

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

MINUTES OF MARCH 16, 1992

ATTENDANCE

Present: Anderson, Billi, Birge, Blair, Bord, Borgsdorf, A. Brown, M. Brown, Burdi, Cameron, Cole, D'Alecy, Debler, Diana, Didier, Douthit, Duell, Eggertsen, Fellin, Gidley, Goepfinger, Griffin, Gross, Hayashi, Hirshorn, Hollingsworth, Jenkins, E. Jensen, Koopmann, Larson, Loveland-Cherry, Marcelo, Mosher, Olson, Organski, Penchansky, Ross, Russell, Schwank, Silverstein, C. Smith, Stein, Teske, Thum, Tinkle, Tosney, Veroff, Vinokur, Warner, Watkins, Whitehouse, Woods, Yang; Thorson, Schessler, Heskett.

Absent: Angus, Chiego, Cowan, Cox, Green, A. Jensen, Kabamba, Katehi, Kimeldorf, Kramer, Kunkel, Montalvo, Morley, Mosberg, Papalambros, Porter, Razzoog, Schwartz, Senkevitch, Simpson, Wheeler, Woo.

Guests: Thomas M. Dunn, Professor of Chemistry, Theodore. J. St. Antoine, James E. and Sarah A. Degan Professor of Law, Rosemary A. Sarri, Professor of Social Work, and Ralph G. Williams, Arthur F. Thurnau Professor, Associate Professor of English.

The meeting was convened at 3:15 p.m. by James S. Diana, Chair of SACUA and the Senate Assembly.

MINUTES

A motion was made by Cynthia L. Marcelo and seconded by Alphonse R. Burdi to approve the minutes of December 16, 1991, as presented. The minutes were approved. A motion was made by Charles B. Smith and seconded by Richard D. Woods to approve the minutes of the January 27, 1992, special meeting of the Senate Assembly as presented. The minutes were approved.

SACUA ELECTION

Diana introduced the six candidates for election to the three positions on SACUA. They were: Richard D. Woods, Professor of Civil Engineering (College of Engineering), Charles B. Smith, Professor of Pharmacology (Medical School), Rosemary Russell, Associate Professor of Music (School of Music), Henry C. Griffin, Professor of Chemistry (LS&A), Harry A. Douthit, Jr., Professor of Botany (LS&A), and Elaine K. Didier, Librarian and Director, Information Resources (Business Administration). The ballots for the election were distributed to the Senate Assembly.

ANNOUNCEMENTS

The Chair made the following announcements:

The National Association of State Universities and Land Grant Colleges (NASULGC) has taken a strong position against the Department of Defense policy which discriminates against lesbians and gay men by

denying them equal access to ROTC programs. They are considering supporting litigation to invalidate the Department of Defense policy.

The presentations by the Athletic Department usually made at the March Senate Assembly meeting have been rescheduled to the May meeting.

The 1992 Davis-Markert-Nickerson Lecture will be presented by Lee C. Bollinger, Dean and Professor of Law at the University of Michigan, on Monday, April 20, 1992, immediately following the annual meeting of the University Senate.

The Provost's office is circulating a questionnaire to the faculty to solicit their input on budgetary matters.

The Legal Services Task Force has completed the review of indemnification and asks that any person within the University who has had relevant legal problems contact the Chair of the Task Force, Bruce W. Frier, Professor of Classics, to arrange an appointment with the Task Force.

A Task Force to study the feasibility of evaluating University administrators has recently been formed by SACUA, and anyone who has ideas about specific issues to be considered by that Task Force should contact Jayne Thorson, Executive Assistant to SACUA.

Luther S. Williams, Assistant Director for Education and Human Resources of the National Science Foundation, will present the annual Sigma Xi lecture, entitled "Systemic Reform of Mathematics and Science Education: The Federal Role" on April 15, 1992.

The Rules Committee was acknowledged for its work in bringing forth an updated version of the Handbook of Faculty Governance.

The Senate Assembly was reminded that an E-mail message had been sent to them soliciting their ideas about faculty governance as part of the consideration by SACUA of changes in the faculty governance system.

SACUA has been contacted with regard to anti-Semitic behavior on campus. The "Fundamental Tenets of Membership in the University Community", which has been ratified by all schools and colleges including the Dearborn and Flint campuses with the exception of the Law School, has been mailed to all members of the Senate Assembly as a reminder of the belief of the faculty regarding the rights of others.

The Chair asked that there be a motion to close the balloting for election to SACUA. The motion was made by Marc H. Ross and seconded by Roy Penschansky. The ballots were collected to be tallied by the SACUA office staff, Sandra Heskett, Teryl Schessler, and Jayne Thorson.

