



## Academic Affairs Committee

January 28, 2022

### Minutes

The meeting, which was held via video conference, was called to order at 11:15 a.m. by Governor Gaffney. Secretary Miller called the roll. A quorum was present.

**Committee Members Present:** Governors Busuito, Gaffney, Kelly, Kumar, and Stancato; Brad Roth, Faculty Representative and Jennifer Lewis, Faculty Alternate; and Representative Mannat Bedi, Student Representative and Ibrahim Ahmad, Student Alternate Representative

**Also Present:** Governors Barnhill, Land, and Thompson; President Wilson; Provost Kornbluh; Vice Presidents Burns, Lanier, Lindsey, Lessem, Massaron, Schweitzer, Staebler, and Wright; and Secretary Miller

### APPROVAL OF MINUTES, DECEMBER 3, 2021

**ACTION:** Upon motion made by Governor Kelly and supported by Professor Roth, the minutes of the December 3, 2021 meeting of the Academic Affairs Committee were approved as submitted. The motion carried.

### 2022-2025 ENROLLMENT STRATEGIES

Provost Kornbluh thanked the CFO, David Massaron, for their close collaboration to provide the Provost's office the information needed to develop a long-term strategy. The faculty has had to innovate year over year through cuts while the University budget has grown, and expenses have grown more than revenue. Today's presentation will focus on enrollment strategy from the undergraduate side, the University's largest single revenue stream, that cuts across many of the strategic goals outside of revenue.

The Provost's office is committed to social mobility and is proud of the fact that Wayne State is an accessible research university, where the percentage of PELL eligible students is striking and at the core of what the University does. The goal is to develop an enrollment strategy at the undergraduate level that enables revenue growth and the Provost's office needs to know exactly what that revenue growth needs to be to end the cycle of cuts. There is an expected 2% annual growth possible despite the decline in the number of 18-year olds in Michigan and in the nation. The Provost then introduced Ahmad Ezzeddine, the Vice President for Academic Student Affairs, who has worked across the teams to develop strategies, to continue the presentation.

VP Ezzeddine began by redefining enrollment as a student life cycle experience, which starts with the first engagement to prospecting juniors and seniors and through graduation and beyond. This is an important metric that looks at students' social and economic reality,

and will help the University look at enrollment in ways that engage the staff, faculty, schools and colleges and not just the Provost office.

The goal is to increase and diversify enrollment, and in light of the demographic changes to come, counting only on new students is not going to do it. The demand for education can also be found in new adult students. They will be working aggressively on ways to support and respond to their needs. Transfer students are also a very important aspect and the University recruits transfer students heavily. They represent 30 to 40% of the undergraduate population, with very low investment compared to other recruiting initiatives. With a little bit more investment, those percentages can increase. Opportunities also lie in international students, with a U.S. degree still considered the gold standard for many students across the globe.

There are still disparities between the graduation and success rates over all students compared to African American and other minorities, and the University will continue to invest in students with a holistic view and incorporate engagement of more members of the campus community in those efforts.

VP Ezzeddine advised that it is important to balance competing issues, including curricula and program needs along with student and market demand and the value of getting an education. Many students pursuing a degree are seeking additional skills for future benefits including a promotion, entry into a new industry, or a better job. The University should look at these workforce aspects not only from a business sense but because they align with the mission of supporting economic and social mobility.

The University should focus on where it has strengths and connections by highlighting the strength of the faculty, the university's great programs and how they meet the new demands of industry and the talent needs of the State. The University is doing amazing things in alternative energy and autonomous and electric vehicles. Another focus will be alternative degrees, and VP Ezzeddine thanked the board for approval of the cohort pricing model that offers flexibility in the pricing and packaging of these programs that will help the university address those needs.

This work cannot be done without strong engagement of the faculty, who often have more access to the students than the administration and staff. They can spot industry trends and are doing the research, and faculty representation will be required as the programs and strategies are developed.

