students and help departments set up honors courses.

A Senate member asked how students responded to the direct admission invitation and if the college would have rolling invitations or admit students only at certain

times of the year. Mr. Corvino said that they plan to continue sending invitations until April because there is an April 1 deadline. The invitations have not been sent yet because of problems in the printing and in admissions.

Mr. Reynolds noted that he would like to work with honors students but there are no resources and support for faculty who do so. His classes are already full. Mr. Corvino responded that he does not have much money to support faculty who teach honors courses, but he is working with deans to find creative ways to provide support.

Ms. Beale asked if the number of advisors has been stable, if there are enough to meet the need, and if the changes in the distribution of financial aid between merit and need-based students has had a negative effect on the college. Mr. Corvino spoke highly of the advisors and is trying to increase their number. He wants to provide financial aid to high-achieving students but he wants them to come to Wayne State for its outstanding programs and not only because they receive financial support. He is working with development to get private support. The college has some very supportive and generous donors. He thinks many would increase their engagement with the college.

Mr. Edwards noted that when he was an undergraduate honors student, rather than having a distinctive experience, he took an extra course. Most honors programs with which Mr. Corvino is familiar try to curate a distinctive experience to create a community. Honors students who are in a community have better retention and graduation rates than students with the same SAT/ACT scores and GPA who are not part of a community.

Ms. Binienda asked about the status of the MedStart program and similar programs. Mr. Corvino said the Med-Direct program has replaced MedStart and although all 30 students in the program are in the Honors College, they are no longer required to be in the college. The Med-Direct program is under the Provost's Office. The director of the program caucuses with the Honors College. The B-Start program in the School of Business has been phased out. The Law School is creating a new program called Law Start.

Provost Whitfield added that changes in the awarding of scholarships for merit versus financial need have not affected enrollment in the Honors College. The direct admission process is important to attract students.

Mr. Corvino thanked everyone for their support. He looks forward to working with the faculty and academic staff to support student success.

## II. CENTER FOR BEHAVIORAL HEALTH AND JUSTICE

Provost Whitfield introduced Sheryl Kubiak, the new Dean of the School of Social Work. Dean Kubiak said that she worked with the Detroit City Council in the 1980s and 1990s. She was an assistant professor in the School of Social Work from 2002 to 2006. She assumed the position of Dean in August, having been recruited from Michigan State University. Dean Kubiak transferred the Center for Behavioral Health and Justice to Wayne State. The Center represents the best of what the university has given back to the community in terms of social change along with the education and leadership that we provide to students.

In moving to WSU there was a convergence of additional funding from the state, which has always referred to the working group as its own virtual center of excellence. Legal reform is important in the city of Detroit and in the state.

Ms. Kubiak spoke highly of the team that works with her in the center, some of whom have been part of the center for more than ten years. The mission of the center is to have data-driven decision-making at the intersection of behavioral health and the criminal legal system. Behavioral health refers to substance abuse disorders and mental health disorders.

The center provides evaluation support, technical assistance and the implementation of best practices at both the county and state levels. The center publishes monographs, policy briefs, and academic papers. It works with the police, jail administrators, sheriffs, and community mental health and substance abuse treatment facilities. The center and the organizations with which it works attempt to create change within their systems. The center's major goal is to prevent incarceration.

The more we can prevent people from entering the criminal legal system, the better off they and we are. The criminal legal system starts with the initial police interaction through detention, arraignment, court processing, jail stays, prison stays, probation, and parole. At every intercept there is an opportunity for intervention.

A major initiative is the statewide jail diversion project called Stepping Up. Stepping Up is a national model for counties to demonstrate a commitment to diverting people with mental health and substance abuse disorders from the criminal legal system. Many county commissioners, jail administrators, and mental health professionals signed on to the project but nothing was done. The state gave the center an additional grant of \$1 million to help the counties move through the process.

