



## Personnel Committee

June 24, 2022

### Minutes

The meeting was called to order at 11:09 a.m. by Governor Gaffney in the Student Center Ballroom. Secretary Miller called the roll. A quorum was present.

**Committee Members Present:** Governors Gaffney, Barnhill, Kelly, Land, Stancato; Ricardo Villarosa, Faculty Representative; Noreen Rossi, Faculty Alternate Representative; Hayden Johnson, Student Representative; Fatima Hammoud, Student Alternate Representative

**Also Present:** Governors Busuito, Kumar and Thompson; and President Wilson; Provost Kornbluh; Vice Presidents Burns, Ezzeddine, Johnston, Massaron, Schweitzer and Staebler; and Secretary Miller

### **APPROVAL OF MINUTES, May 6, 2022**

Governor Thompson advised that the meeting minutes indicated that she was at the meeting when she was not present.

**ACTION:** Upon motion made by Governor Barnhill and seconded by Governor Land, the Minutes of the May 6, 2022 Personnel Committee meeting were approved as corrected. The motion carried.

### **OVERVIEW OF ACADEMIC SEARCH PROCESS**

Provost Kornbluh indicated that the faculty hiring process takes place at different levels in the university. Part-time faculty are hired locally in the department and approved at the college level, and a formal search process is not used. They are hired to teach specific courses in a specific unit and are members a bargaining unit. Governor Gaffney asked if there is a limit on the number of part-time faculty in any of the departments, and whether the decision is left up to each department. Provost Kornbluh advised that there is no hard limit, and confirmed that the decisions are made by the department, and that finances often governed these decisions. He added that his office has received requests from colleges for extra funds to hire specific people to teach specific classes.

Non-tenure tract faculty hires, including those in the clinical track, research track, and teaching tracks, are also handled at the college level. These appointments do not require Provost level approval and search committees are often used to identify candidates. A new transition process is now in place where teaching faculty titles are being converted

from lecturers to assistant, associate and full professors of teaching. The Provost's office now requires, with some exceptions made, search committees for teaching faculty. This is an effort to make the hiring process more like the one used for tenure-track hiring where faculty committees at the department level are involved. The process varies from unit to unit, including clinical hires, which are done differently. The Provost's office manages tenure-track hiring across the university, with requests to hire sent out to the colleges every year in June. The colleges need permission to hire, to identify the funds available, and/or submit requests for additional money from the university to add positions. Once approval is received, local search committees are created, which includes an OEO approval process. Search committees consult with the faculty in the department; hires have to be approved by the dean and the Provost.

Governor Kelly asked for further explanation of the search committees. Provost Kornbluh advised that the department search committees have to submit the composition of their search committees to the OEO office for approval. Diversity is a requirement for all department search committees and the departments submit their recruitment strategy for OEO approval; all tenure-track jobs are advertised nationally. A diverse advertising strategy is used to build a diverse pool of candidates. The departments then submit their candidate selection and the semi-finalist information to the OEO office for approval, before the selection can be made final. Governor Thompson asked if aggregate data is available indicating that the committees were more diverse and did this process result in more diverse faculty being recruited. Provost Kornbluh advised that there is no aggregate data available on the committee membership. He indicated, however, with this requirement, in the last five years there has been growth in the number of diverse candidates being hired. Retaining those candidates remains a challenge.

Provost Kornbluh advised that aggregate numbers of faculty from historically marginalized groups increased over last several years, but they have lost people at a higher rate, so the focus will be on retention. Governor Kelly asked how diversity is defined on a search committee. Provost Kornbluh indicated that they look for gender balance, and for representation from historically underrepresented groups, of at least one person on each committee. President Wilson added that there is not a specific number, nor a quota. Governor Kelly suggested that it would be helpful to have a more specific definition so that the Board has a better concept of how well the effort is succeeding. VP Johnston advised that the committees also undergo bias training, which is required for faculty searches, and offered for other searches.

Governor Gaffney suggested that the OEO office include this topic during their presentation at the September meeting of the Personnel Committee and added that given that this area is one of the five major policy areas of the strategic plan, the increased level of detail on this topic is important to the board. Governor Stancato reflected that the term diverse candidate could be anybody. She advised that language is powerful, and the University should be more specific with the term diverse candidate and with that, become more intentional. Governor Land then added that the challenge, in her experience, was that sometimes when a person of diverse background is asked to serve, they decline, and then multiple people need to be asked to fill that spot. She added that it might be interesting to see how many times an invitation to serve was accepted or turned down.

