

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

MINUTES OF 19 MARCH 1990

ATTENDANCE

Present: Birdsall, Bord, Borders, Bornstein, Burdi, Chesler, Chudacoff, Croxton, Davis, Debler, Diana, Didier, Dobbins, Drabenstott, Duell, Eggertsen, Gidley, Gilgenbach, Goepfinger, Green, Greenwood, Borgsdorf, Harrison, Hollingsworth, Jensen, Jones, Ketefian, Kimeldorf, Lenaghan, Levy, M. Lomax, R. Lomax, Marcelo, McLaughlin, Meyerhoff, Mignolo, Miller, Montalvo, Mosberg, Mosher, Ness, Schwank Penchansky, Potter, Radine, Ross, Russell, Seligman, L. Tentler, T. Tentler, Turner, Veroff, Warner, Whitehouse, Winn, Woods, Wroblewski, Avery; Kilham, Savory, Schessler.

Absent: Brooks, Cameron, Connelly, Davies, Dirks, Dressman, Foss, Floyd, Friedman, Grosse, Hinton, Jenkins, Kelsey, McDonald, Morley, Morris, Morton, Owens, Ross, Seligman, Senkevitch, G. Smith, P. Smith, Yano.

Professor Ness convened the meeting at 3:15 p.m.

MINUTES

The minutes of 19 February were approved.

ANNOUNCEMENTS

1. Copies of the latest version of the Michigan Mandate were distributed to the Assembly.
2. As directed at the previous meeting, the request for a reconciliation gesture for dismissed faculty members Davis, Nickerson and Markert will be presented at the Regents Meeting on March 23.
3. The hearings for the Task Force on Housing will be held in the next two weeks. Details are in the University Record today.
4. Professor Ness announced that the University Endowment grew by 27% in 1989. The University Officers responsible for this growth are to be commended.
5. Professor Lenaghan drew the Assembly's attention to the fact that it was Professor Ness' Birthday. Hearty congratulations were extended to him and he was presented with a "card" signed by Assembly members.

SACUA ELECTION

Ballots were distributed for the election of three members for SACUA for three-year terms, beginning in May 1990. The newly-elected members are: Ejner Jensen (English), Thomas Tentler (History), and Roy Penchansky (Public Health).

PREPARATION FOR DISCUSSIONS WITH PRESIDENT DUDERSTADT AND PROVOST VEST

Professor Ness announced that the Assembly would be forming Alpha 7 groups to discuss the issues outlined by the Academic Affairs Advisory Committee that had been described on the message system and that would be detailed shortly by Professor Sutton, Chair of the Academic Affairs Advisory Committee. Each group would be expected to generate one or two specific questions, proposals or observations to be addressed to the President and/or Provost.

Professor Sutton began by making some remarks about her own early experiences at the University. She came on July 4, 1984, to join the all male Architecture faculty. As a black woman she was acquainted with 'being the only one.' The homogeneity of race and class in the town and the University in 1984 were sources of isolation, as were faculty meetings, lack of friendships and the different style of teaching. Service to disadvantaged people was clearly devalued for someone seeking tenure. She was unable to walk away and felt a general state of paralysis which included losing her voice for a time. In 1987, with the Conference on Racism, things started changing for the better. The appearance of the Michigan Mandate and the high priority placed upon it by faculty governance have helped a great deal. There is increasing evidence for the value of diversity which makes the present climate radically different from 1984, but, a great deal more needs to be done.

Professor Sutton emphasized that faculty participation in increasing diversity was a critical ingredient. She then summarized the three issues raised by the aaac for consideration by the Alpha 7 groups.

1. To achieve a more pluralistic institution, what changes are required in the academic mission of the University (for example, changes in the narrowness of traditional disciplines and specializations, curricula and research paradigms that exclude the perspective of minorities, the reward system that values research above teaching and service, etc.)? **HOW WOULD YOU BRING ABOUT THESE CHANGES?**

2. Where are the blockages to creating an environment of pluralism (for example, lack of support by Chairs of individual units, lack of agreement on who is responsible for implementing the Mandate, faculty and students not clear about what's in it for them, increased competitiveness among faculty and students, etc.)? **WHAT WOULD YOU DO TO OVERCOME THESE BARRIERS?**

3. Are there internal resources or opportunities for numerically improving the ratio of women and minority faculty that are being overlooked (for example, research scientists, spouses, etc.)? **HOW WOULD YOU GO ABOUT USING THESE RESOURCES AND OPPORTUNITIES?**

Professor Sutton concluded by saying that while meaningful changes in academia are improbable, she believes in miracles!

DISCUSSION WITH PRESIDENT DUDERSTADT AND PROVOST VEST

President Duderstadt joined the Senate Assembly. He began by making some remarks about athletic reforms. There are extraordinary pressures on student athletes and coaches. Intercollegiate athletics can add significantly to students' experiences. It has evolved from individual experiences to major media events.

The Presidents' Commission of the NCAA has taken a number of small steps toward reform and the Knight Foundation, made up of a small group of presidents from the major conferences, plans to have a major new agenda in 1992. They are designing a set of reforms to be presented to the Presidents' Commission. The issues on the table are: the time athletes spend in training (may limit to 15 hrs/week), freshmen in major sports, red shirt rule, reductions in costs, measures of academic progress.

Even the University of Michigan has lapses, as witnessed by the recent serious problems in the baseball program. Considerable vigilance and oversight by the administration is necessary.

