

Minutes of 15 May 1995 Senate Assembly Meeting
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THE UNIVERSITY OF MICHIGAN
SENATE ASSEMBLY MEETING
MINUTES OF 15 MAY 1995

Chair Brewer convened the meeting at 3:18 PM.

MATERIALS DISTRIBUTED

1. Agenda
2. Draft minutes of the Senate Assembly meeting of 17 April 1995
3. Minutes of the Senate Assembly meeting of 20 March 1995
4. Minutes of the SACUA meeting of 10 April 1995
5. Minutes of the SACUA meeting of 27 March 1995
6. "The Changing Nature of the Professoriate", draft report to the Senate Assembly, dated April 1995
7. 1995 Annual Report of the Committee for a Multicultural University
8. "The Michigan Mandate: Promise and Progress"
9. Regents Communication from the Committee on the Economic Status of the Faculty, April 1995
10. "Toward a Definition of Tenure"
11. The Quality of the Climate for Minority Faculty at the University of Michigan, dated 12 December 1994

The minutes of 17 April 1995 were corrected and approved.

INTRODUCTION OF NEW SACUA MEMBERS

Brewer invited the newly elected members of SACUA to introduce themselves briefly to the members of the Senate Assembly. Professors D'Alecy, Lee, and Smith introduced themselves with short statements of their academic activities.

ANNOUNCEMENTS

Brewer reminded the Senate Assembly that a Faculty Town Meeting would immediately follow adjournment of the present meeting. He reminded members of the upcoming Retreat with the President scheduled for 1 June 1995 in the East Room of the North Campus Commons. He invited suggestions of potential speakers whose presentations would follow future Senate Assembly meetings. Brewer also announced that Professor Ken Warner, Chair of the Provost Search Advisory Committee, has asked that faculty communicate nominations of potential candidates for the position. Brewer announced that Professor Bill Colburn will continue as the Senate Parliamentarian.

REMARKS BY PROVOST WHITAKER

Brewer introduced Provost Whitaker to address the Senate Assembly for the final time in his capacity as University Provost and Academic Vice President.

Whitaker presented a 10 minute statement, followed by a discussion period. The Provost said that he wished to revisit themes that he had sounded repeatedly over the last 5 years or more: academic integrity, academic freedom, openness, and accountability. He encouraged the development of mechanisms to encourage self discipline among the faculty, saying that self indulgence was easier to achieve than was discipline. He said that he was deeply concerned that the Senate Assembly had adopted a Statement on the Meaning of Tenure which he claimed encourages the idea that not doing one's academic work is permissible because of tenure. He recommended instead the statement adopted by the LSA executive committee.

Whitaker said that he had been disappointed by the lack of respect he had observed within the University for disciplines other than one's own, and particularly for what he regarded as discrediting of applied fields. He said he was troubled by opposition within academe to the use of operations and approaches from other fields, such as business.

The Provost said that mutual respect is essential to the successful function of the University. He expressed his concern for a deeper and broader commitment to learning. He said that his concern for teaching reflects a deeper concern for learning. He said that the University must be a place where everyone is both teacher and student, and that commitment to teaching in all of its forms should be a prerequisite for membership. He said that the University risks incurring reactions from society when its members fail to teach, falsify data to increase scholarship, or intimidate students for sexual favors.

He characterized his remarks as harsh ones by an individual who loves the academy. He urged Senate Assembly members to take steps to enforce standards, saying that if we don't, someone else will.

Professor Williams asked Provost Whitaker what the Provost thought was the basis of the problems from society that he decried. The Provost replied that he thought there had been benign neglect of undergraduate students for a period of time, perhaps 30 or 40 years, as graduate education became more important. He said that the university was bribed into the position to a certain extent by the wealth of federal research grants. He said that increasing our commitment to undergraduate education will redress some of society's concern. He noted further that the State of Michigan presently spends roughly the same amount of money annually, \$1.4 billion, for higher education and for corrections. He suggested that it would be better to invest in the future (i.e., education) than to pay for the past (corrections).

Professor Hessler asked Whitaker what three things he would like to change. Whitaker replied that he wished all university members could live by the values that he talks about. He said that we have to take time for each other, to build trust. He said that this university is too complicated a place to do everything by the rules, and that trust should be relied on instead. Next, the Provost said he wished there could be more money, but failing that, there had to be a productivity improvement. He said that revenues have real constraints. He noted that presently every major revenue support for the University was threatened- grants, state appropriations, and tuition. He noted that tuition is presently nearly one half of the median family income in the state, and that there is not enough aid. He said that income from private giving will depend on the extent that the university can prove it is worthy of it.

