The Faculty Senate met in rooms 208-209 of the Bernhard Center. There were 85 Senators and substitutes present.


**Members Absent:** S. Bertman, R. Cooper, S. Covell, C. R. Krishna-Swamy, M. Rosalez, S. Steuer, A. Zolp

**Guests:** Michele Behr, University Libraries; Gary Bischof, Dean, Lee Honors College; Jody Byrlynski, Associate Provost for Institutional Effectiveness; Christine Byrd-Jacobs, Associate Dean, Graduate College; Chris Cheatham, Associate Provost for Budget and Personnel; Paula Davis, Interim Executive Director of University Relations; Paul Gallagher, Associate Dean, University Libraries; Lisa Garcia, Haworth College of Business; Julie Garrison, Dean, University Libraries; Yvonne Jackson, Physical Therapy; Michelle Komirz, Geological and Environmental Sciences; Carla Koretsky, Dean, College of Arts and Sciences; Ming Li, Dean, College of Education and Human Development; Nancy Mansbergen, Director, Academic Labor Relations; Candy McCorkle, Vice President for Diversity and Inclusion; Robert Miller, Associate Vice President for Community Outreach; Suzie Nagel-Bennett, Associate Vice President for Student Affairs and Dean of Students; Kelley Patterson, Nursing; Andrew Paul, student; Kenneth Pilarski, guest of Rudolf Siebert; Jessica Poling, Vice President, Western Student Association; Tony Proudfoot, Vice President for Marketing and Strategic Communication; Tim Ready, Director, Lewis Walker Institute for the Study of Race and Ethnic Relations; David Reinhold, Associate Provost for Assessment and Undergraduate Studies; Joe Sanchez, President, Western Student Association; Susan Stapleton, Dean, Graduate College; Houssam Toutanji, Dean, College of Engineering and Applied Sciences; Tom Wolf, Chief Information Officer

**Staff:** S. Brodasky, S. Davenport

Faculty Senate President Richard Gershon called the meeting to order at 5:01 p.m.
a partnership between the University and the faculty. Several speakers are scheduled for the meeting to provide a big picture overview.

- **School of Choice:** President Montgomery has put forward the idea that WMU should be a school of choice. What that means in practical terms is leveraging people and resources of the Faculty Senate to achieve that goal. Over the summer, meetings were held with the senior leadership and the academic deans to better understand their academic priorities and incorporate that information in order to shape the 2018-19 council charges.

- **WMU Essential Studies:** in revising the original general education requirement, the Ad Hoc General Education Design Committee had to determine that the 21st century WMU student should be equally conversant whether its understanding the challenges associated with climate change, or exploring intellectual property rights in the digital age, or understanding the political social challenges associated with U.S. immigration policy. Hence, the Faculty Senate and the University have committed the next two years to reinventing general education now called WMU Essential Studies. The third phase of the WMU Essential Studies project is now beginning and will focus on implementation. The operating systems to make that happen are being built, including electronic submission forms; instruction for departments and educators; review teams; course listings, rollout, and timelines. Mervyn Elliott from Aviation was named Director of WMU Essential Studies. He joins Sarah Summy in this effort, who serves as chair of the WMU Essential Studies Executive Advisory Committee, in addition to Decker Hains who chairs up the WMU Essential Studies Course Review and Approval Committee. It is hoped that when faculty design and redesign courses that they challenge themselves to understand the larger significance of their efforts in keeping with the liberal arts and sciences tradition. WMU Essential Studies will help define WMU as a school of choice.

- **Internationalizing the Curriculum:** very often, this topic of conversation is framed in terms of study abroad. It should be considered from an altogether different vantage point, specifically the global classroom. One of the International Education Council and Academic and Information Technology Council charges will be to find ways to use technology to create joint video classroom presentations and classroom exercises between WMU and other universities around the world. The goal is to make the process of joint video classrooms a simple and straightforward set-up proposition.

- **University Campus Tour and Enrollment Management:** as part of its regular recruiting efforts, the Office of Admissions under the direction of Enrollment Management regularly conducts campus tours of the University for prospective students and their families. The WMU campus tour is one of the most important recruiting tools used by the University. An estimated 20,000 visitors, including students, families and their guests visit the campus each year. The University campus tour figures prominently in a student’s decision to attend WMU. Starting in April 2016, a project team from across the University was formed to rethink the student/family experience when visiting the campus for the first time. The
team was asked to consider all aspects of the campus tour experience for students and their families. The charge was to find the best ways to tell WMU’s story. One of the important takeaways from that report is that faculty often make the difference in a student’s decision to attend WMU as well as helping them decide on a future major. One of the charges for the Campus Planning and Finance Council will be to consider best practices in optimizing the University campus tour, including the role of faculty in the recruitment process.

