

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

MINUTES OF 16 APRIL 1990

ATTENDANCE

Present: Ness, Birdsall, Bord, Brooks, Burdi, Chesler, Chudacoff, Croxton, Brown, Debler, Diana, Didier, Dobbins, Drabenstott, Duell, Eggertsen, Foss, Gidley, Goepfinger, Green, Greenwood, Grosse, Borgsdorf, Hollingsworth, Jenkins, Jones, Lenaghan, M. Lomax, R. Lomax, Marcelo, McLaughlin, Meyerhoff, Miller, Morley, Mosher, Penschansky, Potter, Radine, Russell, Senkevitch, G. Smith, P. Smith, T. Tentler, Turner, Warner, Whitehouse, Wrobleski, Wulff, Yano; Kilham, Heskett, Savory, Schessler.

Absent: Borders, Bornstein, Cameron, Connelly, Davis, Dirks, Dressman, Floyd, Friedman, Gilgenbach, Harrison, Hinton, Jensen, Kelsey, Ketefian, Kimeldorf, Levy, McDonald, Mignolo, Montalvo, Morris, Morton, Owens, Papalambros, Rosenthal, Ross, Seligman, L. Tentler, Veroff, Winn, Woods.

Professor Ness convened the meeting at 3:20 p.m.

MINUTES

The minutes of 19 March were approved.

ANNOUNCEMENTS

1. Vice President for Development Cosovich will host a meeting on May 1, from 1:30-4:30 in the Business School Auditorium to explain plans for the new development campaign. Faculty are encouraged to attend.

2. Ness announced that the presentation to the Regents on the reconciliation statement had been made on March 23. The statement is included in today's packet. There will be a follow-up presentation on April 19 to provide the Regents with additional requested information.

3. Members retiring from the Senate Assembly were named and thanked for their fine service on behalf of faculty governance. The three retiring SACUA members were also recognized: Thomas Lanaghan, Sr., William Dobbins, and Ed Chudacoff.

PREVIEW OF CESF PRESENTATION TO THE REGENTS

Professor Penchansky, Chair of CESF, gave a brief outline of the criteria used to evaluate the faculty position. He said that it is very difficult to find appropriate criteria. For example, cost of living comparisons with other peer institution areas are difficult because there is no appropriate index for southeastern Michigan. Given the high cost of living in areas that many of our peer schools are in, this is not likely to be a useful index anyway.

The primary index used is the change in rank relative to 18 peer institutions. The pattern of changes in rank and average salary are used to evaluate relative performance. The rankings of assistant and associate professors have remained at 5th, although the average salaries are slipping a bit relatively. The problem is with full professors who have fallen to 13th in rank with significant negative salary changes.

The presentation to the Regents will focus on some of the consequences of falling further behind each year at the full professor level:

-recruiting full professors is much more expensive and creates bigger differentials within departments. This undermines the merit system and decreases morale.

-existing faculty see that the outside offer game is a way to increase salary, but the availability of jobs is not equal among areas.

-in some departments, the average salaries for associate professors are higher than for full professors because of this salary compression.

-associate professors see that they do very well in that rank and then they leave early in order to gain at the full professor rank elsewhere.

Grosse: Do the Regents get data on cost of living?

Penchansky: Yes, but we emphasize the slippage in rank among peers.

Burdi: One argument is that we are just responding to the market place. The Regents don't do the hiring, departments do. How can departments respond to these issues?

Penchansky: The presentation to the Regents is also a presentation to the executive officers, who do have an influence on hiring practices through the deans and directors. On the economic market place: this may not work for the full professor level because there really isn't a market for senior faculty. Many forces prevent such a market from working.

Gidley: How far back do you go for comparisons?

Penchansky: We go back to 78/79. Over that period assistant professors have increased in average salary and rank, associates have stayed about the same and full professors have fallen considerably.

Turner: Why are we losing ground?

Penchansky: Different schools have followed different strategies in how they deal with compression.

