

The minutes of the November 15, 1993 Senate Assembly meeting were approved on December 13, 1993.

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

MINUTES OF 15 NOVEMBER 1993

ATTENDANCE

Present: Beam, Bike, Birge, Blinder, Brandle, Brewer, Brusati, Bryant, Cameron, Canine, Christiansen, Cowan, Coward, D'Alecy, DeCamp, Didier, Driscoll, Eklund, Elta, Ensminger, Gidley, Greene, Griffin, Gull, Irani, Kaplan, Keener (Alt. for Mukasa), Kelley, Kunkel, T. Lee, V. Lee, Lomax, Lykes, Maloy, Marich, McNamara, Moore, Mutschler, Myers, Nostrant, Princen, Raymond, Rush, Saunders, Scheppele, Shirley, Silverstein, Sisson, C. Smith, R. Smith, Stein, Stensones, Tinkle, Tremper, Warner, Whitehouse, Williams, Yohannes; Olson, MacAdam, Thorson, Heskett.

Absent: Awkward, Blair, Brown, Chiego, Cole, Danly, Eggertsen, Fox, Frey, Katehi, Kennedy, Levine, Nairn, Nowak, Rodriguez-Hornedo, Schteingart, Simms, Woo.

CONSIDERATION OF THE MINUTES OF THE OCTOBER 18, 1993 SENATE ASSEMBLY MEETING

The minutes were approved.

APPROVAL OF THE SACUA NOMINATING COMMITTEE

Ballots were distributed and collected; Moore and Stein agreed to act as tellers for the election.

APPROVAL OF NOMINEE TO FILL SACUA VACANCY

Griffin presented the nomination of Jean Loup, Assistant to the Dean of the University Library for M-Quality and Strategic Planning and Librarian, to fill the SACUA vacancy created by the resignation of Didier contingent upon Didier's approval by the Regents to fill the position of Associate Dean of Rackham. Griffin called for additional nominations from Assembly; there being none, Assembly voted to approve Jean Loup's appointment to SACUA to fill the 18-month term.

ONE-YEAR EXPANSION OF MEMBERSHIP ON CIVIL LIBERTIES BOARD

C. Smith moved that Senate Assembly approve expansion of the Civil Liberties Board membership for one year. The resolution was approved by Senate Assembly.

ADMINISTRATIVE SALARIES

Griffin summarized faculty concerns brought to SACUA over the merit increases provided to senior administrators, noting in particular the points John Humphrey, Professor of Classical Archaeology and Latin, shared in several venues. Griffin asked members if the Assembly charged SACUA with investigating the issues outlined in the Humphrey's letter. Assembly members requested further discussion. Maloy recommended that the issue be framed more specifically in terms of equity rather than the general concerns raised in the Humphrey's letter. Cowan noted that CESF was charged with this

but a response from CESF might come too late in December to have any impact; he indicated a desire to have SACUA review and bring the matter to Senate Assembly in December. Kelley noted that the review would logically raise questions of equity among departments. Marich asked if SACUA would pursue the broad issue. Senate Assembly voted to recommend that SACUA explore the issue of administrative salary levels and to report to Senate Assembly at the December meeting.

REPORT ON THE EVALUATION OF THE OFFICE OF THE VICE PROVOST FOR ACADEMIC AFFAIRS, PETER HINMAN, PROFESSOR OF MATHEMATICS, AND JOHN D'ARMS, VICE PROVOST FOR ACADEMIC AFFAIRS (committee report distributed)

Griffin announced that the Office of the Vice President of Student Affairs would be the next office evaluated. He reported that Vice President Maureen Hartford had expressed strong interest in having the opportunity to inform faculty about the role of her office, and that SACUA had agreed that there was considerable faculty interest in establishing greater links between student affairs and academic affairs.

Peter Hinman summarized the work of the evaluation committee, calling attention to cogent points in the committee report, in particular the lack of a job description for the Vice Provost position, the need to clarify and separate duties from the Dean of the Graduate School, the value of the position as a voice for the humanities in the Provost's Office, lack of student and faculty awareness of the position's existence. He expressed doubt that the evaluation for this position could serve as a model for the evaluation process as a whole and indicated that it was not clear what would happen to the vice provost position if John D'Arms left. Hinman noted the tremendous support the committee received from Jayne Thorson.

John D'Arms described the process from his vantage point, and expressed strong commitment to the principle of faculty evaluation of offices. He summarized his role in the vice provost position as one of working on behalf of faculty and stressed the importance of knowing whether this actually benefited the faculty and giving faculty the opportunity to learn more about the office. D'Arms suggested that both sides needed to enter the process cooperatively for the review to be beneficial. He expressed great satisfaction with the process and the communication throughout.