THE APPROPRIATENESS OF THE CONCEPT OF THE UNIVERSITY AS A CORPORATION: REPORT OF THE ACADEMIC AFFAIRS ADVISORY COMMITTEE

Diana introduced Thomas M. Dunn, Chair of the Academic Affairs Advisory Committee (aaac), with a brief biographical sketch. Diana mentioned that the aaac was no longer advisory to the Vice President for Academic Affairs and that the charge to the aaac had been changed this past year. He then turned the meeting over to Dunn. Dunn began by introducing the current members of the aaac: Raphael S. Ezekiel, Charles D. Garvin, Wendy P. Lougee, Charles B. Smith, and Amy E. Polk (student member). Dunn indicated that three commentaries about faculty governance, written by Fred L. Bookstein, Peggie J. Hollingsworth and Daniel E. Moerman, had been distributed to the Senate Assembly. He stated that the strength of the University lies in its faculty and in the students that the faculty attract. He mentioned that changes had occurred over time in the role that faculty have in steering the course of the University and that the purpose of this presentation was to begin a consideration of actions that needed to be taken to correct the current situation. He then introduced Rosemary A. Sarri, Professor of Social Work.

Sarri began her remarks by referring to an article by the current national President of the AAUP, Barbara Bergman, in which it was stated that in recent years in American universities there has been an "unchecked and unprotested growth in higher education administration". Sarri indicated that since she joined the University in 1965 the proportion of the annual University instructional budget devoted to administration has risen from eleven percent to forty-five percent. She expressed the opinion that this growth in administration has provoked hostility in the faculty. She also mentioned the recent "bungling" of the management of indirect costs by the University administration. Sarri stated that it is now time to raise questions of re-empowerment of a faculty whose morale is low and who have been excluded from the process of problem solving and decision making and from key groups advisory to the University administration. She cited the reorganization of the Intellectual Properties Office and the development of the Mandatory Retirement Policy as examples of exclusion of faculty from the decision-making process. She pointed out that twenty-five years ago the University was much stronger because its president had created mechanisms to include faculty, students, and the community in these processes and that the Faculty Senate was an active participant in such activities. Sarri suggested that, currently, women are particularly disadvantaged, that there has been little done to retain women faculty and researchers, that women faculty have left through early retirement or being tired of challenging the system, and that top University administrators seldom call upon senior women faculty to participate in the recruitment of women faculty. Sarri asserted that multiculturalism cannot be mandated and that the approach adopted by the University administration is more coercive than cooperative, is superficial, and does not address fundamental questions of racism. She continued that, despite much discussion about multiculturalism, it cannot be achieved without the active involvement of the faculty and that there must be diversity in participation by faculty, students, administrators, and other members of the University community. She ended her comments by saying that the Faculty Senate must move quickly and effectively to correct the current situation.

Since Professor Fred Bookstein was unable to be present, Dunn read Bookstein's commentary to the Senate Assembly. Bookstein's paper is entitled "The Research University is not a Corporation," and he feels that no characterization is less apt than the corporation for the modern research university. His reasons included the many and varied forces determining the thrusts of research; that research requires economic inputs, but does not necessarily supply economic output; that research is organized at many different levels from the individual to multi-institutional consortiums; the spread of research across all the economic-administrative structures governing a university, which is at odds with the notion of the "common purpose" of a corporation; and that research is not "marketed" since consumers are the same as suppliers. Bookstein also notes that for a corporation the concept of "autonomy" is almost meaningless, but it is absolutely fundamental for a university. He describes the university as an "estate," a separate, self-perpetuating, self-governing part of society with its own rights, duties, and claim to permanence. (Copies of the paper are available in the Faculty Senate Office.)

Professor Ralph Williams, English, addressed three issues in his presentation: 1) value and valence, which he considered the most important, 2) competition, and 3) space and teaching needs. He indicated that every faculty member has an economic valence which must be considered by the University administration when considering the proper use of resources but economic valence should not be taken to be the measure of the value or worth of either faculty or students. Williams suggested that a corporation or business enterprise is successful because it "beats the competition," but that a University has intrinsic values such as the relationship between faculty members and their students which cannot be judged with one standard of gain or loss. With regard to space and teaching needs, Williams said that the University is both an economic and a rhetorical space. When he spoke of his students, he said "I love my students and the time I spend with them is a joy."

Professor St. Antoine, former Dean of the Law School, said that administrators and faculty are different elements of the total picture. He senses a profound tension between faculty and administrators. He mentioned that a former head of the Institute for Social Research had conducted a survey of faculty and administrators and that there was great anxiety among the faculty about the quality of their overload and whether they were measuring up to the very high standards they held up for themselves. The study found that faculty were not concerned about schedules. Conversely, administrators were more concerned about keeping up with schedules than with the quality of their decisions. He believes that only at times of crisis will the faculty involve themselves in the matters of administration, although the University of Michigan is a great institution. St. Antoine is devoted to his colleagues who "live the life of the mind" and mentioned that Frank H. T. Rhodes, a former Vice President for Academic Affairs, despite his administrative role, placed high value on the life of the mind. St. Antoine stated that he encourages his students to live such a life and that he "does not consider them a product".