Professor Hinman asked if the Provost thought that tenure will survive in its present form for the next 50 years. Whitaker replied that he understood that tenure is a concept that has had a life of 70-80 years in this country. He said he thought it would evolve and change. He said that we have to be thoughtful about what we mean by it. The Provost said it can't be a license or a protection from responsibility, because the more like that it becomes, the more danger it faces

from society. He added that there has been a sweeping change in the way most organizations deal with people of low productivity. He added that he did not think there was a large group of people here who were not meeting their responsibilities.

Professor Hinman asked what the Provost meant by "not meeting the responsibilities". Whitaker responded that faculty should not tell their class- "Sorry, I'm not prepared. I was working on my research last night." He referred the Senate Assembly members to an article in *Change* magazine titled "Hallowed Collegiality" which he said concluded that those departments that talk to each other perform better.

Professor Shirley asked about the climate of mistrust for academe in the nation. Whitaker replied that there was a lot of unease, and a lack of trust in the whole society. He noted that how we deal with social issues is being altered by the turnover in legislative leadership in Washington, D.C. He argued for increased investment in education, in order to prepare people for useful lives.

Provost Whitaker concluded by saying that he has appreciated the frank discussions with SACUA and the Senate Assembly during his term. Chair Brewer thanked the Provost for sharing his perspectives and reminded the Assembly that there would be two debates about tenure during Fall Term. One debate would focus on rights and the other on responsibilities.

REPORT OF THE MULTICULTURAL COMMITTEE

Brewer explained to Assembly members that the report of the Multicultural Committee was coming to them at this time for several reasons. First, it is relevant to the topic of the Michigan Mandate. Second, affirmative action is a topic of intense discussion at the national level. Third, its subject matter will be one of the issues discussed at the 1 June Retreat with the President.

Professor Charles Smith presented the report with reference to the document that had been distributed to all Senate Assembly members. He noted that the present report includes for the first time data for research scientists and lecturers. Professor Moore commented that the report also includes information about the Flint and Dearborn campuses, and that data are presented by gender as well as ethnic groups.

Professor D'Alecy asked what implications could be read from the report for the success of the Michigan Mandate. Smith replied that it was clear the University was not going to meet the stated goal by the year 2000. He added that some units had been successful and that they might serve as models for the rest.

Professor Kaplan asked if the present report included any survey data. Smith replied that it did not contain data from any surveys, but that surveys were being planned for the future.

Professor DeCamp asked if the committee had any recommendations on how to meet the goals of the Michigan Mandate. Smith referenced an article in the University Record written by himself, Professor Moore, and Professor Lomax. He said that there needed to be cooperation and collaboration between the administration and faculty on initiatives.

Professor Montalvo announced that the new Chair of the Multicultural Committee for 1995-96 would be Professor Deskins.

REPORT ON THE CHANGING NATURE OF THE PROFESSORIATE

Chair Brewer introduced the Professoriate report and invited Assembly members to pay attention to the data for proportions of women in different ranks, and also to the increasing

proportions of lecturers. Brewer noted that the latter trends represented a continuing challenge to tenure.

Professor Lomax presented a summary of the report with reference to the document distributed to all Assembly members. He acknowledged Professor C.B. Smith for his help with data collection. Lomax said that the report contained mostly data without a lot of interpretation. He noted the striking observation that there has been a precipitous increase in the number of lecturers across the whole university, with roughly half of the total being in LSA. He reported that lecturers had increased from 200 individuals in 1987 to 520 in the current year. He explained that by proportional representation corrected for pool sizes, it appeared that women dominated the lecturer ranks. He said that the position of lecturer never comes under tenure protection because it is necessary to hold at least an 80% appointment to qualify for tenure.

Professor Moore asked if the committee had considered the effects of the empirical changes on other matters, such as the university budget. Lomax replied that the committee had not yet explored such interpretations and implications. Brewer asked if it was fair to say that the University was not making strides in increasing the representation of women in faculty ranks. Lomax replied that there was in fact an increase in women, but that mainly they were not moving into the tenure track ranks. Brewer suggested that further discussion should focus on the issue at the upcoming retreat.

Provost Whitaker interjected that lots of the appointments identified by the committee as being 0% were in fact dual appointments. Lomax responded that the committee had already accounted for dual appointments and that in fact 0% appointments were precisely that. Whitaker rejoined with the statement that the tradeoff from tenure-track instructor to non-tenure track lecturer was beneficial to the incumbents. He said that many units hire people who haven't finished their degrees into the lecturer ranks and that it would be a penalty to them to start the tenure clock before they obtained their Ph.D's. Professor C.B. Smith responded that the tenure-track instructor ranks have shrunk from 155 to nearly zero whereas lecturers have increased from zero to 550, which seemed asymmetrical. Whitaker answered that lecturers are teaching more because teaching by the regular faculty has declined.

Chair Brewer thanked the committee for its report.

OLD BUSINESS

No old business was presented.

NEW BUSINESS

No new business was introduced.

The meeting was adjourned at 4:40 PM.

Respectfully submitted,

John T. Lehman
Senate Secretary