President Wilson agreed that when the word diversity is used, it is too inclusive. He emphasized that when the university talks about diverse candidates for these search committees, it is a focus on racial diversity, racial ethnic diversity and gender diversity.

Provost Kornbluh advised that his office would report total numbers of the faculty. While that will include racial diversity, there are other areas that require further progress and that requires accountability. There are two ways to look at the University's numbers. He mentioned an article in the Chronicle of Higher Education that noted the University had the most diverse graduate faculty in the state of Michigan, and that looks at racial and ethnic diversity. He commented that the University could do better but is at a good starting point.

In answer to a question from Governor Kelly about steps being taken to address retention, he advised that it is a proactive and multi-faceted effort. That includes conversations with the Dean and exit interviews performed on everyone leaving. Both the provost and the deans are open to talking with the individual faculty members. VP Chamblee's office and the Graduate School have put forward efforts to develop better mentoring and support systems for the faculty who come from historically underrepresented areas. This is being implemented now in the programs that have hired new faculty. In the specific relationship to African American faculty, the fact that the university cared and was committed to this was important because current faculty help retain their colleagues. Continuing efforts also included Dean Sakr and the Provost meeting every few weeks with the Committee of African American Faculty members from the School of Medicine to talk about specific issues there. Governor Kelly asked if exit interviews had been done in the past with departing faculty, or if it is a new process. Provost Kornbluh advised that he did not know whether they were done formally previously, but they were done formally this year. Governor Kelly asked the Provost to return to the Board within the year with a report on progress in this area and more specifics about efforts to retain faculty.

Governor Thompson asked if the cluster hire approach was included in those retention efforts. That approach included hiring one or more persons and looking at support and service requirements and additional burdens on faculty of color, who could be expected to serve on those committees. She noted that faculty who are not of color may not have those same burdens and obligations. Provost Kornbluh advised that the issue of service is often community engagement and research related. The Provost's office convened an unofficial committee this fall, in collaboration with the Academic Senate and the faculty union, to look at criteria for tenure promotion at the university level and to make sure there was adequate credit for these important things expected of employees. The Pathway to the Faculty is a program instituted this year and designed to bring early career academics to Wayne State in a program where they would have a post doc for 2 to 3 years, depending on the discipline. During that time, they would come in with clear expectations of what they need to do in order to be moved on to the tenure track. There is also an elaborate mentoring program designed to build the members into a community so that they will meet together on an ongoing basis.

Regarding cluster hires, Provost Kornbluh described a competition that the dean of the Graduate School constructed. To qualify for consideration, Departments had to put

forward a proposal of plans to change the culture in their departments so that people feel welcome and appreciated. The Provost authorized 6 hires this year - the original allocation for this program was 5 faculty a year for 5 years, for a total of 25 new hires, which would bring a total of 25 people to the University, a significant increase in the number of African American and Latin X faculty on campus. Two additional post docs were also authorized. It was designed exactly as Governor Thompson suggested. The post-doc will protect the hires from excess service at the beginning because often African American faculty come in and are asked or expected to do all of this other work in addition to their own work. President Wilson commented that it is called the minority tax.

The Provost and the President created another program committed to a cluster hire designed around issues that related to the African American community. Faculty in this grouping will teach around issues that relate to African American concerns including areas such as health equity, African poetry or social work. Virtually all of the colleges can participate, and the goal is 50 hires in 5 years, doubling the number of African American tenure track faculty on the campus. A major foundation is interested in the program and visited campus, and there is hope the program will be their signature grant in December.

The Provost advised that his office will provide additional information on these new hires. He added that the Academic Senate and staff were deeply committed to the program, and he believes that 5 years from now the demographics of the faculty will look very different. He noted that out of the cluster hire, they will hire some faculty members who are not African American, but whose work focuses on relevant issues.

Moving on, the Provost continued with the tenure track hiring process. The typical tenure track job is advertised nationally. Candidates send in a resume, letter of application, and letters of recommendation are also required. Search committees review these materials, and from the earlier discussion, they would have had training by the OEO on implicit bias.

A list of semifinalists is narrowed down. ZOOM interviews are done with the semifinalists. More information and more details might be asked from the semifinalists. The search committees then narrow down to a list of finalists. The list of finalists is then approved, but usually by a department, sometimes by a dean as well. Those finalists come to campus for a two-day interview where they present both research and a teaching presentation. They meet with multiple constituencies, and give a job talk at the end.

