

THE UNIVERSITY OF MICHIGAN
SENATE ASSEMBLY

Minutes of Meeting, December 19, 1977

ATTENDANCE

Present: Members Aupperle, Barnett, Bornstein, Olken, Browne, Butler, Caldwell, Uttal, Christensen, P. Cohen, Coon, Cooper, Corpron, Crichton, Diamond, Dingle, Downen, Elving, Fowler, Gay, Gordon, Gray, Heers, Hildebrandt, Hungerman, L. Jones, Kaplan, Leary, Judd, Livermore, Merte, Naylor, Penner, Portman, Gedney, Romani, Schanck, Wight, Simonds, Sinsheimer, Tilly, Tonsor, Votaw, West, Schulze, Lehmann

Absent: Members Angus, P. Jones, M. Brown, B. Cohen, A. Edwards, O. Edwards, Fekety, Gelehrter, J. Harris, R. Harris, Herbert, Juvinal, Kish, Millard, Morley, Saxonhouse, Proctor, Shannon, Stross, Trojan, White, Winans, Northcutt

Guests: Vice-President Harold Shapiro
Professor Claude Eggertsen, Chairman, Bylaws Committee

CALL TO ORDER

The meeting was called to order at 3:15 p.m.

MINUTES

The Minutes of the November 21, 1977 meeting were approved without correction. There were no comments on the minutes of SACUA meetings.

ANNOUNCEMENTS

a. The April meeting of the Assembly has been re-scheduled for April 24, 1978 to precede the semi-annual meeting of the Senate.

b. SACUA is not scheduled to meet again until January 9, 1978.

c. Mrs. Downs has circulated announcements for nominations for various faculty awards. They will also be sent to deans and chairmen.

REMARKS BY
PROFESSOR
GORDON

Professor Gordon, reflecting on President Fleming's remarks at the last Senate meeting, noted that the fall meeting of the Senate is normally scheduled within a few weeks of the State of The University Address, which makes for a repetition of themes. He wondered if the President would be willing to take up topics suggested by the faculty for his addresses to the Senate.

Lehmann promised to explore Professor Gordon's idea with President Fleming.

NOMINATIONS &
APPOINTMENTS

Before acting on SACUA's nominations, the Assembly discussed its procedures for ratifying appointments.

Some Assembly members wished to dispense with the formal procedures altogether (which would require a change of the Assembly's rules) while others repeated a wish that SACUA would supply more information about its nominations. No action was taken on the procedures; however SACUA will discuss the process at an early meeting.

The Assembly approved the nominations of Professor Brandt to SARC, to serve until 9-1-79; of Professor Nantell to the Board of Directors of the University Cellar, to serve through 1980; of Professor Heidelberger to the Program Evaluation Committee, to serve until 9-1-80; and of Professor Merte to CESF, to serve until 9-1-79.

REMARKS BY
VICE-PRESIDENT
SHAPIRO

Vice-President Shapiro began by outlining a few issues of current concern: 1) enrollments; 2) our financial position; 3) the proposed Priority Fund; and 4) the status of the capital funds campaign.

He described first an enrollment problem in Rackham. Graduate enrollment has declined especially at the Ph.D. candidacy level, not only here, but across the country. Some blame our fee structure, but the decline has been in process since 1972, long before the current fee structure, which in any event is already under review. Some more basic fact is responsible. The decline may call for a reallocation of some of our resources. We offer a very wide spectrum of graduate programs, and may not be able to afford all of them over the next ten years.

Vice-President Shapiro then described the issue of minority enrollments. There is a report in preparation, but it is already clear that we have not made the progress in enrolling minority students that we had wished. The question is: do we readjust our targets, or find new means of achieving our original goals? He promised to return to the Assembly in a few months with some suggestions.

