

THE UNIVERSITY OF MICHIGAN

SENATE ASSEMBLY

Minutes of November 20, 1989

ATTENDANCE

Present: Blane, Bord, Borders, Bornstein, Brooks, Burdi, Cameron, Chesler, Gidley, Hollingsworth, Jensen, Jones, Ketefian, Kimeldorf, Lenaghan, Levy, M. Lomax, R. Lomax, Marcelo, McDonald, McLaughlin, Mignolo, Mosher, Penchansky, L. Radine, Rosenthal, Ross, Russell, P. Smith, L. Tentler, T. Tentler, Turner, Veroff, Warner, Whitehouse, Winn, Woods, Wrobleski, Wulff

Absent: Birdsall, Borders, Connelly, Davies, Debler, Dirks, Dressman, Friedman, Gilgenbach, Hinton, Jenkins, Kelsey, McLeod, Meyerhoff, Miller, Morely, Morris, Owens, Mosberg, Papalambros, Potter, Seligman, Senkevitch, G. Smith

Professor Gayl Ness convened the meeting at 3:22 p.m.

MINUTES

The minutes of October 16, 1989 were approved as written.

ANNOUNCEMENTS

1. A replacement for the SACUA minutes, October 23, 1989, p. 7, was distributed to members present.
2. The University Record is establishing a new column on issues in higher education. Faculty members are invited to suggest topics and/or write articles. Contact Mary Jo Frank at the Record.
3. The new University Task Force on Alcohol and Drug Use will consider issues and undertake a series of activities. Professor Beth Reed is Chair of the task force. Printed materials are available from Professor Ness.

COMMITTEE APPOINTMENTS

The following were nominated as additional members:

1. University Relations Advisory Committee:

Mary Brake, Engineering, one-year term
Sherman James, Public Health, one-year term
Billie Joe Evans, Chemistry, two-year term

Professor Cameron moved, Professor Lenaghan seconded, that the nominations be approved. Motion carried.

2. Committee for a Multicultural University:

Elias Baumgarten, Philosophy, UM-Dearborn,
two-year term
James Standifer, Music, three-year term
Michael McLeod, Medicine, three-year term

Professor Chudacoff moved, Professor Loomis seconded that the nominations be approved. Motion carried.

3. Medical Affairs Advisory Committee:

Sulvester Berki, Public Health, three-year term
Ralph Gibson, Medicine, one-year term
Deborah Oakley, Nursing, three-year term

In reply to Professor Burdi's questions, Professor Ness said the selection process was long and complicated. SACUA consulted the list developed from its annual call for volunteers, added names, and called for additional recommendations. As with other appointments, SACUA seeks broad representation as well as balance. The Medical Affairs Advisory Committee has specified "seats" for representation. SACUA selected some nominees offered by Vice Provost Zuidema and chose some from its own list. Not all nominations have been finalized.

Professor Greenwood moved, Professor Lenaghan seconded, that the nominations be approved. Motion carried.

RESOLUTION ON FLEXIBLE BENEFITS

Professor Ness asked members to consider the draft of the Senate Assembly resolution, dated November 16 and distributed in today's packet, as the final draft. In strong support of the resolution, Professor Winn offered and moved a friendly amendment to rearrange some sentences.

Professor Birdsall seconded the motion, which passed without dissent. The resolution now reads as follows:

"Senate Assembly has reviewed CESF's appraisal of the flexible benefits feasibility study at the University of Michigan. Senate Assembly believes that a major shift in benefit costs from the University to the Faculty with no expectations of gaining control over these costs is not acceptable as a long-term human resource policy. The Senate Assembly shares the CESF view that adequacy of protection and protection of the family unit are essential. The concept of the University community and of community well-being necessitates a need-based definition of equity; faculty are willing to accept a definition of equity related to family and community rather than a definition related to the individual. Without action to solve the problem of increasing benefit costs, and especially health costs, transferring cost increases to the faculty will necessitate adjusting salaries.

