

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

MINUTES OF NOVEMBER 18, 1991

ATTENDANCE

Present: Angus, Birge, Blair, Bord, Cameron, Cole, Cowan, D'Alecy, Daly, Debler, Diana, Didier, Douthit, Duell, Eggertsen, Fellin, Gazda, Gidley, Goepfinger, Green, Griffin, Gross, Hayashi, Jenkins, A. Jensen, E. Jensen, Kaplan (sub Mosher), Katehi, Koopmann, Kunkel, Larson, Loveland-Cherry, MacAlpine, Marcelo, Montalvo, Olson, Penchansky, Porter, Ruff (sub Tosney), Russell, Schwank, Schwartz, Senkevitch, Simpson, Teske, Tinkle, Veroff, Vinokur, Warner, Whitehouse, Woods, Yang; Crichton, Thorson, Heskett.

Absent: Billi, Borgsdorf, A. Brown, M. Brown, Burdi, Chiego, Cox, Crandall, Hollingsworth, Kabamba, Kimeldorf, Kramer, Morley, Mosberg, Papalambros, Razzoog, Silverstein, C. Smith, Stein, Steneck, Tentler, Watkins, Wheeler, Woo.

Professor Diana called the meeting to order at 3:20 p.m.

MINUTES

The minutes of October 21 were approved as corrected.

ANNOUNCEMENTS

A task force has been appointed to write a position description for a university-wide faculty ombudsperson. Members are Dan Moerman (chair), Jens Zorn, Martin Gold, George Cameron (SACUA liaison), and Don Perigo.

A committee is being appointed to examine legal services for the faculty.

The agenda of the meeting was re-ordered to accommodate President Duderstadt's schedule.

PRESIDENT DUDERSTADT, OVERVIEW OF EXTERNAL RELATIONS

The university interacts with the community, State and Federal government, alumni, and friends. The environment of its external relations has changed. This is having a major impact on the university politically and economically. While there have been changes in the past as well, they now occur more quickly. Many students, parents, and legislators see the American research university as big, selfish, and

impersonal. Their image has been marred by reports of scientific fraud, "Political Correctness", and lack of concern for undergraduate education.

Michigan and other leading universities are becoming key players in society, and perhaps we are victims of our own success? Since World War II, in addition to our core mission of teaching and research, we have taken on such functions as health care, cultural activities, entertainment (intercollegiate sports), national security, K-12 education, and we are called on to serve as models for a multicultural America. We do need to examine our priorities, but we also can not turn the clock back. Our constituencies expect a great deal from us. The public takes pride in our quality but also has suspicions of us. State tax dollars used to provide 80% of the university's support; now it is less than 25%. Because of declining fortunes of our state, in the past two decades the State of Michigan has fallen from 6th to 37th place in state funding for higher education.

President Duderstadt outlined several aspects of our external relations. Formerly, offices concerned with the federal and state governments, alumni, public relations, community outreach, fundraising, business and industry, and foundations reported to the President's office. Former President Shapiro began building a major fundraising campaign. We are now trying to build a broad external relations effort.

State Government: This is a key relationship for any public university. During the 80's, the U-M sometimes finished last among Michigan universities in state support. A variety of efforts are underway to improve our relationship with the state. There are new coalitions among Michigan's public universities. A round table of business leaders meets twice a year with the presidents of the University of Michigan, Michigan State University, and Wayne State University.

A major challenge is that the state does not have sufficient resources for higher education and other needs.

Federal Government: The university now receives more funds from Washington than from Lansing, mainly through the efforts of the faculty. The U-M ranks second among American universities in attracting Federal resources; MIT is first. Our Washington relations team, headed by Tom Butts, is outstanding, with a full-time person to work with the Washington media. President Duderstadt is a member of the National Science Board, and is about to become its Chair.

We are now more visible and more vulnerable. For example, we had unfavorable publicity about the audit of overhead expenses for research grants. In the final audit,

the amount left in contention was \$197,000 out of \$1.6 billion, which is only about one-tenth of 1% of the total. The paradigm of the federal government and universities is changing from a partnership based on trust to that of a contractor/procurer relationship. This is unfortunate. There are also positive developments, among them the NSF graduate traineeship program and the reauthorization of the Higher Education Act.

Community Relations: These have not been what they should have been in the last couple of years. Linkages are being rebuilt. Recently, University administrators met with the Ann Arbor City Council to discuss how the University could cooperate on economic development activity with private leaders in Ann Arbor. There has also been outreach to other cities, for example, the reopening of the Rackham Educational Memorial Building office in Detroit, and Larry Crockett working with the city of Flint.

Public Relations: As a public institution, we are responsible to the public. There used to be little public interest in the university; this is no longer true. We have allowed others to set the agenda, and we find ourselves on the defensive. At the national level, we need to recognize and take action about legitimate criticisms.

