

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

MINUTES OF 17 SEPTEMBER 1990

ATTENDANCE

Present: Anderson, Billi, Bord, Borgsdorf, Brooks, Brown, Cameron, Chesler, Croxton, Daly, Debler, Diana, Didier, Dirks, Douthit, Drabenstott, Duell, Eggertsen, Fellin, Foss, Gazda, Gilgenbach, Goeppinger, Green, Greenwood, Gross, Hayashi, Hollingsworth, Houk, A. Jensen, E. Jensen, Jones, Kimeldorf, Koopmann, Larson, Lomax, Loveland-Cherry, Marcelo, Markus, Mignolo, Morley, Montalvo, Morris, Mosberg, Mosher, Ness, Ocasio-Melendez, Olson, Penchansky, Radine, Raper, Razzoog, Rosenthal, Ross, Russell, Saxonhouse, Schwank, Senkevitch, C. Smith, G. Smith, Stein, T. Tentler, Tilden, Warner, Williams, Woods, Yano; Crichton, Savory, Schessler, Heskett

Absent: Angus, Burdi, Crandall, Friedman, Gull, Jenkins, Kabamba, Levy, Papalambros, Potter, L. Tentler, Wheeler, Yang

Dr. Hollingsworth convened the meeting at 3:15 p.m.

MINUTES

The minutes of June 18 were amended and approved.

ANNOUNCEMENTS

The following additional committee appointments were presented to Senate Assembly:

ACADEMIC AFFAIRS ADVISORY COMMITTEE

Alfredo Montalvo, Art, for one semester to replace Sharon Sutton, Architecture, who is on Sabbatical.

BUDGET PRIORITIES COMMITTEE

Richard Bailey, English, for a 1-year term.

COMMITTEE FOR A MULTICULTURAL UNIVERSITY

Joan Hellman, Mathematics, UM-Flint for a 1-year term to replace Harriet Wall, Psychology, UM-Flint, who has resigned.

COMMITTEE ON THE ECONOMIC STATUS OF THE FACULTY

Jean Krisch, Physics, for a 1-year term to replace Frederick Schauer, Law, who has resigned.

Robert E. Thomas, Business Economics and Business Law, for a 3-year term.

Approval of the appointments was moved and seconded. The motion passed unanimously by voice vote.

RESOLUTION

Professor Ness proposed a resolution of appreciation for Jerry Miller, who is taking early retirement, for his valuable service to the Assembly.

Dr. Hollingsworth read the resolution to the Assembly as follows: The Senate Assembly of the University of Michigan, Resolution of Appreciation, 17 September 1990. The Senate Assembly wishes to express its great appreciation to Professor James L. Miller, Jr., for his many years of commitment and exemplary service to the Faculty Senate of the University of Michigan. Professor Miller has served two terms as a Senate Assembly Representative from the School of Education; chaired the Financial Affairs Advisory Committee and the Central Campus Parking Advisory Committee; and actively participated as a member of the Grievance Procedures Review Task Force, the Tenure Issues Liaison Group, and the State Relations Advisory Committee. The Senate Assembly commends Professor Miller for his outstanding contributions and wishes him well as he begins his retirement furlough. Signed by Peggie J. Hollingsworth, Ph.D., Chair, Senate Advisory Committee on University Affairs; James S. Diana, Ph.D., Vice Chair, Senate Advisory Committee on University Affairs; James J. Duderstadt, Ph.D., President, University of Michigan; and Gilbert R. Whitaker, Jr., Ph.D., Provost & Vice President for Academic Affairs.

Professor Miller was asked to come forward and was presented with the resolution by Dr. Hollingsworth.

The Assembly expressed its appreciation with applause. Professor Miller thanked the Assembly for this gesture.

REPORT ON THE BOARD IN CONTROL OF INTERCOLLEGIATE ATHLETICS

Professor James Diana, SACUA liaison to the Board in Control of Intercollegiate Athletics (BICIA), presented the report. He explained the function of the BICIA, especially with regard to the academic performance of student athletes. The BICIA holds monthly public meetings at which public comment is invited. The Academic Performance Committee gives a pep talk at the beginning of each academic year, impressing on athletes the importance of academics. The Committee rules on petitions for waiver of eligibility requirements. The Big 10 standards require a GPA of 1.8 after the first year, 1.9 after the second, and 2.0 after the third. The University of Michigan requires a GPA of 2.0 for all student athletes. Student athletes who fall below 2.0 but are eligible by Big 10 standards can petition for a

waiver. The Committee may declare a student ineligible, eligible with certain conditions, or eligible for a scholarship but not for participation. Of 17 students who petitioned in 1989-90, only one was ruled ineligible. There have been no petitions so far this year.