- **Interdisciplinary Education:** the field of higher education is under enormous pressure to create value for its students in terms of its course offerings and on-campus student experiences, while at the same time needing to be cost effective and ensuring high academic standards. Gershon believes that higher education is reaching a point where departments can no longer afford to go it alone. Rather, the value of reaching out within colleges and across the University becomes important in ensuring that various kinds of core knowledge areas and skill sets are made available to students. One of the Undergraduate Studies Council and the Graduate Studies Council charges for the coming year, and by extension the Faculty Senate as a whole, is to look at the future of interdisciplinary education. From environmental and sustainability studies to product design and innovation, some of the most innovative program ideas are those that can see across the University by being able to draw upon people, resources, and expertise located in different academic disciplines. The long-term success of any academic program will ultimately depend on the proper blending of core strengths with a view towards the future in terms of innovative curriculum design.


**Remarks by Edward Montgomery, WMU President**

President Montgomery’s remarks included the following:

- **Kohrman Hall:** was renovated to house the Bachelor of Fine Arts in product design. The program combines resources of the College of Fine Arts, College of Engineering and Applied Sciences, and the Haworth College of Business, as well as collaboration with some of the region’s top names in manufacturing.

- **Advanced Manufacturing Partnership Laboratory:** in collaboration with Grand Rapids Community College and West Michigan manufacturers, WMU has opened the Advanced Manufacturing Partnership Laboratory in Grand Rapids. It has been designed to meet the demand to education the next generation of a skilled manufacturing workforce.

- **Transformational Initiatives:** Last year, there was success in bringing the campus together to identify ideas, projects, and programs that would elevate the student experience at WMU, leading to improved achievement. This academic year those ideas have become realities on campus.

- **Success@WMU:** at the start of the academic year the peer mentor, peer group experience program known as Success at WMU launched. More than 4,000 freshmen and transfer students are members of a peer group
of no more than 25 students; each group operates as a small circle of supporters for incoming undergraduates. Each student’s peer mentor is a more-experienced student trained to show younger peers the ropes of how to thrive in college. Those mentors are supported by faculty and staff. Research shows that students who are actively engaged in a community-experience model are much more likely to persist through their curriculum, and to graduate. WMU expects great things from student mentors and this program.

• **Esports@WMU:** In a few weeks, the wildly popular Esports@WMU initiative will be up and running. Redevelopment of the Little Theatre building into a state-of-the-art e-sports arena began during late summer, and the space will be ready for club play in early October. Earlier this month, the first informational meeting for students resulted in a packed house at the Bernhard Center. There is a lot of enthusiasm around this initiative. The arena stage has been outfitted with 36 gaming machines. The front half of the stage has 12 competition computers, and there are an additional 24 computers on practice tables on the back half of the stage. The facility seats 190 guests and has two large projection screens to exhibit the game play as well as the players’ faces. Esports@WMU is one more example of creating community among students.

• **WMU Essential Studies:** Led by the Faculty Senate, efforts to put in place a 21st century core curriculum are advancing. As you know, WMU Essential Studies has been a massive undertaking that provides the opportunity to re-examine curriculum and ensure its relevance to student success while upholding the core spirit and tenets of a liberal arts education. WMU Essential Studies will equip and empower students with the intellectual skills they need to succeed in their majors, minors, graduate studies, future careers, and life by emphasizing skills that WMU faculty have identified as essential. We appreciate the hard work on this effort. When fully implemented, it will be transformational.

• **Physical Changes:** the south neighborhood, new student center is being designed to promote diversity and inclusion, and part of how WMU is building community on campus. It is anticipated to open in 2021. The Elmwood Apartments were razed over the summer and a new residence facility is expected at that location in 2020.