I also want to mention that we have been taking a close look at librarians and research scientists, but it has proven very difficult to deal with salary analyses for research scientists.

Copies of the presentation to the Regents will be distributed at the next Senate Assembly meeting.

CONSIDERATION OF GRIEVANCE PROCEDURES REVIEW TASK  
FORCE REPORT (distributed on 3/19)

Professor Dan Moerman, Chair, summarized the report. There is a disparity between the number of cases brought to the attention of the AAUP and those that went through the formal grievance procedures. Therefore, the task force is recommending that the informal procedures be clarified. Many grievances are the result of the Administration deciding they should manage some particular issue and people find themselves caught up in this new situation and disadvantaged by it. We are recommending that administrators receive some training to prevent such problems at the outset.

Diana: How do you formalize an informal system?

Moerman: There should be some specifications for who is involved and when certain things should happen. We have proposed a University-wide ombudsperson. This person could have the experience to handle the informal procedures and be a source of information. Professor Kaplan has functioned unofficially in this capacity.

Ness: It may be that this should be a Senate Assembly ombudsperson because we have a University-wide responsibility.

Miller: There is active interest from the Provost in apprising the Deans that the informal process really is informal.

Moerman: Dolan-Greene is a key person who may be able to play a significant role as a facilitator.

A motion was made by Penchansky to accept the report of the task force and recommend that SACUA move forward to carry out the recommendations (seconded). The motion carried unanimously.

ANNUAL REPORT OF THE ATHLETICS DIRECTOR

Athletics Director J.P. Weidenbach joined Senate Assembly to present the annual report.

Athletics is closer to the University than in the past. I now sit on the Presidents Council and also meet with him on a regular basis. I feel that I am the best informed Athletic Director in the Big 10.

Finances of athletics: We will have a deficit this year of \$1.5 to 1.6 million, which could increase in the future. This is a general problem for intercollegiate athletics. How did it happen here? Among the factors are debt service for the new pool, equalizing the resources for women's athletics, and the growth in grants-in-aid because of the large increases in tuition for out-of-state students.

There are 21 intercollegiate sports, 11 for men and 10 for women. Only football (especially) and basketball generate revenue. We have the highest ticket price and the largest stadium in the Big 10, but we must share our revenue within the conference. Television revenues are shared equally. Therefore, our revenue projections are relatively flat. The big issue is how do we handle the expense side of the ledger. If we want a comprehensive program we need to find additional revenues, otherwise we will be forced to eliminate sports from the program. The new NCAA contract on the basketball tournament will exceed \$1 billion over the next 7 years, but there is a big debate on how this is to be shared. It is certain that presidents and chancellors will be involved in these decisions.

There have been big strides made in the women's program, both in increasing resources available to them and in the performances of the teams.

We have also increased athletic support services, with four people now on staff. There is more emphasis on study tables and the student programs have been moved to the main campus. We are pleased that graduation rates are improving. Four out of five seniors in basketball will graduate in May and one in August. Eight of nine hockey seniors will graduate in May. The situation in football is not as good, but still more than 50% of the seniors will graduate by the end of this year.

Our next challenge is affirmative action. We are very conscious of this and we are working with the appropriate university officers to improve the situation. Since I have taken office, three new female coaches have been appointed in women's sports. The recent appointments in men's basketball, baseball and football were in some cases controversial, but all appointments were made with the full knowledge of the President. In all cases, university hiring procedures were followed. There have been no recent vacancies in the Administration except my position. We will have some retirements in the near future and it is hoped that some progress can then be made. The entry level positions (graduate assistants) are very poorly compensated positions and recruiting minorities for these has been difficult.

There are major moves toward reform in intercollegiate athletics, and I have been working closely with the President. Reforms will take place.

As far as the situation with Penn State goes, I think that the presidents and chancellors didn't fully appreciate the ramifications of the invitation for Penn State to join the Big 10.

REPORT OF THE FACULTY REPRESENTATIVES TO THE BIG 10

Professor Khan presented the report.