For first-year students to be eligible for competition, the National Collegiate Athletic Association's (NCAA) Proposition 48 now requires a high school grade-point average of 2.0 in a core of 11 courses, as well as a combined Scholastic Aptitude Test score of 700 (out of a possible 1600) or a composite American College Test score of 15 (of a possible 36).

Student athletes often have academic trouble because they are taking challenging courses, not because they cannot handle the bare minimum. Big 10 rules are more stringent in general than NCAA rules. By the year 2000, the Big 10 will probably require a 2.0 GPA for all student athletes.

#### ADMISSION OF PENN STATE TO THE BIG 10

Professor Douglas Kahn, Faculty Co-Representative to the Big 10 Conference, presented the report. In December, 1989, the presidents of the Big 10 universities issued an invitation "in principle" to Penn State to join the conference. Three subcommittees were appointed to examine the impact on governance and academic standards, television coverage and revenues, and competition format and budget if an 11th school were added to the Big 10. Penn State's athletic program is overseen by a committee of primarily faculty members that deals with academic matters. Penn State has approximately equivalent academic requirements with the Big 10. The credit hour requirement is slightly higher, the grade requirement slightly lower. According to a Penn State study, only 6 of 900 student athletes would be ineligible. There is no significant problem with faculty governance. There is a faculty majority on the oversight committee. They deal only with academics and do not provide advice to the President and Athletic Director, except for the faculty representatives. There is much guesswork as to the impact on TV revenue of adding Penn State. Revenues for basketball would probably not be enhanced. Football TV revenues would be increased (these are split 50/50 with the PAC 10). The FTC has been looking into joint agreements. The effect of realignment is difficult to assess.

Major problems exist in competition format. As Penn State has by now actually been admitted to the Big 10, these will have to be worked out. There are 21 championship sports in the Big 10. In five of these, the championship is decided by a single or double round-robin. In 16, the championship is decided by post-season play. Adding a team will complicate the schedule. In football, Penn State would

likely be in by 1995. Penn State will not share fully in Big 10 revenue until all of their sports are in.

#### PARKING CONCERNS

Professor James L. Miller Jr., Chair, Central Campus Parking Task Force of 1988, gave the report. He noted that much work had been done since a proposal for a study of the parking situation was made two and a half years ago. In the summer and fall of 1988, a study was done by the consulting firm BRW, Inc. from Minneapolis. They recommended construction of three new structures, two of which would be adjacent to present structures. The advisory committee accepted the premise of a user fee and asked the administration what the costs and fees would be if the recommendations of BRW were implemented. After BRW made recommendations, \$18 million in projected costs for the maintenance of existing structures was built into alternative scenarios, resulting in fees twice what they would have been without this factor.

There was a strong negative reaction in the winter of 1989. On the medical campus, 1000 signatures protesting the rates were collected. Many different views were expressed on the necessity for new structures. Some suggested remedies were: stop State Street merchants from parking in structures; ticket students for parking in structures; and get construction workers' vehicles out of structures. These measures alone would not make enough difference.

After another year of discussions among the Executive Officers and Deans, Vice President Womack proposed substantial parking fee increases each year, until in 1994-95 fees would be over \$400, to be paid in part by individuals and in part by units. The Regents approved the increases in March of 1990. A petition was circulated asking for a graduated fee. There is a resolution before the Assembly, not yet acted on, protesting the unfairness of non-graduated fees. We need to seek constructive solutions and examine alternative transportation possibilities while recognizing that most faculty and staff come to campus by car.

Professor Miller suggested that the Provost give thought to appointment of a limited-term task force on transportation and parking. For example, AATA and U-M bus schedules purposely do not jibe because the AATA fears losing customers and the university does not want to transport passengers not entitled to its free rides. Miller stated that one hears a great deal of foolishness about parking from people who are sensible in other respects. This is an infrastructure issue. We tend to do nothing about them, but when such matters don't work, they are

important. The parking issue will "stink" like a backed-up sewer if not dealt with.