• **Strategic Resource Management:** the critical first steps in the budget-development process have been taken. It will be much more transparent and collaborative than has historically been the case. The vice presidents worked together towards common goals and a common set of strategies, and are now moving forward with an understanding that engaging senior leaders, representing all divisions, in developing the budget, will produce a better spending plan. Through that collaborative budgeting process, there have been investments of more than $8 million in ideas that support WMU’s strategic priorities, including diversifying revenue, improving WMU’s reputation, and retaining students. The Strategic Resource Management initiative aims to create a new budget model that allows WMU to be more responsive to the fiscal environment it finds itself in. It provides budgetary incentives to enhance revenues, control costs and, again, to increases budget transparency, all while being consistent with WMU core values. SRM is being guided by nearly 100 University community members on five working groups. Progress reports will continue to be offered as the process unfolds.

• **Accolades:** congratulations to several faculty members on demonstrating excellence.
  - The Emerging Faculty Scholar Award – Maria Selena O. Protacio, associate professor
  - Distinguished Faculty Scholar – Susan Pozo, professor of economics
  - Distinguished Service Awards
    - Stephen G. Covell, chair, Comparative Religion
    - Mary Meader, professor, Comparative Religion
  - Distinguished Teaching Awards:
    - The late Michael Braun, a master faculty specialist in Spanish
    - Scott Cowan, associate professor of jazz studies
    - Scott Sliwinski, associate professor of English

Discussion included the following:

- It was questioned if there are state-level initiatives that will have either a positive or a negative effect on WMU. Montgomery replied that state funding is determined by a formula, which has held steady over several years, but since there will be a new legislature elected in November; there is speculation that there will be a change in the funding formula. That will also depend on who the governor will be following the election. The Michigan higher-education presidents have meet with both of the gubernatorial candidates, but no specifics have been discussed.

- Concerns were expressed regarding changes within Extended University Programs. Specifically, that EUP will not receive new faculty lines even though EUP has been very successful. Bott responded that no decisions have yet been made about EUP, but there are many discussions being held. With the SRM project, the funding model and how funds have been shared will be reviewed. Bott noted that WMU can’t move away from innovative delivery methods for students, and WMU is committed to that diverse student population.

Remarks by Jennifer Bott, Provost and Vice President for Academic Affairs

Provost Bott’s remarks included the following:

- **Strategic Resource Management:** all questions are welcome in order to dispel any fears or uncertainty. Three project champions have been identified, Diane Anderson, Jan Van Der Kley, and Provost Jennifer Bott. The project is intended to be a campus wide conversation.

- **President’s Transformational Initiatives:** Success@WMU is a transformative way to support freshman, which has already yielded a five-year high in first and second year retention. It is hoped it will improve the six-year graduation rate, with more than 50% of students graduating within six years.

- **WMU Essential Studies:** affirmation was provided of support for the project succeeding. Gratitude expressed for the Faculty Senate
leadership and hard work. Specifically of interest has been the focus on assessment built into the curriculum.

- **Higher Learning Commission**: preparation is beginning for the 2021 HLC accreditation visit. The advisory committee is already working hard and will be reaching out to University constituents over the coming months.

- **Provost’s Council Workgroups**: four tactical workgroups have been established.
  - Strategic Budgeting and Staffing – departments should be prepared for budget cuts. The SRM project is expected to take up to three years for implementation.
  - Deans and Chairs
  - Operational Dashboards
  - Course Production Costs

Discussion included the following:

- A question was asked regarding the makeup of the SRM committees, specifically with only one Faculty Senate and one WMU-AAUP member representing faculty on each committee. Bott explained that staff who are responsible for budgetary duties on campus were selected for the committee service, and in order to keep the size of the committees manageable, representation was limited. However, representation on the committees is not the only way for faculty to have a voice in the process. It is anticipated that subcommittees will be formed for specific topics that faculty may be asked to be provided; also there will be town-hall meetings.

- Western Student Association representatives had questions related to the Success@WMU program. Considering the amount of resources allocated to the program, and the low student engagement ratio of 1:25, should there have been a pilot program first, and will there be an assessment of the success of the program. Bott stated that Success@WMU was based on the BroncosFirst program, so that program served as the pilot. Regarding the engagement, the challenge is communicating the programs value to students. That is why the program uses peer mentors, in order to assist in explaining the value. There is an assessment process built in, and all recommendations should be forward to the program coordinator, Keith Hearit.

