

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

Minutes of Regular Meeting of 21 September 1987

ATTENDANCE

Present: Baird, Barlow, Bartholomew,
Berent, Birdsall, Bissell, Blane,
Borcherts, Borer, Burdi,
Carnahan, Checkoway, Chudacoff,
Comninou, Craig, Dandekar, Davis,
Debler, De Camp, Diana, Dobbins,
Durrance, Edwards, Eggertsen,
Floyd, Gage, Gray, Haefner,
Hinton, Hollingsworth, Hudson,
Inglehart, Kelsey, Ketefian,
Kirking, Lenaghan, Lomax, Lougee,
Margolis, Manis, McCarus,
McLaughlin, McClamroch, Meyer,
Meyerhoff, Miller, Moerman,
Moore, Moran, Mosher, Ness,
Oleinick, Olson, Pierce, Reed,
Rosenthal, Sargous, Scodel,
Strang, Tentler, Turner,
Warner, Weiler, Whitehouse, Winn,
Wiseman, Wrobleski, Wulff,
Crichton

Absent: Alpern, Brewer, Dressman,
Goldberg, Han, Hook, Hutchinson,
Lavoie, Muirhead, Olsen, Owens,
Ross, Seligman

Professor N. Harris McClamroch convened the meeting at
3:15 p.m.

MINUTES

The minutes of 20 April and 15 June were approved as
written.

MATTERS ARISING

Professor McClamroch invited comment on the SACUA minutes
for June, July, and August. Professor Floyd asked if anything
had been done about affirmative action. Professor McClamroch
replied that this would be included in the agenda under Major
Faculty Governance Initiatives for 1987/88. He reported that
SACUA had communicated with the Regents on the statement on
research policy, on the delay in granting Emeritus status to

Professor Fusfeld, on out of state enrollment, and on the issue of racism and racial diversity; it also monitored progress in administrative searches.

With regard to the SACUA Faculty Hearing Committee, Professor Ketefian asked what kind of authority it would have. Professor McClamroch explained that some problems arise which fall outside of unit procedures. No case has arisen as yet, but the subcommittee could act in an advisory way through advice of its own and through SACUA's access to the Executive Officers. The committee's powers are not spelled out. Professor Ketefian asked what access the faculty have to university counsel. Would the University support a faculty member threatened with a suit related to work if the threat to the individual were not also a threat to the University? Professor McClamroch said that current policy was not clearly understood, and an attempt would be made to distribute information.

Professor McClamroch presented the following SACUA nominations: Jerry Hudson of the Medical School for Government Relations and Hubert Cohen for the Board for Student Publications. Both were approved.

ANNOUNCEMENTS

1. AAUP will hold an open Chapter meeting on 1 October at 12:30 p.m. in the Michigan League on "The Presidential Search Process" and on 15 October at 3:00 p.m. in the Alumni Center on "The History of AAUP at The University of Michigan, 1915-1987."
2. Professor Rosenthal invited Assembly members to sign a letter urging the Regents to name a new plaza on East University after Raoul Wallenberg.
3. Mary Crichton has been appointed to take Senate Assembly minutes.
4. Charles Olson has been appointed Parliamentarian.
5. The 1987-88 meeting schedule was distributed with the agenda. A reception hosted by the Provost will follow this meeting. The October meeting will be followed by the Faculty Awards Ceremony. The November meeting will be followed by the Senate meeting and President Shapiro's State of the University Address. A farewell reception for the President will follow.

STATUS OF THE PRESIDENTIAL SEARCH, THOMAS KAUPER, CHAIR, PRESIDENTIAL SEARCH COMMITTEE

The Committee was formed in mid-June, Professor Kauper reported, and first met on 13 June. It submitted its statement on the University's needs to the Regents before their July meeting. The statement of the student committee was submitted in June, that of the alumni committee in August. The criteria are

to be published. Regent Roach is the liaison with the committee. The Regents have been receiving names, which will be screened by the committee. A letter will go out to the faculty at large. It will include the following points: (1) names can still be submitted; (2) faculty members may submit criteria; (3) the committee is not permitted to comment on names, but anyone who has reason to think that someone may be on the list may submit comments. Names and phone numbers of the faculty committee will be listed. The Vice Chair is Arlene Saxonhouse. The committee has met with one group of Regents and hopes to meet with all of them in various groups. The naming of Interim President Fleming suggests that a long process is expected. Professor Kauper invited questions. There were none.