#### OLD BUSINESS

Dr. Hollingsworth proposed skipping this item in the interest of saving time. Professor Tentler moved that the parking proposal, tabled in June, be postponed until the October meeting (seconded). The motion passed.

#### REMARKS BY PRESIDENT DUDERSTADT AND INTRODUCTION OF PROVOST WHITAKER

President Duderstadt began his remarks by introducing Gilbert Whitaker, the new Provost and Vice President for Academic Affairs. He praised the Provost's great accomplishments as Dean of the School of Business Administration and expressed his pleasure at the prospect of working with him in his new capacity. The new Provost was greeted with applause by the Assembly.

The following is a condensation of the President's address to the Assembly, which is printed in its entirety in the September 24 issue of the University Record.

#### A TIME FOR QUESTIONING

The last few months have been full of excitement, but also a time of concern. There have been extraordinary political changes in the Soviet Union and Eastern Europe, the reunification of Germany, and the transformation of old adversaries into new allies. But even as this new spirit of optimism surged across the country, storm clouds were building on the horizon, and the crisis in the Persian Gulf occurred just when we thought the cold war had come to an end.

There are growing concerns closer to home as the State of Michigan appears to be slipping once again toward a recession. Yet, at the same time there is reason for great optimism and confidence concerning the future and the future of our University. Indeed, in terms of the fundamental life and purposes of the University, I believe the institution is stronger than ever. The events of just a few days in late summer brought this home to me. In just a week or so in July, several significant events were announced:

- Francis Collins' team of medical scientists made public their work in discovering the gene responsible for neurofibromatosis, the Elephant Man's disease.
- A team of over 100 Michigan students from across the University won the solar car race from Florida to Michigan.
- It was announced that two Michigan faculty members, Rebecca Scott and Sherry Ortner, had won MacArthur prizes.

A third awardee is a former faculty member, Tom Holt, now a visiting faculty member at CAAS this year.

--Gerard Mourou's laboratory announced the development of the world's most powerful laser.

--Phil Gingerich announced the discovery of a fossil demonstrating that whales once had hind legs and feet.

### The Michigan Mandate

At least in increasing the representation of people of color, the evidence is that we are making progress. With respect to this year's entering class, we will not have precise data until the three-week counts, but last week's "final deposits received" information looks very encouraging. We have seen the best year ever in minority faculty recruitment. We have 22 new Black faculty, 20 Asians, nine Hispanics, and one Native American. Of course, we all know that we have a long way yet to travel. To help further our objectives, I will announce this week a Presidential Initiatives Fund to support new grass-roots initiatives.

### International Initiatives

Let me note three that have been of special interest to me personally.

--Teams of Michigan students traveled to Poland and Soviet Armenia to help these nations in their transition to capitalism.

--Bob Zajonc announced an agreement in which ISR would help Poland build a counterpart research institute in the social sciences in Warsaw.

--The President sent his daughter to Hungary for two years as a Peace Corps volunteer.

### The "Age of Knowledge"

NSFnet, the major computer network, operated by the University (with MERIT) in collaboration with IBM and MCI, passed the milestone of linking together over one million users in the U.S. and around the world. The next stage, the National Research and Education Network (NREN) now stands poised to continue this momentum. In fact, today in Washington, the University, IBM and MCI are announcing the formation of a new non-profit corporation to manage this "interstate highway system" for information transfer.

### State Support

While this was not an exceptionally good budget year, we did manage to protect higher education from the executive order cuts experienced by other state agencies. This is the first time in four years that we have managed to stay even with inflation.

### Federal Support

For the first time in our history, our federal support exceeded our state appropriation.

### Private Fund Raising

We received more than \$83 million in gifts and an additional \$28 million in pledges. This represents a growth of over 18 percent.

### Internal Management

I might also note that under the leadership of Vice President Farris Womack, the University now ranks first among all major universities in the country in the investment return on its endowment.

### A Time for Leadership

Our society, our nation--indeed, the world--are becoming ever more dependent on institutions such as ours in such challenges as the plight of our cities, international competition, health care, and new frontiers. Leadership is also needed in higher education itself. Many are questioning whether our present concept of the research university must evolve if we are to serve the highly pluralistic, knowledge-intensive world-nation that will be America of the 21st century.