In most departments, the search committees make a recommendation, and the chair takes that recommendation of who they want to hire to the dean. Most departments include a faculty vote in the process. At the Law School, for example, the entire faculty vote on every single hire. The candidate portfolio is shared with the dean, the dean has to approve the hire, a verbal offer is made and then there is an extensive process to go from an offer being accepted to actually hiring the person and getting them on campus. Governor Gaffney asked how long the process takes. Provost Kornbluh advised that most academic departments worked on a September to May calendar, which brings candidates to campus from November to February/March for a spring decision. In more competitive markets, departments try to be a little earlier. Provost Kornbluh noted that in terms of the calendar, searches for the School of Medicine are almost all year round.



The chair and dean hiring processes are governed in part by the bargaining agreements. At both the chair level and dean level, there are 2N committees where the faculty/academic staff votes in half the members of the committee and the administrative body appoints the other half. Chair searches are usually internal except for the School of Medicine, where more often chair searches are external, which is not unique to Wayne State. Search committees make a recommendation to the dean for a chair. The provost reviews this information carefully and approves chair appointments, making sure that there is strong faculty consultation. With Dean searches, they are always external, with the use of a search firm in the process. The composition of search committees is similar, in that half the members are elected, and the other half appointed.

Governor Gaffney asked that information on bias training be included at the Personnel Committee's next meeting in September. He thanked the Provost for the presentation, and for providing the details that helped explain the processes for the Board.

## **DISCUSSION OF WSU DEI INITIATIVES**

The next presentation was by Associate Provost Marquita Chamblee, who discussed DEI initiatives on campus. She focused on 4 particular areas.

The DEI Council, the first area discussed, is an important part of the work being done. It was created by one of the recommendations from the Social Justice Action Committee, which recommended that there be a university wide Council that dealt with DEI issues. The Council includes about 52 people with member representation from all the schools, colleges and divisions, as well as from the AAUP, Academic Senate, and Student Senate. In order to maximize efforts, 4 working groups were created to focus on specific areas. The full council meets monthly, and the working groups meet biweekly.

The working groups were led by co-chairs from Council membership. The co-chairs serve on the Council's executive committee, which helps guide the Council's work. The executive committee also meets monthly.

The charge to the Council centered mainly on taking the recommendations from the SJAC, the Social Justice Action Committee plan, and developing implementation strategies. The last year was spent determining how to implement the recommendations and identifying the costs in terms of personnel and finances to make those happen. Another focus was to look at the climate study data and facilitation of communication between the entities to engender collaboration and learning from one another about what each school and college is doing in their diversity councils and in their diversity work in their college.

While each of the working groups is meeting biweekly, AP Chamblee wanted to focus her discussion today on the group working on DEI strategic planning. This group, about 15 people, is developing a template for schools and colleges to help in their development of a school/college DEI strategic plan. A toolkit is also being developed, and the use of the

template and the toolkit will help to create commonalities across all the schools, colleges, and divisions.

Key components of the toolkit for the DEI plan include how to develop the plan, how to engage stakeholders and how to develop committees and make the planning happen. One of the more important pieces of work of the council will be to develop a DEI strategic plan, not just for the schools and colleges, but for the overall university. There will be some time spent working on that. Governor Gaffney asked when those plans will be concluded. AP Chamblee advised that it would take some months for school/college plans, from start to finish, to get going. The libraries have been working on their plan, and it took them about a year. In response to a question from Governor Gaffney about when the template would be done, AP Chamblee advised that the template will be shared soon with the Deans for feedback on how useful it would be for this process.

Looking forward, Governor Gaffney asked if the template and plans could be available next year at this same time; AP Chamblee advised that some of the schools and colleges are ahead of others, some with their own DEI Council, and some who do not have one in place. These tools will provide some impetus for them to get started on the DEI planning. In terms of Board support to encourage that effort, AP Chamblee advised that the first step will be to have the Provost encourage this work with the deans.

Governor Gaffney asked that VP Chamblee share the Board's support and encouragement for forward progress with the Deans. Governor Kelly asked that the board go further and resolve that a requirement be put in place for all departments, schools and colleges to have plan in place one year from now. President Wilson advised that this is a high priority for the university and that he personally thought that the faculty and deans will get it done without the directive. AP Chamblee added that she could share the board's views with the deans and provide a note of urgency. She noted that many new deans have been hired and they will need time and opportunity to build their DEI plans.