All of this translates practically by expanding and integrating high impact practices into the student life cycle through offering of internships, Study Abroad and research opportunities for undergraduates. The undergraduate population is disparate and so the goal is to be able to offer them various choices in best practices that can help them succeed and with guidance.

While less resources is an issue there are plans to partner with the Marketing and Communications team to promote the university's stories effectively and expand funding support for those efforts. Recruiting should align with the academic programs and specific

areas, locales and audiences, thus creating a steady pipeline of students and creating a revenue stream while also managing student needs. These efforts will call for more investment, and the effective use of financial aid to support those goals and help with net tuition growth.

In response to a question from Governor Kelly on staffing levels, VP Ezzeddine noted that staffing levels, in terms of enrollment and bottom line, need more investment. Student success was previously attributed to investment in advisors, which moved the needle forward. The University has fewer admissions counselors and advisors compared to peer institutions, and the University may want to rethink those roles as the scope of their responsibilities shift and the market changes. There is also a need to increase advisors who can work with adult students on both the recruiting and the advising sides.

Lastly, strategies and investment will include developing data analytics infrastructure to support evidenced-based decision making across the life cycle. This will involve evaluating and studying the applicants and their chosen majors and making sure that there are resources in place to support them once admitted.

Another strategy is expanding the University's reach and VP Ezzeddine referenced a snapshot of the applicant pool for undergraduates before the fall term. The university recruits from a 50 to 60 mile radius, with the student population from Michigan highly represented. Within Michigan, enrollment is highly concentrated in 3 or 4 counties. This is not sustainable for the growth needed and will not help continue the mission or meet the institutions goals. There is a need to expand across and outside of the state.

While there will be expansion beyond local markets, the University is still committed to strengthening access, local connection and equity and that drives the work of the University. The University is also developing new pathways to support high need students with test optional, holistic evaluation for admission. There is a transition away from traditional admissions and looking at students as they come to the University, with increased commitment to supporting them throughout that life cycle. The University is also going to leverage the positive experience they have with community college partners to create pathways for students who may not start with the University but who may be directed to a community college.

There were many lessons learned over the last several years. One advantage that can be credited to the Provost and President is creating the division of Academic Student Affairs. This division unites all of the student recruitment and support initiatives under one umbrella, and integrates all of the efforts to support students.

Governor Gaffney asked for a definition of conditional admission. VP Ezzeddine provided an example that described students who go to APEX, but who do not meet admission criteria, are high need, or who had lower SAT or ACT scores before the test optional option was implemented. They could start with APEX and then eventually get into the University if they completed APEX. Provost Kornbluh advised that a significant portion of these students are immigrants to the Detroit area with English as a second language. VP Ezzeddine noted that historically, these students were majority African American, but that is now a much

smaller portion. Provost Kornbluh noted that the idea is to have explicit partnerships with community colleges where the students would start at a lower fee basis but also have a connection to Wayne. They will be given a Wayne ID, may take one class at Wayne, such as the Wayne Experience, use the gyms for a more appropriate environment and experience making it easier for them to transition to the University at the appropriate time. Students who are transferring from the community colleges are having great success, and the University is trying to take that model to help these students. Governor Kelly commented that she appreciated VP Ezzeddine's clear statement of the goals and strategies and that the Board needs to understand what they are.

Governor Kelly believes that it's in the best interest of the Board of Governors to continue to hear about aspirational goals, and to also follow-up on those goals with what has been achieved, to provide accountability. While not all goals may be accomplished, she thinks the Board of Governors needs to make it possible for staff to tell them where things haven't worked out the way they've been planned, and what is going to be done about it. She added that she believes the Board should try to avoid putting staff in a position of feeling defensive at any time about their reports when questions are asked. She knows that there may be factors in play that staff have no control over, and the Board should hear about that as well. She encouraged future reporting and follow-up. VP Ezzeddine expressed appreciation for Governor Kelly's support, and is committed to bringing all information forward.