For these reasons Senate Assembly joins with CESF in strongly opposing the implementation of any flexible benefits program unless the University can insure a benefit level that provides more protection than in the presented proposal and that guarantees maintenance of protection over time."

Professor Ness said the resolution will be sent to the University Administration. He thanked Professor Penchansky and CESF for tracking the issue and sharing their analysis with the Assembly.

PROPOSAL FROM AAUP FOR UNIVERSITY RECONCILIATION GESTURE

Professor Ness reported that SACUA has taken the AAUP proposal under consideration and is preparing a supporting resolution

Professor Cameron noted the appropriateness for an Assembly standing committee to study the proposal and familiarize itself with the issues. Because the SACUA discussion has already been extensive, Professor Warner suggested that referring the matter to committee would delay action. Professor Ness cited the value of extending understanding of the issues and noted that the involvement of several standing committees would provide the widest dialogue for support. Professor Miller referred members to No Ivory Tower, by Ellen Schlechter, for a synopsis of the issues on a national level. Adam Kolokow's video on the topic is available at the Film and Video Library in the

Undergraduate Library Building; arrangements could be made for a screening prior to the Assembly meeting at which the forthcoming resolution is discussed.

All these good suggestions, Professor Ness said, will be taken under advisement.

MINORITY FACULTY RETENTION

Professor Ness welcomed President James Duderstadt to the meeting. SACUA has not asked the President to prepare remarks but rather to answer questions posed by the Assembly. To focus discussion, members are to consider the SACUA memo of November 3 about retention. Members then divided into six discussion groups and, after ten minutes, reassembled as a body to hear each group report.

Group #6

Discussion focused on two matters: 1) Is thought being given to reshaping the criteria for tenure and promotion and to enlarging the role of service? 2) With respect to the internationalization of campus, what is the plan? direction? progress?

President Duderstadt encouraged the Assembly to review and criticize the Michigan Mandate, his personal statement of what he has learned in dealing with these very important issues. As written, the Mandate is not final, but rather continues to evolve. He issued it to encourage debate, understanding, refinement and support.

He noted that tenure and promotion criteria have changed over the last several decades, and more changes can be expected. Excellence, however, has remained the primary criteria and will be at the core of whatever criteria are used in the future. In an era of internationalism, Professor James Jackson has been asked to look at the University within the global community. The faculty are invited to consider and comment on this theme.

Group #5

Discussion posed questions and suggestions: 1) Do the scholarly interests of women and minority faculty differ from what is considered the center of disciplines? If so, does this pose a problem at the time of tenure/promotion? 2) Have faculty departures been researched? If not, the group urges that it be done. 3) Before the tenure clock begins, create a one-year post-doc/pre-faculty appointment.

The President found the post-doc suggestion excellent, adding that the concept might be considered to include leave during the pre-tenure period due to the extra burden women and minority faculty often carry in counseling, mentoring and committee work. Stating that the core of a discipline cannot be ignored totally, he explained that the "Target of Opportunity" challenges faculty to focus on the quality of candidates with Central Administration paying the costs. In the last two years the University has hired seventy-five minority faculty members. Over time and as the University achieves cultural change, the program will be phased out. In the meantime, it will continue to be based on quality. Researching

faculty, as well as student, departures is an excellent idea and should be pursued.

Professor Ness noted that the idea for the "Target of Opportunity" program originated with an earlier SACUA. Professor William Stebbins offered critical leadership for the proposal.

Group #4

The Michigan Mandate needs to be a cooperative effort.

The Mandate was designed to be organic, the President said. Because the University is a voluntary organization, question arose about how to engage people in a discussion of the issues and how to develop their commitment. Drawing on his experience, he concluded that faculty involve themselves because they are interested in a topic rather than because rewards such as salary or promotion are attached. He hopes the Mandate will build commitment throughout the University among people who want to build an institution which is multi-cultural. The Mandate, which also appeals to people's self-interest, recognizes the need for and value of dialogue.