The team is working with the Michigan Department of Corrections to transition prisoners, particularly those with opioid disorders, back into the community. The goal is to have every county in Michigan participate in the work and change their processes. The center is looking at how the counties use the data they are given. For example, seven counties were followed to see if people with mental disorders who leave jail or prison get the medication they need within the 14-day period in which they are supposed to receive it. Across the seven counties only 39% of the people leaving jail received mental health services in 14 days. The center examines the processes to determine which work and which do not work, and gives the information to the county. Offenders with mental illness are likely to revolve in and out of jails or prisons. In one of the counties from which the center is getting data 63% of those who returned to jail returned with misdemeanors, a minor offense. If a high percentage of people return to jail with minor offenses, the center works with the county to find alternatives to keep them out of jail. It will require that the counties and the state spend money to help keep people out of jail and prison.

Dean Kubiak would like to have leadership, sustainability, and collaboration on these issues across campus. A search is underway for a new director of the center. The center is developing student internships and field practicums and is seeking more grant funding. Dean Kubiak is collaborating with Stephanie Hartwell, Dean of the College of Liberal Arts and Sciences, and Carmen McIntyre, Associate Department Chair, Psychiatry and Behavioral Neurosciences, who is the Medical Director for the Michigan Department of Corrections. There are many opportunities for collaboration and research within the Center. She envisions joint hires where disciplines intersect. Faculty in the School of Social Work have done a lot of work on mental health and some work on substance abuse. Throughout the country, there has been a lot of work on police, jails and prisons, but virtually nothing on mental health and substance abuse. Dean Kubiak is open to questions, comments, and ideas from the university community.

Ms. Beale noted that there have been studies about increased incarceration rates to satisfy contract requirements for for-profit prisons. To what extent, she asked, can the center take on an advocacy role for change at the legislative level? Ms. Kubiak responded that she advocates as a member of the state's Criminal Justice Policy Committee. It is important that the data from studies be published and brought to the attention of lawmakers and the public. She is a strong believer in advocacy. It is part of being a social worker.

Mr. Parrish agreed that the work has admirable social value. He asked about the General Fund support the university provides the center and the status of its

permanent charter. There is a cost to processing the center's expenditures. The Dean said that the center receives indirect costs from the grants and contracts that are funneled back to the school for positions such as grant administrator and assistants that are employed within the school to work on the grants. Wayne State is the only university that has the capability to perform such work. The University of Michigan and Michigan State University do not have the capability, the personnel, or the research to do this type of work. The center was granted a provisional charter in May 2018. The School of Social Work is preparing the permanent charter.

Mr. Parrish believes the University needs to commit to the success of the center. It will be difficult to sustain the center without the support of the university.

Provost Whitfield agreed that because of the potential to involve the College of Liberal Arts and Sciences and the Law School that the center would be a center of excellence for Wayne State as well as for the state of Michigan. The center has over \$3.5 million in grant funding.

The Senate members thanked the Dean for her presentation.

### III. REPORT FROM THE FACULTY ATHLETICS REPRESENTATIVE

Mr. Ackerman, Wayne State's faculty representative to the NCAA, delivered his annual report to the Senate. Wayne State is a member of the Great Lakes Inter-collegiate Athletic Conference (GLIAC). Our athletes are doing great academically. The cumulative GPA for all student athletes is 3.31. Every team has a GPA above 3.0. In the 2018 winter term, 46.64% of our student athletes had a cumulative GPA of 3.5 or higher and 70.26% of the athletes had a cumulative GPA of at least 3.0. In that winter term, 39 student athletes out of 390 had a perfect 4.0.

Mr. Ackerman congratulated the golf team on their success. Women's tennis and golf were GLIAC champions this year. Although the football team had a disappointing season and some heartbreaking losses, the players never lost faith in their coaches or their teammates. Mr. Ackerman also encouraged the faculty and staff to attend games. We have a terrific game-day experience due to the efforts of the athletics administrators and coaches. We have a pep band, cheerleaders, and a dance team. The games are fun even if they are not going the way we'd like. These are our students, the people we see in the classroom. They work very hard and we ought to support them.