Provost Kornbluh also noted that national best practices have changed. The proposal with the community colleges is part of what Georgia State has championed with Kellogg funding, and has expanded nationally, where students can start at a community college, taking credits toward their 4 year degree from the beginning, which is a shift away from conditional admissions. He noted that VP Ezzeddine emphasized efforts to support students across the 4 or 5 years at the university. A separate conditional admission program would get one office supporting them for that year and then they move on, and this is a more holistic support of these students across their whole career.

Governor Busuito noted that the presentation stated that the University is going to transition from traditional admissions and asked for an explanation as well as what conditions would be deemphasized. VP Ezzeddine advised that the current admission criteria is based primarily on GPA and ACT and SAT scores. Certain students who did not meet those requirements were sent to the APEX Committee where they were reviewed. Students would interview and based on that interview; they were admitted conditionally. The transition will be that some of those students will just be admitted regularly, because now the University is doing a holistic evaluation to get them directly to Wayne State. Once they are at the University, they will be supported from day one.

Students that do not make it through that process will benefit from the University's community college partners to provide pathways, including primary feeders such as Macomb, Wayne County, Schoolcraft, and Henry Ford Community College. Those institutions will provide an accelerated transfer plan, so students may start there with some of the courses they would have probably would have taken at Wayne State. This works because the University currently has concurrent enrollment with those colleges.

There are plans currently at the approval stages to allow transfer of students who are in technical degrees at community colleges. Currently, unless a student has an associate degree of arts or in an associate degree of science, they cannot transfer to the University.

Governor Busuito asked if the grade point average and the test scores will be deemphasized, noting that the same change worked at the medical school. VP Ezzeddine agreed. He noted that the strategy is based on the data, holistic evaluation and the test optional as a way of deemphasizing by looking at the full portfolio of the students who are attending Wayne State.

Governor Stancato commented that VP Ezzeddine did not spend time talking about deepening community outreach in Detroit. She noted that there are many organizations who have changed their focus to what is being talked about at this meeting. The Coleman Young Foundation is almost 40 years old, and has been doing it for a long time. The Employment Equity Project and Brilliant Detroit are just a few of the many organizations focusing on this conversation that involves access and completion for students who traditionally have not had that kind of access. She noted that it can be a big part of what the University can do in terms of changing or expanding the work around first generation students and students of color.

VP Ezzeddine noted that in light of Governor Stancato's comment, he previously met with the leadership of DPSCD and they plan to have regular bi-monthly meetings. There was an inventory of all the services and engagements the University has to make sure the two organizations are congruent.

The University has created a wish list on how it wants to engage to increase the support for DPS students and create more pathways for them to come to the University. There were 284 students from DPS last year and the desire is to attract more of them and to work on some of the issues that the district is facing. Faculty in the College of Education and across the campus are thought leaders and can work with them on some of these initiatives.

There has been work on outreach to the community with VP Lindsay's office, through the faith and community centers, to reach parents, to see how the University can work with them and to learn what needs to be done to support their students and help tell the story about Wayne State. The population in the outer ring of Detroit has a lot of students, and in Southfield, for example, 94% of their students are African American. Governor Stancato noted that 50% of Detroit students go to inner-ring schools, which is another item to address.

VP Ezzeddine is passionate about transfer students opportunities and supporting underrepresented African American and minority students by looking at the surrounding areas as well and increasing outreach. He noted that majority of Wayne State's transfer students come from the Tier 1 community colleges which are Macomb, Wayne, Schoolcraft, Henry Ford, Washtenaw and OCC. He noted that he would want to change that as Michigan has 28 community colleges and the University should expand outreach so the University can recruit from all of them. Wayne State has the largest community transfer enrollment in the state. While the University of Michigan has a larger transfer student

number, 72% of their transfers are from other 4-year colleges, not community colleges. Wayne State thus has the largest community college transfer pipeline.

Although overall enrollment has recovered at the community colleges, there are still more than 150,000 students currently in the community college system, and that number will only increase. Opportunities for the University can be found in creating pathways from certificates and from associate degrees to Wayne State University, without compromising the quality and integrity of the Wayne State degree.