Professor Bornstein: The faculty is quite happy with the way the administration is handling these problems.

Professor Jones: Can you tell us about graduation percentages? (Professor Ness pointed out that this would be discussed at the next Senate Assembly meeting).

Professor Penchansky: Are we being unrealistic about the financial needs of minority athletes? Are we underfunding them?

Duderstadt: I think maybe we are putting them at a disadvantage.

Professor Burdi: There has been a recent tendency to focus on the high percentage of out-of-state students. Does this pertain to athletes?

Duderstadt: Quotas are not applied to athletes.

ALPHA GROUPS

1). Bornstein: The group welcomes the Mandate. One of the effective programs has been the Target of Opportunity Program. Are there any plans, as rumored, to phase it out?

Duderstadt: It is desirable to mainstream it now through self-incentives. It eliminated constraints of program balance, but over time this isn't desirable. I am delighted by the progress. Faculty effort has made it work.

Professor Diana: Will units have to eventually pick up the budget lines for those people hired under the program?

Duderstadt: The program has no 'sunset'. However, there is naturally some de facto reorganization of departments.

2). Drabenstott: How can we move departments to propagate the mission of the Mandate down into the structure (chairs, search committees)?

Duderstadt: We can offer strong incentives for Deans, Directors and Chairs for success. This is obviously the key operational level. There is a certain learning process and some departments have not been very effective. We should try to improve this.

Professor Penchansky: What ever happened to the proposal to do exit interviews and entrance interviews?

Duderstadt: I don't know if we are doing this.

3). Gidley: The University's orientation and mission, particularly in the sciences and engineering, produce conflicts between tradition and new initiatives. How can we make this important to the junior faculty?

Duderstadt: We are headed off the cliff in science and engineering. We must recruit women and minorities and provide incentives. Equity and social justice are compelling, but these human resource issues are very important.

4). R. Lomax: Traditional disciplines are defined by the dominant cultures and are resistant to change. There is no mechanism for changing department structure in the university. Should we allow new areas to evolve?

Duderstadt: Hardening of disciplinary arteries does occur. We have mechanisms for change because we are a matrix organization. Sources of funding for the academic part of the University are about one third each from the State, fees and research. Research support crosses many disciplinary lines, especially in Centers and Institutes. Perhaps there are other ways of crossing lines.

5). Dobbins: An observation: Perhaps we would promote greater pluralism by promoting the foreign language programs. We might reexamine the foreign language curriculum and requirements as a useful vehicle for cultural expansion.

Duderstadt: I tend to agree with this. I want our pluralism to be international in scope. We must be part of the global community. Perhaps the way we give instruction in languages is not the best way. We should try some creative solutions.

6). Radine: There are two models for minority faculty. In the first, the person works on the periphery of the discipline. In the second, the person works in the central, traditional parts of the discipline but is asked to take on roles that they don't want. How can we provide minority faculty with adequate information about how evaluations will be done?

Duderstadt: This is a great pragmatic challenge to the University. We can now only encourage junior faculty to work in the main stream and hire peripheral faculty only with tenure. This is a difficult area for all of higher education. There is a burden of service on minority faculty which can only be addressed by recruiting more of them. This fact should be taken into account for rewards during this interim period.

7). Winn: The tenure problems of women and minorities are visible, but are felt by all junior faculty. Evaluations are often done by people who don't have expertise in new disciplines. Are we willing to reorder priorities?

Duderstadt: There are a lot of different models for tenure evaluation. We may have to make more use of outside people. We should strive to be more sophisticated in how we determine excellence. Does increasing the amount of research have a negative impact on teaching? There are data on 53,000 SAT/GRE paired scores. There is a direct correlation between the SAT:GRE scores and the amount of research and the size of the institution. This means that there is a positive experience for students by being in the environment of major research universities. In many disciplines there are strong incentives on individual faculty to favor research over teaching. For example, reduced teaching loads are used to attract or keep faculty. This seems to be exactly the opposite of what we should be doing.

Vest: There are no plans to phase out the Target of Opportunity Program. There is hope to phase this in to normal hiring practices. With regard to foreign languages, they provide a strong link to international students and faculty. This is extremely broadening in informing opinions.

Lenaghan: The University should safeguard doubters and dissenters. There seems to be a chilling atmosphere for raising certain questions. Is there any substance to this anxiety?

Vest: There is some reality to those anxieties which are reflective of such tensions in society. This is the place for confronting those tensions. We must discuss even the most difficult questions openly. One way to break barriers is to have such discussion in small student groups.

OLD BUSINESS

The Grievance Review Task Force has submitted a report which was distributed in the packets. Please watch E-Mail for some topics of discussion for the next Senate Assembly meeting.

NEW BUSINESS

1. Penchansky said that the new proposal on parking would be presented to the Regents this week with no time for review of the latest additions, particularly with regard to passing along part of the fees to units.

A Proposal: The Faculty views with concern the new proposal to subsidize parking through a "departmental salary account contribution." Further, the Faculty wishes to restate their strongly-held view that parking fees should be graduated by salary. We believe that action on this proposal should be delayed to allow time for review and study by the relevant committees in the faculty governance structure.

The proposal was seconded and passed unanimously.

ADJOURNMENT

The meeting was adjourned at 5:10 p.m.

Respectfully submitted,

Susan S. Kilham
Senate Secretary