Professor Rossi advised that the faculty are very committed to the DEI initiatives. She believes that momentum from the entities that already have DEI plans could spur others to work together toward the end goal. AP Chamblee added that the Academic Senate has a DEI committee, and she is looking forward to working and engaging more actively with that committee to help schools and colleges develop their plans.

Moving on with the discussion, Ms. Chamblee discussed the overlap between the DEI strategic plan and the university's strategic plan, as the university's strategic plan has 3 goals related to DEI. Common focus areas could include teaching and learning, student success, outreach and engagement and financial sustainability. The expectation is that the non-DEI strategic priority areas will still have DEI included where it makes sense as DEI does not stand alone.

The university's first intercultural training director, Alex Bosch, has been hired. His background is in intercultural development and restorative justice, and he has a variety of other positive experience. The diversity climate study indicated that there is a need for educational programming and training around diversity related issues. The director will

work collaboratively with the Office of Multicultural Student Engagement to create learning opportunities for students and conduct implicit bias training with a focus on health care. There is a new regulation in the state that requires that anyone with a license receive implicit bias training. President Wilson commented that he thought the need for this position was also a SJAC recommendation, and AP Chamblee confirmed that it was.

Turning to the campus climate study, AP Chamblee advised that it has been 5 years since the study was conducted, and it is due to be conducted again. The study will include issues of care and concern on the part of the community in terms of the environment on campus, for students, staff and faculty. It will launch in January 2023. In response to a question from Governor Gaffney about when the results would be available, Ms. Chamblee advised that the previous study was open until the first part of March and the first report was received back in September or October. Governor Kelly commented that it has been 5 years since the last study and questioned whether it could take two years before results from the new study are seen. AP Chamblee advised that if the new study is launched in January, results could be back by September.

Governor Kelly is concerned about the time lag and believes that the board should hear the survey results in a shorter period. President Wilson advised that while 5 years seems like a long period of time, they are very extensive surveys that take a long time to complete. Then it takes years afterwards in terms of the follow up. He asked AP Chamblee what the other public universities are doing. She advised that a number of Michigan publics are doing climate surveys and every 4 to 5 years is about the average time that they take to do it. Governor Thompson asked for information about the programs or initiatives that have come out of the survey; AP Chamblee advised that she provide that information.

#### SCHEDULE OF CONTRACTS

Associate Vice President Carolyn Hafner was present to answer questions on the informational report providing a list of the Labor Union Contracts with the University. Mr. Villarosa offered a few corrections to the listing. For the AAUP, adjunct faculty was listed as one of the represented classifications and it is not; under Academic Staff, university counselors, there should also be university counselor assistants.

VP Hafner noted the corrections would be made. Governor Gaffney advised that he was pleased that the number of employees was included. Governor Kelly noted that in the 7 and a half years she has been on the Board, she had not seen a report like this. She would like the Board to receive this report on an annual basis at its June meeting. She noted that without data, without the information, the board could not make decisions on whether something needs to be done. Governor Gaffney asked Governor Kelly if she wanted a formal motion. Governor Kelly advised that she did. The following action was then taken:


**ACTION:** Upon motion made by Governor Kelly and supported by Governor Gaffney, the Personnel Committee moved that it receive the Schedule of Contracts as an annual report in June of each year. The motion carried.

Governor Barnhill asked if VP Hafner could briefly speak to the commitment to DEI for all University employees. VP Hafner advised that she co-chairs the working group on DEI for all employees, along colleague, Boris Baltes. They have transitioned from their work on the SJAC committee to the new structure described by AP Chamblee earlier in the meeting. There have been groups working on areas such as workforce planning and development and talent acquisition, which includes recruiting, retention, hiring, onboarding, and management accountability. Compensation and benefits and training and career development are other areas that were cited as major concerns in terms of promoting DE and I that came out in the SJAC committee, and subgroups have continued to work on those matters as well. Much of this work was already underway in the restructuring of Human Resources. She advised also that there is work being done in the area of policies and procedures, and new systems development. HR staff are also being retrained to be more focused on what HR professionals should be doing to focus more not only on a diverse workforce, but on one that can be actively recruited and retained.

#### ADJOURNMENT

There being no further business, the meeting adjourned at 1:09 pm

Respectfully submitted,



Julie H. Miller  
Secretary to the Board of Governors