



## Academic Affairs Committee

December 2, 2022

### Minutes

The meeting was called to order at 9:02 a.m. by Governor Busuito in the Student Center Ballroom. Governor Busuito chaired today's meeting in Governor Stancato's absence. Secretary Miller called the roll. A quorum was present.

**Committee Members Present:** Governors Busuito, Gaffney, Kelly, and Thompson; Jennifer Lewis, Faculty Representative and Brad Roth, Faculty Alternate Representative; Mannat Bedi, Student Representative and Batsheva Khaimov, Student Alternate Representative

**Committee Members Absent:** Governor Stancato

**Also Present:** Governors Barnhill, and Kumar; President Wilson; Provost Kornbluh; Vice Presidents Burns, Ezzeddine, Massaron, Poterala, Schweitzer, Staebler, Stemmler, and Wright; and Secretary Miller

### **APPROVAL OF MINUTES, SEPTEMBER 30, 2022**

**ACTION:** Upon motion made by Professor Roth and supported by Governor Gaffney, the minutes of the September 30, 2022 meeting of the Academic Affairs Committee were approved as submitted. The motion carried.

### **DEVELOPMENTS IN FACULTY AFFAIRS (TEACHING TRACK FACULTY, INSTITUTIONALIZING ADVANCES FROM GEARS, NEXT STAGES IN SUPPORTING FACULTY)**

Provost Kornbluh introduced Boris Baltes, Senior Associate Provost, for an overview of recent developments in faculty affairs. Dr. Baltes has been working on projects to build up support for faculty, with special attention to equity among faculty and insuring that women and minority faculty members have the same opportunities that all faculty members do. Dr. Baltes took on an additional assignment this year, and is also serving as the Interim Dean of the College of Education. Dr. Baltes reported that during the last contract negotiations a new category of faculty was created which eliminated the lecturer and senior lecturer classifications, and created the classification of Faculty (Teaching) at the assistant, associate, and full professor levels. A 2N committee was created, comprised of AAUP and administrative representatives, to develop a set of factors and guidelines for promotion for this classification of faculty. Input was also solicited from the Policy Committee of the Academic Senate. The factors and guidelines were approved by the AAUP and the administration and go into effect for the 23-24 academic year. The promotions process is similar to that used for tenure track faculty and for other non-

tenure track faculty classifications such as clinical and research faculty, with a few differences. The main difference is that for teaching faculty, the focus is on teaching and on service. Research is not necessarily one of the factors they need to excel in. Schools, colleges and departments are being encouraged to develop factors to be used in this process, and some have moved forward on this. The university factors will be used for promotion if a unit does not have their own specific factors. Governor Gaffney asked for clarification on the definition of a 2N committee. Dr. Baltes explained that the committees are comprised of an equal number of individuals appointed by the union and by the administration.

In response to a question from Governor Kelly, Dr. Baltes confirmed that the university factors apply to all of individuals in the Faculty (Teaching) classifications, across the university, and that any unit factors developed could not conflict with the university factors, but could give more detail specific to that department or college. Provost Kornbluh added that disciplines vary widely, and thus there may be different weight assigned to different factors, depending on the discipline. He added that the creation of these teaching classifications is a result of a decade of work under President Wilson's leadership to elevate the status of teaching and insure that the institution rewards and recognizes good teaching. He added that the roles of faculty at the university are expansive, including tenure-track faculty, research faculty, clinical faculty, and teaching faculty, all who share the titles of assistant, associate and full professors.

Governor Kelly commented on the differences in salaries for lecturers and regular tenured faculty, and asked if that remains true for this new classification of teaching faculty. Provost Kornbluh advised that salaries vary across disciplines, colleges, and teaching loads. The new classification structure establishes a promotion process that equalizes the amount of increase for promotion from assistant to associate, or associate to full professor, regardless of the classification. Market factors and discipline also impact salary levels

In response to a question from Governor Kelly on how tenure impacts salary in these classifications, Provost Kornbluh explained that teaching faculty will not be eligible for tenure. Only regular faculty, whose duties are across the university's mission of teaching, service and research, are eligible for tenure. There are research and clinical faculty who also do not get tenure. The university will provide substantial job security with the promotion system, based on how long an individual has been with the University, up to 4 year contracts. He added that he believes that showing this type of respect for the teaching faculty has been an evolutionary change in higher education over the last decade.