Mr. Edwards asked how our athletics department is dealing with head injuries. Mr. Ackerman said that we have very good protocol, but it remains an issue. The NCAA is conducting a longitudinal study and people in various departments in the university are looking into the problem as well. To the extent that we can attend to it, he thinks the students are well attended.

Mr. Reynolds asked if, like some universities, WSU was contemplating eliminating some sports. Mr. Ackerman said that he was not aware of such moves. The Athletics Department expanded track and field and cross-country sports. Our continuing membership in the GLIAC is of concern because a number of schools have left the conference. To compensate, new teams have joined, but more changes are likely in the next few years.

Mr. Calkins noted that our swimming program is very good and wondered what the basis is for that success. Mr. Ackerman attributes the success to the coaches. Most years women's swimming blows the competition out of the water and the men's team does almost as well.

Mr. Horn pointed out that the women's golf team that was started only four years ago played in the tournament for the first time this year. The men's golf team is ranked 32<sup>nd</sup> in the country. Also, he said, our 400 athletes achieved over 10,000 hours of community service every year for the last six years. Ohio State University was the champion in the Big 10 Conference. Its 800 athletes achieved 6,000 hours.

A member asked why our athletes' accomplishments are not better known in the community. Mr. Ackerman attributes it to the sports reporters not giving much media time to schools that are not in Division I.

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

It was MOVED and SECONDED to APPROVE the Proceedings of the Academic Senate meeting of November 7, 2018. PASSED.

### V. REPORT FROM THE SENATE PRESIDENT

#### A. Report and Announcements

Ms. Beale commented on the general national corporatization of higher education and the corresponding lack of public revenue support. It is a major issue for public universities that demands our speaking with our state representatives about local and national issues around public education.

Corporatization tends to bring a business focus and a focus on hierarchy and management rather than consultation and academic governance. The Provost and Ms. Beale have talked a lot about academic governance and he has been very supportive but we have to work very hard to maintain it.

One concern is the amount of money the university has spent on the School of Medicine for what was to be an interim position for 18 months that has become a 3 1/2 year position and will probably become a permanent position for a vice president for health affairs. That position would bifurcate the university rather than more closely aligning Medicine with the rest of the academic enterprise. The consulting contracts for Dwight Monson and Lisa Keane have continued over that multi-year period. At the September Board of Governors meeting the Budget and Finance Committee saw the purchasing exception of more than \$300,000 for Monson for two days work per week for about three months and \$93,000 for Keane for part-time work for the same period of time. There is also a purchasing exception on the December 7 Budget and Finance Committee agenda for another \$517,000 for Monson and \$69,000 for Keane. The millions of dollars spent on these positions could have been spent on student advising and student success or to support faculty research and faculty travel.

Sometimes there is a lack of appreciation for the faculty role and faculty governance at this institution. That is worrisome. Ms. Beale appreciates the Provost's support for faculty governance. He has made a definite difference in calling attention to the faculty's work but nonetheless the number of tenure track faculty is going down. The number of lecturers and part-time faculty is increasing. That means less academic freedom because it is very hard for lecturers and part-time faculty to exercise the kind of academic freedom and involvement in academic governance that is necessary to keep academic governance thriving. They don't have the financial stability to do so. It is a concerning trend in higher education that is happening here also.

Just a few examples from the past few weeks might be helpful. One occurred last week at the meeting of the University Foundation Board. Ms. Beale and a few other members were new to the Board. The other new members were introduced but Ms. Beale was not. She had to notify a staff member of the oversight. This is just a small indication of the general lack of attention to the role of faculty. A second occurred in connection with the closing

celebration for the sesquicentennial. President Wilson has mentioned frequently how inclusive the closing celebration of the sesquicentennial was, but no faculty were part of the closing ceremony nor were they included in the gala dinner. We need to change the executive view of the value of the Academic Senate and the faculty role.

#### B. Proceedings of the Policy Committee

The Senate received the Proceedings of the Policy Committee meetings of October 29, November 5, and November 19, 2018 (Appendix A).