Group #3

Discussion highlighted these matters: 1) One notion speaks to the need to develop "community," yet mentoring programs seem to reinforce insularity. How can these ideas be made complementary? 3) Should minority caucuses be encouraged?

President Duderstadt noted the absence of mentoring throughout the University for some time. Competition between senior and junior faculty members is inherent and encouraged by the current salary program. One of the great challenges of pluralism is that we find ways to unite ourselves with a common set of values and ideas. We need to develop support groups that cut across our differences and find more ways to build networks among faculty, especially in an era of dual-career families. There is likely to be no single response by minority faculty members to the idea of being mentored. He welcomed comment on all these matters and would be interested in receiving additional suggestions.

Group 2

Discussion centered on "raiding"; 1) How far is the U of M willing to go to retain faculty who might be the objects of "raiding" by other institutions? 2) How can we develop a climate so that "raiding" is viewed as a foreign notion?

The President observed that "raiding" is a fact of life to any institution that values faculty and has valuable faculty. Often "raiding" has little to do with money and much to do with strong feelings about a university. Because it traditionally is a source of minority leadership, the U of M must build a significant minority component in its faculty. Developing a multicultural institution is one of the highest priorities for the 1990's and figures in discussions about fund-raising objectives for the decade. Although many foundations are increasingly interested in the matter, the University recognizes that significant internal reallocations will be required. He agreed that progress has been made and there is need for a device (e.g., a campus-wide conference, series of day-long workshops) to help us realize what we have accomplished to date.

Group # 1

Some units are accomplishing more than others. How is the Administration dealing with this?

President Duderstadt said the first step is to appoint leaders who are freely committed to the agenda of diversity. Peer pressure and a system of rewards also help. By sharing earlier versions and incorporating suggestions, he has continued to develop the Michigan Mandate, now in version 5.3. He is not sure that subsequent drafts are the way to go but rather, to meet the need for something broader across the University, he is considering a two-page version. Professor Miller urged that though the presentation of the Mandate may change, its "heart" should remain intact. Professor Whitehouse observed that the Mandate was helpful in articulating goals and added that much progress has been achieved. In its strength, the faculty have the potential to break new ground, for example, in attempting to define "racism." The President stated that the issues relating to diversity and pluralism are so compelling that they need to stay uppermost in the community.

Professor Ness spoke to dilemmas facing the faculty: 1) The desire to integrate minorities and women into the mainstream of the community and the desire to protect them in their pursuit of research, which is often isolated, lonely work. 2) The responsible use of authority/power in the classroom and the protection of First Amendment rights.

Noting that there may be no good solution to the dilemmas, the President emphasized the need for continued discussions. He was encouraged, for example, by the LSA debate on a required course on racism. Discussion is vital and we need to feel free to pursue it.

Professor Foss requested faculty to return to their units, consider ideas which might be implemented and the support they would need or could garner.

Professor Ness thanked the President and the Assembly for a rich and valuable discussion. President Duderstadt concluded by saying that the challenge of the Michigan Mandate is the faculty's challenge as much as it is his. He was very encouraged by what he has heard and seen thus far and urged continued participation in the dialogue.

OLD BUSINESS

Professor Penchansky stated that CESF's report to the Regents was in two parts: 1) Salary of senior faculty and 2) health care benefits costs. The report was well-received and generated considerable discussion. CESF will provide more details at the next Assembly meeting. Copies of the report are available from Professor Penchansky upon request.

NEW BUSINESS

Professor Ness reported that last week Standard and Poor's raised the University bond rating, which is to the University's benefit. Professor Brooks moved, Professor Cameron seconded, that the Assembly express appreciation to Vice President Womack and his staff for their efforts in this matter. Motion passed unanimously.

Professor Birdsall commended liaison reports from Assembly committees. Recent reports have been very important.

ADJOURNMENT

The meeting adjourned at 5:02 p.m.

Respectfully submitted,

Patricia B. Yocum
Secretary pro tem