Next, Dr. Baltes provided the committee with an update on the NSF GEARS grant, which seeks to advance equity, especially for women faculty in STEM, and also focuses on the representative faculty in STEM as well. The University was awarded an adaption grant in 2020 and is into the final year of the grant. The GEARS grant has 3 components and uses terminology with the Motor City theme, including Wayne Drives, Wayne Accelerates, and Wayne Shifts. Wayne Drives focuses on gathering climate and culture

perception data, which is almost complete. They are using and sharing that data with faculty to help them understand some of challenges faculty are facing. One area of focus are issues around toxic culture, such as bullying or microaggressions. As part of the outgrowth of this work, they will be beginning bystander intervention training this semester, adapted from programs used in other universities. The hope is here that the training will help empower individuals to intervene when they see some of these behaviors transpiring. Wayne Accelerates is focused on work-family life strains for faculty. Here, the team has compiled information helpful in this area into one centralized place, including things such as parental leave, other leaves of absence, sick time, and others, to make the information more accessible for faculty, so they understand their options. Family advisers have also been identified, who are there to support faculty – a place where faculty can go to get objective advice. These individuals are trained and receive a stipend for their time. Family advisers also met with many of the university's semi-finalist candidates for tenure track positions at the university, to provide an opportunity for the candidates to ask questions. Preliminary feedback from these sessions has been very positive, and something the faculty seem to appreciate. Potential faculty get an opportunity to find out what the university offers, and this may aid in recruitment and retention. The final segment, Wayne Shifts, is a project that has been adapted from interventions that have been used at other universities, and this particular one was from the University of Maryland, and brings transparency to the workload that faculty engage in. There is evidence that female faculty are asked to do more, and engage in more service, than male faculty. The goal here is to ensure that people understand how much service individuals are performing, and eventually help departments spread that service out better and not have it fall disproportionately to one group or another.

Professor Lewis asked which office would be leading the bystander intervention training? Dr. Baltes advised that GEARS is a grant team, and that it has a website that provides information on all of the individuals on the team and what they are working on. In terms of the bystander training, they are working with the Theater department on the roleplaying that is part of the workshops for this training. Provost Kornbluh added that they are looking at some other options for bystander training that could be used for sexual violence prevention and education, where a new director has just come on board.

Governor Gaffney returned to the earlier discussion on teaching faculty, and asked whether the 2N committee discussed the notification process used for adjunct faculty when they may not be renewed for the following year, and whether any changes were instituted. Dr. Baltes advised that those discussions were part of the contract negotiations with the AAUP-AFT, and that as part of the changes agreed upon, the notification time for nonrenewal was extended. It begins with 3 months' notice for the first 2 years of employment, and increases after 4 years, 6 months' notice will be given, and after 6 years of employment, 12 months' notice will be given for nonrenewal. Provost Kornbluh added some additional background, advising that it was not the amount of time per se, but that the deans felt under budgetary pressure and issued nonrenewal notices to everyone, and then rehired. A strong partnership has been created between the Provost and the CFO, and they are working with the deans on budgets, and the culture will be different moving

forward. Notices in the future will be based on quality of teaching, and not on budgetary issues.

Governor Kelly asked whether either of the faculty representatives had comments on the GEARS grant. Professor Lewis advised that she has been involved in some of the GEARS grant work because of her connection to STEM, and in mathematics education. She believes that there has been a large effort to improve the climate for faculty and for students, led by GEARS, and they are feeling those changes. The bystander training is new, and she was pleased to hear about it. She added that while the driver here has been concern for STEM faculty, she believes that the work has taken a more global approach, and that a stronger healthier climate in general will help support STEM faculty and the wider community.

Provost Kornbluh commended the work of Boris Baltes and Krista Brumley on this grant, and advised that the university is participating with Michigan State and Ohio State in a follow-up grant to GEARS , and they are excited about that potential as well.

#### **CHANGE THE NAME OF THE GRADUATE CERTIFICATE IN ALCOHOL AND DRUG ABUSE STUDIES TO THE GRADUATE CERTIFICATE IN ALCOHOL AND DRUG USE STUDIES IN THE SCHOOL OF SOCIAL WORK**

Associate Provost Darin Ellis advised that this proposal is primarily a change in title, to use more person-centered language, and as a more humanizing way to present the curriculum and the work of the faculty. This is a change in title to reflect the curriculum for this program.

**ACTION:** Upon made by Governor Kelly and supported by Governor Thompson, the Academic Affairs Committee recommended that the Board of Governors approve the change in title of the Graduate Certificate in Alcohol and Drug Abuse Studies (CADAS) to the Graduate Certificate in Alcohol and Drug Use Studies (CADUS), effective Fall 2023. The motion carried.

#### **DISCONTINUANCE OF THE EDUCATION SPECIALIST CERTIFICATE IN READING**

Associate Provost Ellis advised that this proposal is part of an ongoing consolidation of programs in the College of Education. The consolidation is looking to fold the specialist area into other parts of the Graduate curriculum.

Governor Thompson asked whether this was part of a cost-saving measure, or a holistic review of the curriculum. Dr. Baltes advised that the number of students enrolled when this was a stand-alone program has decreased to less than 5 students, and it did not make sense to retain it as a stand-alone program. With this recommendation, it is being folded into a certificate program. He added that there will be no negative impact on the small number of students who are currently enrolled.