Ms. Beale commented on some of the issues recently discussed by the Policy Committee. On October 29, the committee discussed the makeup of the General Education Oversight Committee (GEOC). Toward the end of the development of the revised general education program, the number of representatives from the College of Liberal Arts and Sciences was reduced even though in the fall semester CLAS faculty taught 84% of the general education courses. That reduction in CLAS membership in GEOC is in the Board Statute on general education so the Statute had to be changed. Policy Committee discussed the issue and the concern that CLAS was now considerably underrepresented in GEOC, and Policy and the Provost agreed on a compromise solution captured in a revision to the Statute that the Provost will present for Board approval on December 7.

The Policy Committee continues to talk about the parking audit issue. The committee wrote a second memo to the Chief Audit Executive. She has not responded to that memo. Policy Committee thinks it is problematic to undertake an exhaustive audit of a professional employee based on anonymous tips when the problem is not marked at all in the professional employee's performance file. It is particularly inappropriate to use data on a staff member's use of a voluntarily purchased service like parking, without any prior notice to employees that the university considers the data accessible for this purpose. There are numerous due process concerns, as spelled out in the two memos from Policy.

In 2007 the Board of Governors established a new distinguished service faculty award. The Provost, Boris Baltes, Associate Provost for Faculty Affairs, and the Policy Committee developed a procedure for selecting recipients. The announcement seeking nominations has now been sent out. Anyone in the university community can nominate a faculty member. Ms. Beale urged that Senate members

consider suitable nominees and forward them to the Provost in accordance with the new procedures.

Brandy Banks, the Title IX Director, and Linda Galante, Associate General Counsel, met with Policy Committee to talk about the changes to the Title IX regulations proposed by the U.S. Department of Education. Most people likely support some of the changes that provide more support to the accused so that the process is fairer. It is somewhat worrisome that it essentially turns the university process into a quasi-trial. The part of the proposed regulation that is most disturbing is the standard for sexual harassment. It essentially says that there is no sexual harassment in the university setting unless it is so severe that it prevents a student from getting an education. That is too high a standard for what counts as sexual harassment. It appears that such a standard would allow a student to suffer various gropings from another student, but so long as the victim managed to continue at the university without clear impact on ability to graduate, that would not count as sexual harassment. The regulations also make it harder to hold a university liable for lack of action, because of a "knowledge" standard requiring that information make it to university personnel with authority to take action. Policy Committee is concerned that the language will not hold universities liable when there are real incidents and continuing problems. Policy Committee plans to submit comments to the DOE on these latter issues.

Ms. Beale took questions from the members.

Mr. Parrish commented on the situation in the Medical School. Wayne State is in the top ranking of the Carnegie classifications for research universities because of the research in the Medical School. President Wilson hired David Hefner, a consultant with considerable experience in the business of health care. He has been here for 3 1/2 years. During that time, the University Physician Group (UPG), the practice plan, was completely under the administration of the Medical School. There is an artificial distinction between the Medical School and the UPG. The UPG got into a situation where it had to file for bankruptcy. We supposedly have an expert in the business of health care in the team that Vice President Hefner brought to the university, including Lisa Keane, who was head of the UPG for a period of time, and Dwight Monson. There has been very little discussion in the Medical School about this situation. The Medical School is in crisis. It has gone from about 400 clinicians down to 330, 130 of whom are in pediatrics and about 200 in UPG, whereas faculty practice plans across the country at successful

medical schools average about 1,000 clinicians. The threats made at the last pediatrician faculty meeting were totally unacceptable in higher education. The careers of pediatricians were threatened if they did not conform with what the administration demanded. The physicians in pediatrics have threatened to leave the university and make arrangements to be part of the Detroit Medical Center. A solid and transparent plan is needed to handle the situation.

Mr. Seyoum said that the faculty in the Medical School have not been informed about the situation even though the crisis is severe. Physicians continue to leave the university. Why, he asked, do consultants continue to be paid when the UPG filed for Chapter 11? A thorough examination and evaluation is needed.