Fundraising and Alumni Relations: The 1990's will be a critical time. We may be lucky to sustain our State and Federal support; increasing tuition is difficult, and so private funding will be increasingly important. Our endowment passed \$500 million last summer. An annual giving rate of \$250-\$350 million per year needs to be achieved. In the 1990's, the U-M will conduct the largest fundraising campaign in the history of public universities, with volunteers around the world. It will be an "all funds, all units" campaign.

The capacity of the faculty to do teaching, scholarship and research depends to a significant extent on the success of these efforts to improve the University's external relations.

QUESTIONS FOR PRESIDENT DUDERSTADT

Woods: In relations with the Federal government, we do more than set agendas for fundraising. We should be communicating on such issues as "Political Correctness".

Duderstadt: Washington is closer to the fable of the blind men and the elephant than any other element in American society. Each segment brings a particular point of view and does not consider the effects of its actions on universities as a whole. Increases in cost-sharing have drawn funds away from education. Trying to cap overhead costs will require reallocation of other resources. We must

make it clear that we have to consider the university as a whole.

Penchansky: What needs to change on campus to reestablish good relations?

Duderstadt: There is truth to some of the criticisms. More attention needs to be paid to undergraduate education. Spending on research has grown more than inflation, and this is partly justified. "Political Correctness" has received a lot of media attention, but it is viewed across the country as a debate between different political constituencies.

D'Alecy: There have been questions about the governance relationship between the administration and the faculty.

Duderstadt: I consider myself one of you. I was a faculty member for many years. Administrators are drawn from those faculty who have distinguished themselves in teaching and research. The faculty have to find the right ways to become involved. Some are eager, while others would like to escape the burden of involvement in governance.

Porter: What about the status of lesbians and gay men?

Duderstadt: This is an appropriate issue for the Assembly to consider.

Marcelo: I am concerned about potential damage to the reputation of individual faculty members. What if someone is accused of harassment and is exonerated after investigation? What does the University do to protect the individual?

Duderstadt: The pursuit of truth is essential, but the way it is pursued by the media can ruin reputations. Issues such as harassment should not be worked out in the media. Policies are needed to protect the individual. The political process has unfortunately disintegrated into character assassination.

Larson: What is the most important dimension of the role of the University of Michigan?

Duderstadt: We must identify our fundamental missions and how we can best pursue them in this time of change. In research, the trend is toward obliteration of disciplinary lines. The most exciting work crosses these limits. In teaching, there will be a change from solitary to collective learning. Our service role will change most dramatically. Tragic urban issues, economic competitiveness, and other public needs will challenge us. Recently, a group assembled a list of missions that filled five single-spaced pages. Obviously, priorities have to be set. We need to learn how to make this a place where people are not afraid to take risks.

Gross: You are known for your commitment to diversity. Is the report on lesbians and gay men an appropriate issue in this connection?

Duderstadt: It is important to provide a nurturing environment. Society in general does not provide it. We must be a learning community that sustains people from all backgrounds.

Kaplan: I suggest that you add the parents of students to the list of external contacts.

Duderstadt: I agree.

Marcelo: There is a rumor that the Federal government will try to have more control over the University.

Duderstadt: The paradigm is changing to something more like the relationship with Lockheed. Washington will demand products in return for support. The OMB took unilateral action on overhead costs. Congress wants to get back in the act. This will strain our ability to serve the nation in the near term.

Angus: How can the university contribute to K-12 education?

Duderstadt: As a matchmaker. K-12 is the responsibility of local communities. Universities are both suppliers and consumers. Some of their graduates become K-12 teachers, and the undergraduate student body is drawn from K-12 graduates. I have been working with the School of Education to develop new initiatives through involvement in America 2000 and Michigan 2000. The greatest challenge is convincing the public that education must be supported.

GAYL NESS, CHAIR OF THE TASK FORCE ON THE FUTURE GOVERNANCE OF STUDENT PUBLICATIONS

(A complete copy of the report, headed "Preliminary Personal Observations", was distributed to the Assembly and is also obtainable from the SACUA office. The following is an abridged version. E-mail comments should be sent to: BSPTF.)

Background: In July of this year President Duderstadt asked us to serve on a Task Force on the Future Governance of Student Publications. He noted that in response to some long standing problems, the student editors recently submitted a proposal for reforms. In addition, Thomas Bray, a member of the Board and editor of The Detroit News, submitted a more far-reaching proposal for reform. These conditions made it propitious at this time to examine the issues of governance of student publications.

Actions: We began by collecting information on the governance of student publications at about 15 universities. This showed that while it is most common for student

publications to be separate from the university, there is wide variance in governance structures, ranging from strong control within a journalism department to complete autonomy. However, all but one of the 15 universities perceived a dual aim. Student publications are seen as educational opportunities for students wishing to experience editing and publishing. They are also seen as instruments of communication for the campus. This dual aim is also held by The University of Michigan.