The University is part of a national program called the Equity Transfer Initiative with OCC and Jackson College. The program is focused on African American, first-generation and adult students in high demand majors to transfer from those colleges to Wayne State and for the University to provide wrap around services. The idea is to be able to expand that to the network of colleges with Wayne State partners.

The international network will continue to be expanded and provide a pipeline for graduate students, and investment will also continue in undergraduate recruitment. Summer and short-term programs are a revenue source but also provide an introduction to Wayne State. These students come in for a short period, are introduced to Detroit and to Wayne State. The key is to get them to campus, both at the international level and the local level and that will continue.

Governor Thompson asked for a description of the pipeline programs, their demographics and how far back they started and what level students are targeted. She also asked whether the inner-ring suburbs have a high population of black students and students of color and what outreach strategies look like for other communities like Ypsilanti or Flint or Saginaw.

VP Ezzeddine advised that outreach goes deeper beyond just the seniors and juniors. Summer K-12 programs target younger ages and bring in students from middle school, and 8<sup>th</sup> grade and 9<sup>th</sup> grade. Part of the reorganization under this new division will bring all of these pipeline programs together. The programs exist in colleges, centrally, and across campus sharing resources and expanding and identifying the deficits. Examples include the summer programs particularly, and as an example, STEM Day, where thousands of students come from across the region, many of whom are younger students. These programs will continue and the goal is to expand on them.

Outreach to the other suburbs is part of the plan for transfers. There is work with VP Massaron and his team and through the Financial Aid office to find ways to use scholarships more strategically. An example would be a student from Ypsilanti or Flint who may be interested in a housing scholarship and may need it more so than someone from Sterling Heights, and how can that need be packaged and tailored.

Governor Kumar thanked VP Ezzeddine for the ideas and enthusiasm in the presentation. He asked, with respect to international students, how the University will facilitate a quicker and definitive way to getting VISAs for Wayne State applicants.

VP Ezzeddine noted that there are several advocacy initiatives on this issue with the local congressional delegation and nationally. The University is working with NAFSA and some of the national organizations on this matter. There is work with James Williams in Governmental Affairs in Washington to address some of these issues. Some of these efforts are what led to the recent change that expands that window of work opportunity for international students. Unfortunately, in certain countries there are travel restrictions that have prevented the issuing of VISA's. The Biden administration approved the waiver of the interview requirement for students, and that has resulted in more students getting VISA's, and this drove an increase the enrollment numbers in the fall this winter. There is work in India with a recruiter on the ground, who has access and is in constant contact with all of the University's applicants and the students who are admitted from this country. This provides intelligence on who is getting an appointment, who is getting a VISA and who is not. In certain cases, the University cannot advocate on behalf of an individual student but overall can talk about the need to change policy or be more flexible.

Governor Barnhill commended VP Ezzeddine for his very thoughtful presentation and the level of strategic emphasis placed on the issues.

#### **ESTABLISHMENT OF A JOINT DOCTOR OF MEDICINE (M.D.) AND MASTER'S IN BUSINESS ADMINISTRATION (M.B.A.) PROGRAM**

Dean Mark Schweitzer advised the committee that the School of Medicine is initiating several programs that it hopes will help to train a higher quality and more diverse set of applicants. The hope is that the programs will make WSU more appealing and differentiate it from some of its peers. Regarding the proposed program, there are about 50-60 medical schools in the country with a combined MD/MBA program. The WSU program, as outlined, would allow students to have 9 of the credits for the MD degree count towards the MBA, will utilize both synchronous and asynchronous education, and students will complete their programs in a shortened time frame. He advised that there is a need for programs for students who aspire for leadership, and who understand the finances of the health care system, and understand and are able to be conversant in both economics and finance as well as the science of medicine. Dean Schweitzer advised that the proposal has received approval at all levels of review, in both Schools, plus centrally by the Graduate Council, the Dean of the Graduate School and the Provost prior to being presented for the Board's consideration today.