**INFORMATION / DISCUSSION ITEMS**  
*Economic Impact of WMU – Tony Proudfoot, Vice President for Marketing and Strategic Communication and Robert Miller, Associate Vice President for Community Outreach*

Miller introduced the presentation, noting that President Montgomery’s initiative of WMU as a school of choice. It is also a campus of choice for students, faculty, staff, and the Kalamazoo community. The community appreciates that WMU exists here in Kalamazoo. The following study was done in partnership with Southwest Michigan First to show the impact of WMU on Kalamazoo during the 2016-17 fiscal-year. Proudfoot provided the presentation:


Discussion included the following:

- It was noted that when WMU was first established in Kalamazoo, it was estimated it would bring $50 thousand dollars annually into the community.

**WMU Essential Studies Update – Sarah Summy, Chair**  
**WMU Essential Studies Executive Advisory Committee**

Summy reported that the committee met through the summer in order to produce multiple documents that are now on the Faculty Senate website. Those include 1) interactive tutorials webpage, which explains the model and can assist faculty in deciding where their course fits within the curriculum, 2) a guide on assessing student learning outcomes, 3) a user guide for submission, and 4) a step-by-step guide for the entire process. The committee has organized the Navigating WMU Essential Studies Workshops: Design, Assess, Submit, which was first offered two weeks ago and hosted over 60 participants. The next workshop is 28 September that has 40 participants registered. There are four more workshops available and registration is available on the Office of Faculty Development website. As of yesterday, 40 course submissions have been received. The WMU Essential Studies Course Review and Approval Committee has been seated with Decker Hains serving as chair. The committee is in the process of preparing for the review of the course submissions. The deadline of 31 December 2018 for course submission is important in order to allow the committee to review the courses during the spring semester. WMU Essential Studies does not include baccalaureate-level writing as part of the program. When WMU Essential Studies is implemented in fall 2020, baccalaureate writing will no longer be listed in the Undergraduate Catalog. Departments are encouraged to continue baccalaureate writing within the major or to consider submitting those courses for approval in the WMU Essential Studies Connections Level-3.

Discussion included the following:

- It was questioned if Level-I courses can have a prerequisite. Summy acknowledged that if appropriate justification is provided, such that a student will need a specific skill for the class then it is a possibility.
- It was posed if a freshman could take Level-II or Level-III courses. Summy replied that is would be possible for freshmen to take Level-II courses, but it is not recommended they take Level-III.
- When asked how articulation agreements will be grandfathered for General Education and updated for WMU Essential Studies, Summy explained that Associate Provost Dave Reinhold is working on that topic with the community colleges.
- It was requested that a WMU Essential Studies graphic be created to incorporate the diversity and sustainability learning outcomes.
- A question was raised if there will be a cap on the number of courses to be approved for each course category. Summy explained that after meeting with the provost and deans on this topic, it was expressed that it is not the purview of the submission form to determine if the department
has the resources to offer the courses, which is up to the dean and the college curriculum committee to ensure those details.

Accelerating Research, Creative Activates, and Innovation Throughout WMU – Terri Goss Kinzy, Vice President for Research

There is a $50 million research monies goal that started with the 2016-17 fiscal-year. Thus far, there are 17 awards totaling $27.3 million. Based on that 5% growth, the goal will not be reached by 2027 let alone the target date of 2021. If the growth rate were to increase as follows, it would take until the corresponding year to reach the $50 million goal:

- 7.5% by 2026
- 10% by 2024
- 12.5% by 2023
- 15% by 2022 or 5 years

The research potential is here at WMU, and it is available regardless of discipline, stage of career, or position. The question is, is the goal obtainable and more importantly, should it be reached. Research is enriching for faculty, staff, students, and impacts the community locally, regionally, and internationally. It distinguishes WMU to new faculty and students. It grows the regional economy and promotes innovation both in and out of the University. It is not just about setting a goal but also about putting program policies and procedures in place to achieve it. There are several ways to achieve the goal: 1) leverage internal and external funding strategically; 2) create a new graduate student match program for submission and new undergraduate program polices to engage more students; 3) review all of WMU’s programs; 4) bring people together around identified strength with great opportunities; 5) work across traditional silos in the administration like communications, government affairs, and development and critical engagement of the deans as champions of research, and 6) communicate what people want and need to know, internally and externally, including data and analysis of WMU efforts and successes. Changes in research development being explored include: 1) completely revised workshops for writing NIH$15 grants and NSF career grants; 2) development would revise foundation submissions for ease; 3) develop better metrics and meaningful analyses; 4) launch innovations networks targeting areas such as opioids, PFAS, and environmental contaminants; 5) start of a collaborative group to help advance a corporate engagement strategy across WMU. examples include career services, the Richmond Institute, and corporate research agreements; and 6) promotion of undergraduate research. OVPR wants Broncos to think big, so launching today is the Bronco Big Idea as part of the NSF 2026 Ideas Machine. It is for faculty, staff, undergraduate and graduate students, and Michigan high schools and community college students. The focus will be on pressing research questions in any fundamental science or engineering research. It is expected to give a clear message outside the University to those high school and community college students that WMU is a school of choice, because WMU wants to hear their big ideas and big bold Bronco ideas are welcome. Winners will have a grant to work with a faculty member here at WMU. Faculty and staff are encouraged to participate. OVPR wants to assist not only with this program but also with other research opportunities outside WMU; a Assist in getting funding, support faculty with presentation to funders, create an environment where research engagement is part of WMU’s culture, and where students participate in it and contribute to it.