We have held two public hearings, and members of the task force have sought views of past Board chairs, student editors, publications employees, SACUA and the relevant Senate Assembly Committees, MSA, and the newly formed Daily Alumni Association.

Preliminary Observations: 1) We heard no recommendation to separate the three publications: The Michigan Daily, The Ensign, and The Gargoyle. 2) We have heard from many quarters that the current process of selecting members to the Board is flawed. There seems to be agreement that both commitment to student publications and technical expertise are desirable, and that a way should be found to assure that Board members will have these characteristics. 3) We have also heard from many quarters that the publications lack clear guidelines, written procedures, and rational lines of authority and responsibility. This lack is often a source of friction between students and employees. The development of guidelines will be beyond the capacities of our task force, though we believe we can suggest general principles. 4) More difficult is the issue of quality. While adherence to high journalistic standards is desirable, if this aim were overriding the university might better employ professional staff. This suggests that quality should be second in priority to educational experience. 5) Most of the controversy is over student and Board relations and the issue of student control. It seems that at least a portion of this controversy is as inevitable as tension between publishers and editors in any newspaper, but it is possible that we have experienced a greater degree of this conflict than is necessary. We hope it will be possible to suggest a governance structure that will minimize this tension. 6) Another contentious issue is that of the publications' relation to the university. Should the university own the publications? If so, what kind of control should it exercise? 7) If publications have education as their primary aim, to what extent does this require student control? There are a number of views on this critical issue. As I see the situation, however, there are four fundamental points to be made: a) The American university has evolved a character that is distinctively dual. In short, its mission is both research and education. b) The university's educational aim is likewise marked by a dual

character. For the most part, we structure a hierarchical educational experience. Faculty pass on to students the knowledge and talents for enquiry and performance that they in turn learned from earlier generations of faculty. c) Equally important, however, is unstructured, self-guided activity. We find this in student government, housing arrangements, and especially in student publications. d) The particular importance of direct control in student publications is due in large part to the critical role that our First Amendment freedoms play in American society. Publications give students the experience of having direct control over speech, and thus of learning first hand the power and importance, but also the vulnerability, of free speech in a free society.

QUESTIONS

Diana: When do you plan to report to the President?

Ness: In the next month.

Penchansky: Could you give us some indication how student publications are handled in a university that doesn't run a journalism program?

Ness: A large number of student publications are not connected with journalism programs. At some universities, e.g., Ohio State, they are run by the Journalism Department. There are debates about whether journalism belongs at the university. Is it a trade? Can you apply learning in journalism courses to actual newspaper work? The Daily thinks they perhaps should have an apprenticeship program.

Birge: What has been the role of alumni?

Ness: A Daily Alumni Association was recently formed. It is very committed and effective. The Alumni Association expressed concern, as students also have, about the increased role of professional employees. I am not sure that this is a fact. Computers actually make possible more involvement by non-professionals.

Porter: Would you care to make specific comments on the Holocaust ad?

Ness: At the moment, no. Depending on how you look at how it happened, you can reach different conclusions. There should be clear procedures for the acceptance of ads. (Ness then reviewed the holocost advertisement issue in some detail.)

Porter: The editor of the op-ed page said at the recent PC conference that, though he was not consulted about the ad, it was editorial policy to print anything that is protected by the First Amendment.

Ness: Many types of speech are protected. This doesn't mean the Daily has a responsibility to print everything that is submitted. There is a possible argument that we have an obligation to open up debates that get at

the dark underbelly of the human process, but there is also the argument that this is just too upsetting to many persons.

Jenkins (Parliamentarian): Is this on the agenda? If we are going to discuss the Holocaust ad, it should be announced in advance so that we can prepare ourselves.

Diana: Agreed.

Ness: In general, the Board should give the editors a wide range of freedom as to what can be reported. The Board does not touch editorial issues, but does touch on all financial issues. Sometimes these can overlap.

E. Jensen: The reasonable language of your report makes everything seem fairly harmonious. Where are the primary areas of controversy?

Ness: There is the issue of balancing quality of publication with educational aim and student control. There must also be concern with basic fiscal soundness. In the area of the relationship between the publications and the university, Mr. Bray has proposed an independent, non-profit corporation.

Penchansky: There is no sense in having student editors without giving them some control, but there are sometimes students who are interested but don't know enough to function properly. We should make sure the editors are educated if they are to be turned loose. There was one editor who saw no need for material on the editorial page to be factually accurate.

Ness: A pro-Palestinian group had taken control. Someone talked to the editor and the situation was corrected. The control mechanism remained the same.

NEW BUSINESS

Item 4 on the agenda, discussion of the report by the Study Committee on the Status of Lesbians and Gay Men, was postponed to the December meeting due to lack of time.

The Chair thanked Mary Crichton for substituting as Secretary in the absence of Diane Schwartz.

ADJOURNMENT

The meeting adjourned at 5:05 p.m.

Respectfully submitted,

Mary C. Crichton
Senate Secretary, pro tempore