

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

Minutes of Regular Meeting 18 January 1982

CALL TO ORDER

The meeting was called to order at 3:19 p.m. by M. Brown, chairman, and the minutes of the meeting of 18 January 1982 were approved.

ANNOUNCEMENTS

1. Discussion of the proposed Michigan Research Corporation has been postponed to await a more specific proposal, which is expected soon.

2. The CESF questionnaire on economic issues, including unionization, has been mailed out. Faculty members who do not receive one should inform the CESF office or the SACUA office.

3. The University has made two grants to the Economics Department, one for replacement of materials lost in the Economics Building fire and one for salvage operations. Procedures have been established to deal with problems, particularly in connection with grades and tenure reviews, caused by the loss of records in the fire. A committee has been set up to study whether the Economics Building should be rebuilt.

4. University Attorney R. Daane has drafted a policy statement on the legal defense and indemnification of faculty. The draft is being examined by SACUA, and some members of the Law School faculty will be asked to comment on it. Among the desirable features of the draft are that it covers both defense and indemnification (separately) and that it is worded so as to cover everything except certain specific excluded situations. The precise extent of these excluded situations is still under discussion with the administration.

5. At SACUA's request, the Procedures for Establishing Research Centers and Institutes have been revised to give the Budget Priorities Committee a role in the process. It is hoped that this will increase faculty input to (and awareness of) these procedures.

6. Under the SACUA election procedure instituted last year, the new members of SACUA will be elected by the Assembly at its March meeting, and the new officers will be elected by (the old) SACUA at its last meeting in March. The new officers, new SACUA, and new Assembly take office in April.

UNIVERSITY COUNCIL

Professors Norman Scott, Alphonse Burdi, and C. William Colburn were elected, by acclamation, to terms of one, two and two years, respectively, on the University Council.

LONG-RANGE PLANNING - ALLEN SPIVEY

Allen Spivey, Associate Vice President for Planning, addressed the Assembly on the subject of long-range planning. Contrary to a prevalent stereotype, the planner is not someone distant from actual operations who forecasts, makes plans, chisels them in stone, and imposes them on others. Most of the planning being done now involves considering alternate scenarios for the next three to five years and relating them to current decisions. In particular, the goal is to optimize the decisions being made now, not at some future date. Such planning is needed because the year by year approach to the budget, used in the past, is no longer appropriate in today's harsher fiscal climate. In the late 1950's and the 1960's budgets were generally increasing, and administrators had to decide only how to allocate the increases. Occasional tightness in the budget could be accommodated by across-the-board cuts, since the situation was sure to improve soon; it made sense to avoid hard decisions about cuts that were clearly temporary. Today, with shrinking budgets, some units may improve but some will lose. Hard decisions must be made. And the economic difficulties will continue because of some fundamental shifts affecting the University.

Among these shifts are demographic changes. There will soon be a 25% decline in the number of 18-year-olds, resulting in decreased demand for higher education. Also, the population as a whole is aging, so more of the federal budget will go to retirement, disability, and related social service items. Changes such as these are independent of the political party in power.

Another shift is that people are no longer willing to support an educational system of the size that was built from the 1950's through the early 1970's. This problem is not peculiar to Michigan or even to the United States; it is apparent in Europe also. The basic problem is that the real growth rates of Western economies (even Japan's) are only about half of what they were in the 1950's and 1960's.

A third shift is the increasing cost of utilities. It is reasonable to assume increases of 20% to 25% per year for the next three to five years, as both heating (and cooling) costs per square foot of space and the total amount of space increase.

The executive officers had a two-day retreat to consider

problems in planning and related issues. The questions they looked at included ones like: If we want to increase graduate student support to a certain level in a certain number of years, what would that imply for next year? Or what would be the impact of a certain salary program one or two or three years from now? Subcollections of the problems highlighted at this retreat are being considered at a series of meetings throughout the year. But the executive officers have no intention of laying out a plan to be followed undeterred by anyone's reaction. The information needed for such planning just isn't available.

Vice President Frye is preparing a statement on next year's budget in the context of multi-year budget planning. Of course, there will be faculty input, through committees, etc.

In the question period following Professor Spivey's address, Professor Nagy asked whether the amount of space in the University is actually increasing, despite retrenchment. Professor Spivey replied that it is. New buildings are going up, and more are being planned.

Professor Barritt asked what alternative scenarios are being considered. Professor Spivey cited as an example the idea of raising graduate student support and the analysis of its budgetary implications, under various assumptions about the level of support, the timing, and the amount of money from the non-academic budget that could be used.

Professor Carter asked about the possibility that non-traditional students might fill part of the void caused by the declining 18-year-old population. Professor Spivey replied that one must be careful in drawing conclusions from such declines. It is possible to gain in a declining market if one is appropriately positioned and can differentiate one's product from the competitors. And the top ten universities do have a differentiated product. On the other hand, our tuition costs are far above those of other state universities. He added that there is already a fair amount of non-traditional instruction in some units, and it will grow. This growth is largely controlled by educational policy decisions that are in the domains of the schools and colleges, not the central administration. Their response, often slow in the past, may be accelerated by the current difficulties.