**ACTION:** Upon motion by Governor Gaffney and supported by Governor Thompson, the Academic Affairs committee recommended that the Board of Governors approve the discontinuance of the Education Specialist Certificate in the College of Education, effective Fall Term 2023. The motion carried.

**PRESENTATION: SCHOOL OF SOCIAL WORK**

Provost Kornbluh introduced Dean Sheryl Kubiak, who is in her 5<sup>th</sup> year leading the School of Social Work. Dean Kubiak is a one of the top social work researchers in the country, runs a research center, and is a national leader in Social Work, and comes before the committee for a presentation on WSU's School of Social Work.

Dean Kubiak opened her presentation with some slides depicting their new building, which was renovated during the pandemic. The facility includes many features their previous building did not, and has a community room, group rooms for students, and classrooms in the lower level. The building's courtyard was recently dedicated in honor of Maryann Mchaffey. Ms. Mchaffey served on the Detroit City Council for over 30 years, including twelve years as its President. She also served as a faculty member at the School of Social Work for 20 years.

Dean Kubiak reported that the School of Social Work's ranking by US News & World Report has gone up, and they are now ranked as one of the top 50 schools of Social Work in the country. Their placement, at number 36 on that list, is their highest to date. As background for the profession, the Dean advised that social workers are uniquely trained. They look beyond the individual in front of them and examine the contextual factors, the family, the neighborhood, the government structures, and the policies as well. Social workers work at multiple levels, with efforts to help not just the individual in front of them, but also helping to change the systems and the policies confronting them.

There are a number of initiatives and programs going on at the School, and Dean Kubiak shared several examples with the committee. The first program she discussed was on behavioral health, related to opioid settlement technical assistance. The WSU School of Social Work (SSW) is working on a multi-university consortium of technical assistance to municipalities around opioid prevention and treatment, with WSU's SSW the lead at Wayne for bringing that project together. As a part of this project, they will have a team meeting with municipal leaders to talk about evidence-based practices to prevent mortality and morbidity related to opioid use. In other areas of behavioral health, the School received a \$1.7 million appropriation to train mental health professionals to work on the front lines. These funds are geared to provide training in crisis response, filling in gaps and working in partnership with police departments in dealing with calls from individuals who are experiencing mental health or substance abuse crisis. This is a training grant, with funds likely to be released in January. Dean Kubiak advised that the School has multiple training grants around behavioral health that impact students and they partner with many colleges across the university, including Nursing, School of Medicine, and Pharmacy and Health Science in these training grants. Students benefit

because they receive a stipend of \$10,000 a year to participate, so not only does it create interdisciplinary opportunities but it also funds tuition.

The School is also focusing on interprofessional education (IPE) and has been working with the colleges of Nursing, Pharmacy and the Medical School on a team approach to this endeavor. Healthcare is going to be integrated more and more, and having a social worker on the team will be a very important component. An example in this area is ongoing work with Dr. Herman Gray, the Chair of Pediatrics, to co-locate a social work clinic within the 400 Mack building, their clinical location, and they hope to start seeing clients in Fall 2023. They will have students based in this clinic, so it will be both a training site and a community resource. Social Work is also a partner in the Wayne County Medical Examiner's WSU office to provide grief and loss counseling as well as crisis services, and they will shortly be touring the building to review operations and space. Last in the area of IPE is on the AHEC Scholars program. Social Work was included in this year's grant, and has hired an individual to coordinate all of the school's IPE activities, and coordinating the AHEC Scholars portion for the school.

The last area of focus the Dean discussed is a passion of hers - criminal legal advocacy and criminal legal reform. She advised that this is a continuum that starts with the services in the community and bridges to law enforcement, to courts and to jails, and social workers are at every one of those intersections. The one program that is really taking off is holistic defense, which is a partnership with the Law School, pairing Law and Social Work students to work in criminal defense offices. She added that the criminal defense work looks at mitigating the circumstances so that people are diverted into treatment or services rather than confined. There are three offices in Detroit that are part of this pilot project, but they are also working with Michigan Indigent Defense Commission and the Michigan Justice Fund to create fellowships for WSU students to engage in this work around the state. The state is opening up 25 defense offices that will include the holistic defense model, with social workers and lawyers working in partnership. Dean Kubiak advised that WSU is the only one offering this program, at least in Michigan, and she believes, in the country. Another area the School is involved in is in assisted out-patient treatment, which is a collaboration between mental health and the courts to divert people to treatment monitored by a judge rather than placing them in confinement. They are working with the Michigan Mental Health Diversion Council to create a toolkit that has components for judges, court advocates, social workers, and family. There has been a year-long roll out of this initiative.