In response to a question, D'Arms suggested that, as a courtesy, it would be helpful for the officer to know something about the individuals serving on the review panel and Assembly might want to consider providing this information in subsequent reviews.

Griffin asked Hinman about the amount of time the review had taken; Hinman replied that the committee had met weekly for about two hours over a two month period.

Raymond indicated that she was appalled that the office was supported from Rackham, especially the amount of time the office took from the responsibilities of Dean of Rackham, noted in the report as 30-40% of D'Arms' time. D'Arms warned that the report figures were misleading because his responsibilities during the past year were an anomaly in terms of time requirement. Hinman added that a more typical estimate might be 5-10%.

C. Smith expressed confusion over the committee's recommendation to continue the position, suggesting it was inconsistent with the two other options noted in the report. Hinman emphasized the difficulty in separating the position from the incumbent.

In response to a question by Brewer on the amount of Rackham staff time supporting the vice provost activity, D'Arms noted that some clerical staff and associate dean's time was used, but he couldn't estimate how much, and he expressed conviction that the work as vice provost served the broad interests of Rackham.

Griffin thanked Hinman and D'Arms for their presentation to Senate Assembly and invited Assembly members to send their comments to SACUA by e-mail; SACUA will consider the evaluation further at their November 22 meeting.

ADDRESS BY PRESIDENT JAMES DUDERSTADT: "VISION 2017: THE THIRD CENTURY"

Duderstadt stressed two themes for the University over the next 25 years: leadership and change. He noted the discrepancy between the low level of change predicted by faculty and the extreme level predicted by university presidents and suggested that if change was the challenge, leadership was the opportunity. Asking what it might mean to reinvent the university, Duderstadt summarized the profound changes that he could not have predicted since he assumed his presidency in 1988 including the end of the cold war, fall of the Berlin Wall, collapse of the Soviet Union, major changes in higher education, the explosion of information technology and the creation of the Internet, the manipulation of human genes. He presented an unflattering portrait of how the research university is viewed by the public, a view that sees an institution valuing research at the expense of undergraduate education, with overpriced tuition and under-worked faculty, with students and faculty focusing on "isms" at the expense of intellectual values. Duderstadt emphasized the decline in level of support from the state (currently at a level of 12% of the University's budget). Noting the extraordinary stresses on faculty and University leadership across the country, in particular as a result of the changing research environment and changes in students, Duderstadt pointed out that his longevity as president ranked third in the Big Ten and 14th out of 54 AAU institutions.

Summarizing past and ongoing strategic planning efforts, Duderstadt outlined goals for the current decade in three categories: leadership, resources, and trail-blazing, and noted the formation of the Michigan Metrics Project to develop metrics to measure progress toward each goal and the overall vision of making the University of Michigan the leading University in the country. (Examples of such metrics include national ranking by research volume; minority student enrollment, number of minority faculty; level of endowment; composition of faculty among assistant, associate, and full professors; capital facility progress.) Leadership goals included improving quality of all academic programs, developing a new paradigm for undergraduate education, achieving more firsts for the University. Resources goals addressed the need to acquire resources to offset the decline in state support by increasing endowment and private support while deploying current resources more effectively. Trail-blazing goals included positioning the University as both a world institution and the model "electronic" university of the next century; making the surrounding community an economic center of the Midwest and making the University the leader in knowledge transfer to society.

Sharing a series of possible models for the University (ranging from the university of the common man to the "networked" university), Duderstadt noted that the models were designed to explore different and deliberately provocative paradigms intended to trigger thought. He challenged faculty to join in the effort to extract a valid and unique model for the UM based on values that the faculty think should be protected and preserved. In his closing remarks, Duderstadt stressed the importance of engaging the University and external community in establishing a guiding vision for the University's future. Noting the impossibility of returning to a less complex world, the president reminded the Assembly that a laissez-faire or merely reactive attitude was not "Michigan."

In response to several questions from Assembly, Duderstadt noted several of the key issues in defining what the University should be including establishing a balance in serving different constituencies, making the transition from a state-supported to a state-related institution, and the critical role of the faculty in determining the University's future.

Griffin thanked Duderstadt for his address to the Assembly.

OLD AND NEW BUSINESS

There was no old business or new business.

RESULTS OF THE SACUA NOMINATING COMMITTEE ELECTION

Griffin announced the results of the SACUA nominating committee election: Morton Brown (Public Health), Juan Cole (LSA), Louis D'Alecy (Medicine), and Theresa Tinkle (LSA) to join John Birge (Engineering, SACUA) and George Cameron (Business Administration, SACUA).

PENDING RESIGNATION OF A SACUA MEMBER

The Assembly members thanked Elaine Didier for her service on SACUA.

ADJOURNMENT

The meeting adjourned at 5:15 p.m.

Respectfully submitted,

Barbara MacAdam
Senate Secretary

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