Governor Gaffney asked for clarification on the process for implementation of this degree program. Dean Schweitzer advised that the students will be admitted to the School of Medicine first, then apply to the School of Business. Student support services will be provided by the School of Medicine. To complete 2 degrees concurrently in this time frame will be an intense effort, and the Dean estimates that there will likely be 10 to 20 students who will be interested in this program. Dean Schweitzer also extended his thanks to Dean Forsythe of the School of Business for his partnership in the development of this program.

**ACTION:** Upon motion made by Professor Roth and supported by Governor Busuito, the Academic Affairs Committee recommended that the Board of Governors establish a new joint degree program between the Doctor of Medicine Degree

(School of Medicine) and the Master of Business Administration (Mike Ilitch School of Business), effective Fall 2022. The motion carried.

### **CHANGE THE NAME OF THE BACHELOR OF SCIENCE IN ELEMENTARY EDUCATION TO THE BACHELOR OF SCIENCE IN EARLY AND ELEMENTARY EDUCATION**

Associate Provost Darin Ellis provided background information on this recommendation. He advised that the current degree title does not fully express the range of options available to the student. Students can actually add the Early Education endorsement on top of Elementary Education, and the title change will clarify this scope. Professor Kate Roberts, from the College of Education, added that in the past, the State of Michigan has always added the Early Childhood endorsement onto an Elementary Education license. The State does not require certification for teachers below kindergarten. They prefer it in many programs and are transitioning towards preschool, but not in the birth to 3 range. She added that the State is moving towards, for the first time, certifying from birth to K, as opposed to starting at the pre-K level.

**ACTION:** Upon motion made by Governor Busuito and supported by Governor Stancato, the Academic Affairs Committee recommended that the Board of Governors change the name of the Bachelor of Science (BS) in Elementary Education to Bachelor of Science (BS) in Early and Elementary Education, effective Fall Term, 2022. The motion carried.

### **DISCONTINUANCE OF THE BACHELOR OF SCIENCE IN ELECTRIC TRANSPORTATION TECHNOLOGY (BSETT) PROGRAM**

Associate Provost Ellis summarized the final recommendation regarding the discontinuance of the Bachelor of Science in Electric Transportation Technology, a program in the division of Engineering Technology, effective Fall '22. The program was created in 2011 as part of a portfolio of programs created as part of the American Recovery and Reinvestment Act. The Master's program and the certificate program in this area have done well. However, it seems that the students that targeted for this particular 2 plus 2 plus 2 pathway preferred to pursue immediate employment upon completion of their technical associate degree. The job market has been good enough for people in that field that the prospect of staying in school longer has not been attractive. He added that the College of Engineering has many offerings around the general topic of electrification, of transportation and mobility and many students pursue this industrial area through those other degrees in Electrical Engineering, Electrical Engineering Technology, Mechanical Engineering, Mechanical Engineering Technology. He concluded that this particular combination didn't work out as expected when it was created. Governor Gaffney asked if there were any students still in the program, and whether the recommendation went through the appropriate approval process. Associate Provost Ellis responded that there have been no students in this program for a number of years, and it is potentially a defunct program at this point. He also advised that the recommendation has gone through the normal faculty governance and review processes.

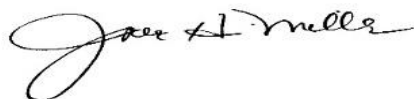


**ACTION:** Upon motion made by Professor Roth and supported by Governor Stancato, the Academic Affairs Committee recommended that the Board of Governors approve the discontinuance of the Bachelor of Science in Electronic Transportation Technology (BSETT) Program in the Division of engineering Technology, effective Fall 2022. The motion carried.

## ADJOURNMENT

There being no further business, the Committee adjourned at 12:20 p.m.

Respectfully submitted,



Julie H. Miller  
Secretary to the Board

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