THE REALIGNMENT OF IST, LINDA S. WILSON, VICE PRESIDENT FOR RESEARCH

Vice President Wilson welcomed the opportunity to summarize the proposal for realignment of the functions now administered in the Institute of Science and Technology. The proposal, sketched in a recent Record, is (1) to transfer selected IST units to homes in the Schools and Colleges; (2) to create in the Office of the Vice President for Research two foci of activities: an office of interdisciplinary research activities and an office of economic and industrial development activities; and (3) to dismantle the IST superstructure.

IST has had permeable boundaries. Functions have been transferred into and out of it. The review process has involved much deliberation and faculty involvement. The final step is to take place at the Regents' meeting in October with the review of the change in Bylaw 13.09 which established IST 28 years ago.

The proposal is not a response to a failing unit, nor does it imply a diminishing of commitment to public service or to the nurturing of interdisciplinary research. It does not involve reductions in budget or work force. It is a realignment of functions in response to a variety of changes in the research environment, a separation of the focus on interdisciplinary research from the focus on economic and industrial development activities, a relocation of certain mature interdisciplinary units to environments where they will thrive. It fits within multiple University of Michigan initiatives such as the Presidential Initiatives Fund, the increased accessibility of research resources under OVPR, the Research Incentives Program initiated this year by Provost Duderstadt, and individual initiatives within Colleges.

The review process has been long, beginning with the Hancock Committee appointed under Vice Presidents Frye and Sussman. This has resulted in uncertainty and other difficulties for those affected. The plan which has emerged emphasizes central administration as a resource and as complementary to Schools/Colleges. Its essential theme is the importance of

enhancing the synergy of research and service activities with the educational mission of the institution. Ron Olsen has been appointed Acting Director. Unfortunately the process could not be completed during William Kelly's term as Interim Director, which could not be extended because of sabbatical commitments. Vice President Wilson concluded by expressing appreciation for the contributions of many faculty members, and inviting comments.

Professor Eggertsen asked for an example of service activities under IST. Vice President Wilson mentioned industrial development conference activities (e.g., the Automotive Conference), the UAW/Ford Life Education Project, the Great Lakes Trade Adjustment Assistance Center which assists companies endangered by foreign competition, and the Michigan Minorities Technology Council. Professor Meyerhoff asked if transferred units would remain intact. Vice President Wilson mentioned the Great Lakes Research Division as an example of an important unit which will be transferred intact. Once in a School or College, units will be reviewed eventually, but immediate restructuring is not intended.

MAJOR FACULTY GOVERNANCE INITIATIVES FOR 1987/88, BETH G. REED, SACUA

Professor Reed referred to two documents that were distributed: a document on "Faculty Governance Initiatives on Racism and Diversity" by Professor McClamroch and a document asking members to volunteer for various activities and to nominate others who would be willing to work toward encouraging diversity. SACUA began to work on this issue shortly after the President's statement on diversity. It held a retreat on how SACUA and the Assembly might contribute to creating a climate in which racist incidents would be less likely to happen. Task forces will be formed on (1) developing position statements on promotion, tenure, and merit review processes as they are related to minority faculty members; (2) keeping these issues on the front burner in discussions with the Executive Officers (also monthly meetings with the new Vice Provost for Minority Affairs have been added); (3) finding ways to relate to the Schools and Colleges on these issues; (4) exploring ways to get more representation of minority and women faculty members; (5) dissemination of reading material, through the Record and in cooperation with the Library. SACUA will try to get relevant issues into the work of all Senate Assembly committees (the Chairs of all of these will meet on 1 October), and will introduce these issues into Assembly meetings.