Ms. Beale said that everyone is concerned about the Medical School. There have been some improvements. There is a major morale issue because of the detouring of faculty that did not follow the procedures for mentoring in the collective bargaining agreement. It is hoped that in the next eight months the university's relationship with the Henry Ford Health System (HFHS) will be clarified and faculty will have input into the negotiations with the HFHS. This will be a test for academic governance and for the university administration's willingness to work transparently and through the regular channels for faculty input.

Mr. Seyoum asked Ms. Beale to elaborate on the payments to the consultants. She said that every several months, Mr. Hefner recommended (and Michael Wright, Chief of Staff, approved) extensions of consulting contracts as purchasing exceptions for Mr. Monson and Ms. Keane for part-time work at substantial pay. It has been a substantial economic commitment for what seems to be very little gain for the university.

Mr. Edwards understands that the new RCM budget model puts the Medical School in a deficit. Ms. Beale said the RCM model for each school and college takes into account the tuition revenue and the expenses, so as to make clear to what extent the school or college needs additional funds (i.e., to what extent it is in deficit). The goal of the RCM model is to make budgeting more transparent, and the model is continuing to undergo refinement to ensure that it is not hiding costs of some programs by using cost drivers that do not appropriately differentiate. A good RCM model makes more transparent the amount of subsidy a particular school/college requires (called "subvention" in the modeling done here), and that subvention is

achieved through allocations of state appropriation funds or through cost assessments on schools and colleges that ultimately can be used to re-allocate funds to other units.

Referring to the detouring of faculty, Mr. Parrish said that the amount that was saved by reducing the number of faculty in the School of Medicine was about \$8 million. The University spent about that amount on the consultants who are supposed to understand the business of health care and under their leadership the faculty practice plan has gone bankrupt.

#### VI. REPORT FROM THE CHAIR

Provost Whitfield reported that we received 237 applications for the announced interdisciplinary positions.

The master plan campus-community kickoff is December 5. Students, faculty, and members of the community will discuss the future of the area. After the analysis is completed and an initial plan is created it will be brought to the Senate. The plan will look at how we can use our resources and how we might harness philanthropy to construct buildings for the next ten years.

The search for the Dean of the College of Education is underway. The search committee is expected to conduct airport interviews in the beginning of February, bring the finalists to campus in late February and early March. Asked about contracts for other deans, the Provost said that the contracts of the deans of Business, Engineering and the Graduate School are expiring and the review processes will be carried out.

We exceeded the goal of the capital campaign, collecting \$776 million.

Mr. Harr mentioned a problem in the Office of Sponsored Program Administration (SPA). It appears that when a grant contract officer leaves the University, SPA does not have a plan to handle the departure. SPA uses the e-mail address of each

person as the contact for the granting organization. When a contract officer leaves, e-mails continue to go to that address, with the result that messages are not answered and acted upon. Ms. Beale said this issue will be brought up to the Office of the Vice President for Research.

Ms. Wareham raised an issue regarding the hiring of part-time faculty. Human Resources does not allow the hiring of part-time faculty to teach online courses if they live outside the state of Michigan. Wayne State is the only institution in Michigan that offers a Ph.D. in criminal justice. The only faculty with expertise in higher-level classes are out of the state. Provost Whitfield will look into the situation.

The Provost asked that if members had topics on which they'd like information to send them to Ms. Beale or to the office staff.

The Provost commented on Ms. Beale's earlier remarks about problems with consultation. The examples of the Policy Committee working with the Provost to find solutions, as in the case of the representation of CLAS on GEOC, illustrate how consultation should take place. As chair of the Senate, the Provost noted that he sees himself as a conduit for the Senate's concerns. He considers it important to work with, and act on behalf of, the faculty.

Provost Whitfield expressed the hope that the faculty and academic staff would close the year reflecting on their successes and that we start the new year with renewed energy to continue to make the university better. He wished everyone a happy new year.

ADJOURNMENT: The meeting adjourned at 3:15 p.m.

Respectfully submitted,



Linda M. Beale  
President, Academic Senate