The graduation rates of athletes is one of the primary concerns. We look at them in 5 year blocks, from entry to graduation. The problem is complicated by the numbers who leave in good standing and may in fact complete their degrees elsewhere or later.

	Graduating	Inc. Good Standing
Men's sports	59%	70%
Women's sports	76%	93%
Men + Women	66%	72%
University wide(all)	77%	
Univ. wide, minorities	51%	
Tennis, men + women	100%	
Swimming	100% men 91% women	
Hockey	80%	100%
Football	57%	68%

These percentages are important measures but are not the only measure of the academic quality of the programs. There have been improvements in the academic counseling of athletes. The University has more stringent eligibility requirements than the NCAA. The Big 10 Conference has tough rules about junior college transfers. They cannot participate in intercollegiate athletics for one year after transfer. The purpose is to help students in their prospects for graduation.

The NCAA requires only that athletes are maintaining progress toward graduation. The Big 10 requires a GPA of 1.8 for sophomores, 1.9 for juniors and 2.0 for seniors. At the University of Michigan, athletes are required to maintain at least a 2.0 GPA at all times unless waiver is granted by a faculty committee.

This is an exciting, revolutionary period in college athletics. There is a new approach which has generated a wide spectrum of proposals. Among the key issues for Michigan are: cost reduction, emphasis on academics, and the Penn State matter.

I also want to say that the other representative, Gwen Cruzat, has been enormously helpful in representing the University concerns.

Drabenstott: Did you consider the people who became professional athletes and later returned for their degrees?

Kahn: My impression is that not many have done this.

Weidenbach: That is especially hard for baseball players because of the playing schedule.

Burdi: I want to compliment our speakers on the amount of information they brought us. How can the degree granting units get involved in promoting the academic health of athletes?

Kahn: The head of the academic unit in which a student is enrolled must certify that the student is making progress. There is increased emphasis on tutoring and counseling. The coach's attitude and commitment are important.

Weidenbach: For the academic progress of athletes, I am sure the coach is the most important person.

Anonymous: What about freshman eligibility?

Weidenbach: This is a controversial issue in the conference

Penchansky: Is there a conflict between reform and cost-cutting?

Weidenbach: You are absolutely correct. For example there will be \$250,000 less in the budget because of dropping two basketball games from the schedule in two years.

Kahn: Yes, there is conflict for some reforms. The counseling and other academic programs for freshmen with problems are expensive. In some sports there are no academic problems. The extra cost is very great. It will perhaps be necessary for there to be no scholarships in the non-revenue generating sports, a move toward the Ivy League model. There is not much likelihood of such a shift in the next few years, however.

Jenkins: Isn't there a large endowment fund for athletics? Do all revenues remain in the Athletics Department? Will there be recourse to the General Fund to cover the deficit?

Weidenbach: No, we won't be asking for General Fund money. The Athletics Department does not have an endowment. We do have Booster Club money for athletics scholarships which is in a special University fund which has built up over the years. Now we will be using it for scholarships during this time of financial need, but it won't last too long.

Ness: We of course notice that there are a substantial number of minorities in intercollegiate sports, but a very small number on the staff. How rapidly will this change?

Weidenbach: We do have a large minority student participation in football and basketball. Other sports have little minority participation despite great recruitment efforts. I think we do have a 'pipeline' problem for staff. The entry level jobs are very low paying, which is not attractive to very many people.

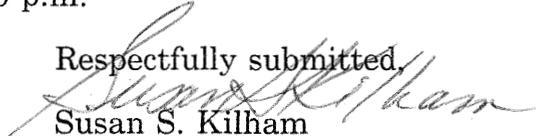
OLD BUSINESS

Ness called attention to the message to Senate Assembly members on E-mail and in the packet about the search committee for the new Director for the Library. Please contact Francis Blouin directly if you have suggestions or input.

ADJOURNMENT

The meeting was adjourned at 5:00 p.m.

Respectfully submitted,

  
Susan S. Kilham  
Senate Secretary