### Reinventing the University

You have heard me say during the past two or three years that we must look at the decade ahead as a period during which we should accept the challenge of creating a new paradigm of the university. Of course, "re-invent" is the wrong word. We must envision an ideal future for ourselves and then consider the actions needed to make that vision a reality. Of course I am not proposing that we change our fundamental mission of teaching and scholarship. Much of what is needed is a rebalancing of our priorities in those cases where the pendulum has swung too far to one or another extreme at the expense of our basic mission and values. We will not be alone in our deliberations. And we should remind ourselves that universities are always changing.

### The Changing Nature of Higher Education

For much of their history, America's universities were protected enclaves, respected, but mostly unnoticed and allowed to go about our business unchallenged. What a contrast today, when we find ourselves considered a key

economic, political, social and cultural institution. Ironically, our increasingly critical role has not brought with it increased prestige or respect. Instead, we are roundly criticized by the right, left and center, and even from within. Of course, there is much that is refutable in the recent spate of books and articles that question our performance. But we should pay attention to what they say, since they all appear to have in common a question of our commitment to fundamental academic values.

### The Role of the President

We should not leave all the questioning to others. Instead, let us take the initiative to reflect and take stock. And, of course, this is in part my role. Let me give you several examples of issues that I believe we must discuss. If the issue is to get back to fundamentals, then how and where do we begin? How can we best produce effective leaders? How can we improve undergraduate education? How can we improve the quality of teaching? At least one recent and preliminary study suggests that the learning environment provided by the large research university may be a significant advantage for undergraduate education. Can we function more productively? Achieving the appropriate balance between the disciplines and interdisciplinary teaching and scholarship is one of our major challenges. How do we sustain the most creative scholarship? How can we improve graduate education? Why does it take so long to earn the doctorate in some fields? Perhaps we need to rethink the nature of graduate education to find those fundamental principles and methods that are needed by a scholar and just scrap some of the drudgery we are insisting on now. How do we build our faculty of the future? How do we select for brilliance and creativity? How do we assess and enhance teaching ability? How do we evaluate, encourage, and reward service activity? More than 40 years ago, C. P. Snow saw an intellectual world falsely divided into two cultures, with scientists and technologists on one side and humanists on the other. Today the gulf looks wider than ever. Perhaps we might begin to bridge it by adopting a little intellectual humility as we approach and engage one another in debate about our future.

### The Theme of Community

In each of the past several years we have emphasized key strategic themes. We have chosen yet another theme for the year ahead. It is the theme of building community. In any institution today there is a readily recognizable litany of commonly mentioned concerns that suggest division, conflict and alienation. I believe that while we must address such concerns sensitively and diligently, they also can serve to fragment the University even further unless we consciously try to strengthen our bonds of community.

Perhaps we can begin this process by paying more attention to what I will call the "C" words: Civility, Community, Communication, Coherence, Concern, Caring. These stand in sharp contrast to our present preoccupation with the "p-words": politics, parking, Penn State, Provost, and President!

The "C" words are the "glue words," they express the values that bind us together. In the year ahead I hope we will try to understand more about each other and our community and our future.

### Conclusion

I do not have answers to the many questions we need to ask about our future. But I hope each of you and every one of your colleagues will take up the challenge of my questions and that you will come forward with even more critical ones of your own. We have an unparalleled opportunity to shape the future of our own University and, because of our tradition of leadership, to shape the academy for generations to come. Now time is ripe for taking up a much larger and more basic challenge to the University community and especially to the faculty, for you, more than any others, hold our future in your hands.

### ANNOUNCEMENTS

Dr. Hollingsworth thanked Professor Mary Crichton for agreeing to serve as Senate Secretary pro tempore and Professor Olson for agreeing to serve as Parliamentarian.

### NEW BUSINESS

There was no formal new business. Professor Ness rose to express appreciation for the President's remarks. Noting that we have had "efficient engineers creating a launching pad" to the presidency of other institutions, he suggested that we give them a vacation and keep our new Provost a little longer. Recalling that Provost Whitaker, during his term as Dean, had slashed administrative costs at Business Administration, he expressed the hope that the same could be achieved at the university level.

### ADJOURNMENT

The meeting adjourned at 4:50 p.m.

Respectfully submitted,

Mary C. Crichton  
Senate Secretary pro tempore