In discussion, Professor Winn applauded SACUA's efforts. He expressed dismay at the absence of adequate sanctions; evidently no one has the power to expel students who engage in racial slurs. He saw a need for incremental slots for minority faculty members. Minority members are overworked. Real policies are needed, important as the task of consciousness raising is. Professor Moerman objected to the idea of expelling people for

their behavior, exercise our ability and right to educate them. Professor Ness said he would be appalled at any code permitting us to expel people for expressing views, Professor Debler asked if the planned activities are not sterile until the proportion of blacks is greater. Professor Scodel responded that minorities will not come unless they are convinced they will be welcome. Professor Debler replied that blacks to whom he had talked after the incidents did not think that this university has an extremely racist image. Professor Borer also rose to defend the right to express dissenting views, even bigoted ones, and mentioned some positive ways in which black and other minority students could be helped. Sometimes they need help over small hurdles. Perhaps there could be advocacy teams in departments. Professor Reed urged Assembly members to hand in the task force forms to any member of SACUA or to the Faculty Senate staff.

ADDRESS BY VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST, JAMES J. DUDERSTADT

Provost Duderstadt recalled that he had been invited to address the Assembly a year ago at the beginning of the academic year. At that time he challenged the university to seize control of its destiny. After a year "in the blockhouse" (the Fleming Building) he was more than ever convinced that we face an extraordinary opportunity, that this is not a time for coasting.

The University community must rely on local media for information. Much bad news has been disseminated: difficulties with the Legislature, racism on campus, nonresident enrollments, departure of President Shapiro, campus security concerns, Physical Education Course 402. The good news is that the University is entering one of the most exciting periods in its history. It has a reputation as the flagship of higher education. A survey of leading international universities in the Asian equivalent of the Wall Street Journal listed only two American public universities, The University of California-Berkeley and The University of Michigan, in the top 10. We were ranked with Princeton in the 10th position. We have an outstanding faculty, a student body unsurpassed by any public institution, and the largest alumni body in the U.S. Though state support was disappointing this year, federal support (now over \$200 million/year) and private support (\$60 million) have increased. Our constitutional status gives us the autonomy of a private institution.

Provost Duderstadt cited many accomplishments and initiatives of the past year (a complete listing is on file with SACUA) in the areas of human resources, financial resources, strategic initiatives, intellectual resources, information technologies, environment for research and scholarship, diversity and minority affairs, student financial aid, campus environment and security, and major facilities.

Higher education in general and Michigan in particular will face challenges in the years ahead. (1) The costs of excellence will increase faster than the resources available to most institutions as we move into a no-growth period. There may be a shakeout in which many institutions are pulled to a common level of mediocrity while a few will be able to draw the best from the available students, faculty, and funds. We should be one of these. (2) Higher education has always played multiple roles. While the traditional roles will continue, the rationale behind America's great research universities has shifted to their role as the primary sources of new knowledge and those who can apply it. (3) The modern university must respond to many constituencies, which have different values, needs, and expectations. There is a tension between such responsiveness and its role as an independent critic of society. (4) America faces a challenge of diversity and pluralism. As both a microcosm and leader of society, higher education has a special responsibility to develop models of pluralistic communities. We must go beyond simply providing access to groups not as yet adequately represented, and must build supportive environments which embrace and sustain diversity as essential to the quality of our missions of teaching, research, and service.

The Provost reiterated his themes of excellence of last year, and added two new themes which must be elevated to the highest priorities of the University: community and collegiality, and diversity and pluralism. Diversity and excellence need not be conflicting objectives, indeed in many ways they mutually reinforce each other. In conclusion, he stressed the crucial role of the faculty in achieving the university's mission. The real leadership is in the trenches; the transition in leadership is no reason for coasting as the University prepares to enter the 21st Century.

ADJOURNMENT

Professor McClamroch called for any Old Business or New Business. Hearing none, he called for a motion to adjourn. The meeting adjourned at 5:10 p.m.

Respectfully submitted.



Mary Crichton
Senate Secretary, pro tem