GEOGRAPHY PROGRAM DISCONTINUANCE - PETER STEINER AND JENS ZORN

LSA Dean Peter Steiner and Associate Dean Jens Zorn reported on the discontinuance of the Geography Department. Dean Steiner announced that Vice President Frye has appointed a committee, chaired by Professor G. Kish, to study the future of Geography at Michigan. He

then reported on efforts to place the geography faculty in other departments, emphasizing that his report is tentative since the appointments require the approval of the President and the Board of Regents. The Geography Department's three untenured assistant professors were told that their contracts would be honored, but renewal cannot be presumed, so they would be well advised to seek other jobs. Two of the three have resigned; the third has received some assistance from the college for travel to meetings. The nine tenured faculty were invited to suggest to Dean Steiner other units in which they might be placed; the dean then negotiated with those units. Six of the nine will (if the President and Regents approve) be transferred to other LSA units, one will go to the School of Architecture and Urban Planning, one will hold the Hobbs Professorship of Geography at large in LSA, and one has resigned under terms he finds fully acceptable.

Professor Friedman commended Dean Steiner on his efforts in the gargantuan task of placement and asked about the savings resulting from the discontinuance. Dean Steiner replied that the savings in 1982-83 will be \$100,000 plus perhaps some savings in incidental support services. This should grow to about \$200,000 (in 1981 dollars) by 1984-85.

Professor D. Brown inquired about the implications, for early retirement policy, of the resignation of one tenured geography faculty member. Dean Steiner replied that the resignation was not an early retirement. The Regents' Bylaws provide substantial termination pay rights; the terms of the resignation were worked out through lawyers.

Professor Hollinger asked whether Regents' Bylaw 5.09 would have been used in case of an involuntary termination. Dean Steiner replied that he was glad he didn't have to consider this issue. Bylaw 5.09 is not entirely suitable for such situations.

Associate Dean Zorn reported on the effects of the discontinuance on students. Large introductory courses in geography will continue to be offered, cross-listed with their teachers' new departments. Other courses will fall away as faculty leave or develop interests in their new departments. There has been difficulty arranging for the courses needed by the small number of undergraduate concentrators. Of the 25 graduate students here in Ann Arbor, five are writing their theses and will continue to do so. Eight are serious Master's candidates with Ph.D aspirations; about half of them will remain in the University and move to their advisors' new departments. Of the twelve others, some would stop with the Master's degree, and some will continue; things seem to be working satisfactorily. There are also some graduate students who are working elsewhere. Some of these won't finish but probably wouldn't have finished anyhow. Many others are suddenly producing the last chapters of their dissertations.

Research equipment and facilities are being preserved while we await the Kish committee's report. Graduate student financial aid is continuing through minority and other fellowships, through grants and contracts, and through teaching assistantships in other departments.

Professor Nagy asked where the \$200,000 savings would come from if the Kish committee says to continue offering the courses. Dean Zorn replied that some courses would not continue, since the experts in certain areas have left.

Professor Friedman asked whether small departments were disadvantaged in decisions about centrality. Dean Steiner replied that, while it would be inconceivable to eliminate economics or physics, programs within such a department can be eliminated. For an entire department to be insufficiently excellent, it would probably have to be small. But some whole colleges don't seem central. Professor Friedman asked whether this implies a policy of cutting the budgets of large departments so that the department will discontinue its weak sub-programs. Dean Steiner said that LSA saved more than \$1 million by cutting 53.5 faculty positions, far more than it saved by discontinuing geography.

Professor Crowfoot emphasized the importance of mitigating the hard feelings that can arise from discontinuance. Dean Steiner said that he realized that faculty morale is strained by retrenchment (and by inadequate salary programs) and collegiality is hurt by the elimination of occupied positions. He found the response of the geography faculty, and of the departments in which they were placed, encouraging. He was also heartened by the Ann Arbor Observer's faculty morale survey, but disappointed that LSA morale was below the University average. LSA took some very substantial cuts. He hopes we've bottomed out and have a good deal of collegiality left.

DISABLED STUDENTS

Professor Harvey Bertcher introduced James Kubaiko, the Director of the Office of Disabled Student Services. Mr. Kubaiko distributed copies of a newly prepared handbook, for faculty and staff, about disabled students. The handbook was developed by his office, with the help of some disabled students, in response to incidents such as one he cited, where an instructor came to see him because she was worried about how to teach a blind student in her class, followed a few days later by the student because he was nervous about discussing his situation with instructors. It is hoped that the handicapped will help make faculty aware of the existence of the Office of Disabled Student Services and will help faculty avoid the tendency to put limits on what the disabled can do. The handbook contains, in addition

to other information, a glossary of terms and a list of available resources at the University.

The Office of Disabled Student Services is also preparing a short videotape about disabled students and would welcome the opportunity to present the handbook and tape, and discuss the issues involved, at department meetings. Mr. Kubaiko also mentioned a list prepared by the American Association for the Advancement of Science of handicapped scientists who have volunteered to provide information on how they function in their fields.

Professor Nagy asked how the proportion of handicapped students here compares with other universities. Mr. Kubaiko replied that he had once surveyed nine other large universities and learned they had an average of 250 identified handicapped students. The number here was 80 at that time. It is roughly the same now, but there is no formal way to identify the disabled.

Professor Rinne asked whether the services of the Office of Disabled Student Services are available at the Flint and Dearborn campuses. Mr. Kubaiko replied that they are and that it may be possible to arrange presentations there as well.

Professor Easley asked about the interface between the Office of Disabled Student Services and the student group of the handicapped. Mr. Kubaiko replied that his group, Breakthrough, has members on his office's steering committee. He took the opportunity to invite faculty nominations for the steering committee as well as information about successful faculty experiences with disabled students.

Professor Burdi asked whether instructors are informed beforehand that special arrangements may be needed for disabled students in their classes. Mr. Kubaiko replied that they are not. It is illegal to ask about handicaps on admission forms.

ADJOURNMENT

The meeting was adjourned at 5:05 p.m.

Respectfully submitted,

Andreas Blass
Senate Secretary