The meeting was then opened for discussion. Ross began by thanking Professor Dunn for organizing a very interesting program. He said that many values had been presented and he felt that the tension between the faculty and the administration was real and that currently the faculty were in a weak position. He then asked Professor St. Antoine if he thought it would be useful to evaluate the higher level administrators on a regular basis and if it could serve to re-establish the balance between faculty and administrators. St. Antoine responded that it was well worth the effort but he didn't know if it would succeed. He mentioned that, previously, when the deans and directors met with Vice President for Academic Affairs Rhodes, they rarely dealt with intellectually challenging matters but rather with the budget, student problems, and similar matters. However when he dealt with Rhodes on a one-to-one basis, it was his impression that he understood the intellectual values that were at stake. He concluded by saying that the value in evaluating top University administrators is that they will know that their actions are being scrutinized.

Schwank commented that it was not very constructive to look at administrators in an adversarial role but that evaluation of administrators should be viewed from the perspective as to the manner in which their efforts facilitate the success of the team. Williams commented that this insight is correct, that we are not necessarily dealing with folks who have made a mistake but with those who need to communicate better.

Penchansky said that the critical issue is how to build a mechanism so that there is a dialogue between faculty and administrators. He said that the system had been overloaded with unimportant issues but that we haven't yet reached a crisis where faculty will become involved. He suggested that there needs to be a format for constructive discussion.

D'Alecy mentioned that on a number of occasions President Duderstadt had asserted that the faculty were employees.

Penchansky said that what he cares about is the process.

Sarri said that she is concerned about the number of dollars going into the administration and the effectiveness of attaining the educational goals of the institution. She mentioned that there are currently layers upon layers of administrative costs.

Organski said that the discussion reminded him of one he had heard at Columbia University 45 years ago wherein someone was commenting about the University and the faculty and Professor Rabi, a member of the faculty, said "We are the University."

Olson said that part of the growth in administration was in response to federal regulations, but other than keeping essential records the only role of administrators is to facilitate the activities of the faculty.

Birge then mentioned that nowhere in the questionnaire on allocation of financial resources that had just been circulated by the Provost was there any question about the resources allocated for

administration. He said that such questions should be added to the survey.

Debler said that there are good and less good corporations. He mentioned that the University of Michigan needs an organization which would harness the best minds of its faculty.

Daniel N. Fader, Professor of English, said that the University of Michigan no longer feels like a faculty-run University and that something must be done. He said that the faculty and their students must feel that they are the center of the University.

Ross said that the faculty needed to continue this discussion in future meetings of the Senate Assembly.

Burdi stated to Professor Dunn and those who made presentations that their efforts were appreciated.

D'Alecy then moved the following resolution:

In view of:

the lack of attention by the University Administration to the central and essential academic affairs of the University, and;

the continuing and increasing trend of excluding members of the governing faculty from essential planning and governance activities:

The Senate Assembly resolves:

to establish a standing committee to prepare and publish an annual evaluation of the academic status of the University and its faculty, and;

that the committee design and establish an instrument for the evaluation, by the faculty, of all administrative personnel at the rank of Dean and above in order to facilitate faculty input into both the direction of the University and the appropriate faculty report on the status of academic affairs.

The motion was seconded by Stein.

During the discussion, PENCHANSKY asserted that the resolution was "only half-truths about the perceptions that there was a need to do something" and that it was unnecessary since a Task Force to determine the feasibility to evaluate administrators had already been formed by SACUA.

Koopmann asked what the timeline was on a report from this Task Force. Diana responded that it was still being set up and thus far John R. Knott, Professor of English (LS&A), Bradford Perkins, Professor of History (LS&A), Theodore J. St. Antoine, Professor of Law (Law School), and William G. Weissert, Professor of Health Services Management and Policy (School of Public Health) had agreed

to serve on the Task Force. He indicated that they had been selected because all had formerly held major administrative positions. Larson asked why no women were among the group. Diana responded that several had been asked but had declined and that there was still one position to fill on the Task Force. He requested that suggestions for women faculty to serve on the Task Force be sent to him.

Burdi observed that SACUA is the executive committee of the Senate Assembly and that it is appropriate for the Senate Assembly to establish a process for the evaluation of University administrators.

Smith said that he agreed with Burdi, that the resolution was designed to give impetus to such an activity, and that it should facilitate the process.

Billi said he supported opinions expressed by all of speakers but that he thought the resolution was unnecessarily antagonistic even though he thought it was appropriate to evaluate the administrators in a regular and consistent manner.

Stein said that she strongly supported the resolution.

Cole then moved that the resolution be amended to delete "In view of" and replace "The lack of" with "To encourage greater attention". The motion to amend the resolution was seconded.

D'Alecy commented that the Senate Assembly was not known for its assertiveness, that the resolution should be stronger, and that he would not accept the amendment as a friendly amendment. After some discussion a vote was taken on the motion to amend the resolution. The motion to amend was defeated by a vote of seventeen in favor and twenty-two opposed.

The original resolution was then adopted by a vote of twenty-one in favor and fourteen opposed.

Diana then announced that Didier (Business Administration), Griffin (LS&A), and Smith (Medicine) had been elected to serve on SACUA for the period from May 1, 1992, through April 30, 1995.

#### ADJOURNMENT

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

Respectfully submitted,

Peggie J. Hollingsworth  
Secretary, pro tempore