Discussion included the following:

- The new deadline for student research grant applications was questioned because students used to be able to apply in September, but that is no longer an option. Kinzy explained that students used to be able to in the first few weeks of the semester, but now they have to wait until October. This will be a transitional year since there is a chance is how the funding can be used; additional time is needed to review the applications.

University Libraries Academic Support Initiatives – Julie Garrison, Dean

Garrison stated that she is thankful to hear President Montgomery confirm that the libraries will continue to be funded in the new budget model. When considering what it means to be a school of choice for the libraries, it includes many changes, some of which have started over the past year. Service points were consolidated into one centralized service point, with the new structure focusing on research, student outreach, and discovery of resources, technology, and services. The libraries is working with the Office of Information Technology to bring educational technology into the classroom. The vision for the libraries is to provide space for making connections. Some collections have been removed from the library and some collections have gone to archives, or been disposed of. Fewer students are coming into the library but they want to access items online. They spend time in the libraries to study and collaborate with others, but rarely do they browse the books. The most used resource by students is the textbook collection. There will be a workshop on 26 October regarding initiatives for free textbooks. The libraries need less real estate dedicated for physical books, so as a result rare collections are being digitized for preservation. The maps have been moved to the second floor near the government documents. There is a need to upgrade the technology that is available in the libraries as well as offer access to educational technology with additional spaces across campus. A lot of space has been taken up with the innovation club and virtual reality lab. A graduate study space has been created. The libraries is increasing the repository for research by adding all student theses and dissertations. The libraries have contributed to WMU Essential Studies through the development of the literacy studies student learning outcome rubric.

PROFESSIONAL AND ACADEMIC CONCERNS

Discussion covered the following questions and statements:

- When asked, Vice President Jan Van Der Kley explained that the sidewalk at the Howard Street and Stadium Drive intersection is still being planned, but has suffered some setbacks due to MDOT and the railroad not being able to come to an agreement.

- Again, concerns were expressed regarding the lock-down of the building at 3 p.m. and the closing of the parking lots at the College of Health and Human Services for football tailgating at weeknight football games. Students have experienced conflict with guests in the parking lot, are having trouble leaving, and are concerned for their safety. Gershon reported that he has met with the dean and Athletics Director Kathy Be Auregard in order to find a solution.

- Concerns of the management department were brought forward from the college planning committee, and reviewing data that shows declines in student enrollment, low alumni giving, lower funds from the state. It was
asked if the administration was concerned regarding the situation. Vice President Proudfoot stated that it could not be more urgent. Looking at basic projections, it shows that if WMU has the same enrollment behavior as it has experienced over the past 10 years, WMU will continue to shrink over the next 10 years. There needs to be a growth in WMU's market share in the next five years. President Montgomery said that the number of Michigan high school graduates continues to drop and of those graduates, the number of students going to college continues to drop. There is a shrinking pool in Michigan not just at WMU. WMU has realized the challenge in the context of the shrinking pool, so WMU is recruiting both in and out of state. WMU has grown its international enrollment, which cannot be said across the country. WMU needs to start telling its story now.

- It was announced that the gymnastics team came in second in GPA nationally. There are 11 graduate FSPS awardees, one semifinalist for the Campbell award, and the hockey team is at the top of NCHC in GPA.

**ADJOURNMENT**
The Faculty Senate will meet next on 1 November 2018, in the Bernhard Center, room 208-209. The meeting adjourned at 7:20 p.m.

Sue Brodasky and Suzanne Davenport, Faculty Senate Office