Next, Dean Kubiak talked about the work of the School's Center for Behavioral Health and Justice, which began in 2018, and has grown from 8 to 45 full time staff members. The Center has been instrumental in efforts to create a behavioral health unit in Wayne County Probate Court. The Dean shared a Michigan map with the committee that showed the 28 counties where the center is working to facilitate change. They work with the stakeholders in those counties to create change that results in averting and deflecting people from the criminal legal system. The School also has a Center for Social Work Research. The Center works in partnership with community nonprofit organizations to provide evaluation and support for these nonprofits. The faculty work with these

organizations, collect data and information, and write evaluation reports. These are also organizations social work students are doing field practice in, and thus training in research methods is also a component.

Dean Kubiak concluded her presentation with an overview of several other projects. The School is now part of a pilot program, and will receive Title IV funding, to gear up and begin a child welfare training program. They are continuing to offer an Interactive Community series tackling issues facing Detroiters, with a theme this year of environmental justice. She talked briefly about a DEI project within the school related to power dynamics between faculty, who are primarily white, and staff, who are primarily black, which has created some hostility within the building. They are undertaking restorative practice training within the school, and have thus far trained more than 40 faculty and staff on how to create brave spaces, where conversations can occur to help level the playing field.

In terms of philanthropy, Dean Kubiak advised that support continues to grow, and their dollars include foundation support for research, evaluation and other projects, in addition to gifts. Faculty research productivity continues to increase, with almost \$25M in funded dollars in the 21-22 academic year. She is very proud of the School's students and who they are. They have multiple student organizations and a Social Work Alliance that creates an umbrella over those organizations, and she shared some photographs of an animal therapy day where therapeutic animals came in to meet the students, and they discussed their efficacy. She closed her presentation with an uplifting overview of SW students working in the community to fill an urgent need. The aftermath of significant flooding in Detroit in 2022 left high risk residents within the city of Detroit with damage to their homes, and their applications to FEMA for funding relief were denied. Social Work students made contact with these community members, helped them resolve problems in their applications so that they could qualify for funding. In the end, they created a national model with FEMA, which was recently presented at a national conference. She added that it was a great partnership between a federal agency and a local school of social work, and the students received stipends through the United way to perform this work. She commended the students, who were very dedicated, and committed to providing assistance in Southeast Michigan.

Governor Kumar offered his congratulations on the school's ranking, and asked for clarification on the issue the Dean raised related to strained relationships between white faculty and Black staff, and the steps being taken to resolve it.

The Dean explained that survey results from the campus climate study done several years ago showed a gap between how faculty and staff felt about their job climate. Follow-up surveys and focus groups indicated that staff felt a more hostile work environment than did the faculty. Dean Kubiak added that there is a power imbalance between tenured faculty and staff, and that sometimes faculty used their power in ways that were perceived as offensive or hostile. Staff knew that there was not an intent to harm, but were uncomfortable and in some cases hurt by these interactions. The School is providing tools to improve communication and relationships.

Governor Thompson asked about steps that the Dean is taking to diversity faculty, and asked whether or not the Pathways to Faculty program is part of that effort. Dean Kubiak advised that the School has one faculty member in the Pathway Program, Dr. Bakari Wallace, who has been a wonderful addition to their faculty. She added that 30% of the School's full-time faculty is Black, and that where they are hoping to make some improvements is in those on the tenure-track, and Dr. Wallace is one an example of that. The School began its recruiting efforts early this year, and has completed several interviews, with opportunities to recruit a senior female faculty member, and a junior faculty member, a man of color, for the coming year. It is a competitive market, and WSU's faculty salaries do not always match those of competing universities. In response to a question from Governor Thompson about the type of issues the Center for Social Work Research is seeing, Dean Kubiak advised that one area of increasing concern is vacancies in clinical positions all over the mental health spectrum. There is currently a 30% vacancy rate in these positions, and the school has seen a huge increase in the number of organizations reaching out for students. They are working with foundations to increase internship opportunities, and she is working with Patrick Lindsey regarding the potential for state funding for social workers, and with licensing agencies regarding the criteria they use to license social workers, thus opening the pathways to recruit students and to retain them in the field.

Governor Kelly praised Dean Kubiak for both her presentation, and her work as Dean, which she knows is having a positive impact in bringing access to justice to people through the application of the kind of programs that social workers bring, contrasted to those of law enforcement. She is aware of community recognition Wayne receives about the School of Social Work and its programs, and offered her congratulations.

Provost Kornbluh echoed Governor Kelly's comments, and advised the committee that the work being done in the School of Social Work is a fine example of what happens at R1 universities. Students are educated in this research and in the community engagement context. It is an exciting place for a social work student to be, impacting people's lives, and advancing knowledge. He congratulated Dean Kubiak for all she has done.

## **ADJOURNMENT**

There being no further business, the meeting adjourned at 9:57 a.m.

Sincerely,



Julie H. Miller  
Secretary to the Board of Governors