Turning to the University's financial position, Mr. Shapiro described an expected shortfall in this year's fee revenue, a fact related to the decline in graduate enrollments. The shortfall will have importance in the setting of next year's budget. Our financial position has improved, however, in the area of research where the volume of sponsored research is up. The Vice-President then referred to the issue of administrative costs and announced the formation of a committee to study it. Professor Allen Spivey has agreed to serve as chairman. Mr. Shapiro thought that there were two different attitudes in the faculty concerning what to do with any money that might be saved from more efficient administration: some argue for an increase in academic positions; some argue for an increase in the budget for support facilities, such as the Library and laboratory equipment. The faculty should begin considering which is the higher priority.

Mr. Shapiro described next the priority fund he has proposed--a method of taxing all units in order to reallocate support on a selective basis. In the first year or two the reallocations will attempt to remedy inequities that have grown up in recent years. Eventually the fund will support new programs as well.

He concluded his remarks by reporting on the status of the capital campaign. He is now receiving from all units statements of need. The next step will be a feasibility study by an outside firm. The University has been doing very well in private fund-raising this year, partly because of the many designated projects in progress, like the Medical School Library. Annual giving, however, is becoming a more important supplement to our budget.

The Vice-President now called for questions from the Assembly.

Professor Elving spoke first. He was concerned that the administration focuses too much on finances, too little on the quality of teaching and research. However important fund-raising and appropriations are, our quality is more important. Is it declining? Is it perceived as declining? Perhaps our graduate enrollment problem is related to such declines.

Mr. Shapiro acknowledged that improving quality is the fundamental goal. He distinguished the question of substance--how to become a better teaching and research facility--from the question of image. Leadership in improving teaching and research should, and will inevitably, come from the faculty. Budgetary restrictions, however, will mean that our efforts for improvement will receive only selective support. The question of our image is complex. It requires distinguishing between changes in the quality of the product and changes in the demand for it. When changes of priority occur in the society as a whole, the reputation of the University, or certain parts of it, will also change.

Professor Kaplan asked about the status of the ongoing program evaluation. Mr. Shapiro said that the drawing up of memoranda of understanding between the units and the office of Academic Affairs has almost been completed. The real test will come when all of the priorities and all of the resources are seen in interrelation. Until an overall picture emerges it is difficult to judge the worth of any part.

Professor Bornstein asked what action may be required to meet the declining enrollment situation in Rackham. Shapiro thought the units would reallocate some funds.

There may also be changes in the financial aid program. It may be that more fellowship money is needed to attract the best students.

Professor Romani asked if the shortfall in fee revenue presaged an increase in tuition. Shapiro thought it was premature to say anything about tuition, but that the shortfall would not in itself make an increase necessary.

Professor R. Browne alluded to Shapiro's emphasis on selective support for our programs in the future, and asked how priorities were going to be determined. Shapiro thought the question difficult to answer. Expert opinion would be gathered from a variety of sources both within and outside the University. Professor Browne said he was concerned that some evaluator's idea of "discernible trends" in education would receive undue weight. The Vice-President took the point and affirmed his trust in our own faculty.

Professor Lehmann thanked Mr. Shapiro for his remarks.

PROPOSAL
CONCERNING
THE BYLAWS
COMMITTEE

A proposal to change the name of the committee to the Rules Committee and to clarify the committee's charge was distributed to the Assembly. Professor Eggertsen, Chairman of the Bylaws Committee summarized briefly the history of the proposal.

Professor Uttal offered an amendment to the charge with regard to the power of reviewing Senate Assembly legislation. Professor Eggertsen argued that review of legislation could take place only at the request of the Assembly and hence the amendment was unnecessary. The amendment was defeated after further discussion. The proposal was then passed.

SENATE
ASSEMBLY RE-
APPORTIONMENT

Professor Eggertsen then presented the Bylaws Committee recommendation for the triennial reapportionment of the Assembly. He called attention to the proposed changes in representation.

Professor Hildebrandt noted that by current methods of computation the smallest school (Library Science) will have more representatives than a number of larger units (in this case because non-faculty librarians who are members of the Senate are counted as members of the School of Library Science). Other members joined in expressing concern for the loss of a distinctly faculty voice in the Assembly. He wondered if it were not time for a review of the apportionment procedures, including a review of the basis of representation in the Assembly.

Professor Eggertsen thought it may indeed be time for such a review.

After more discussion Professor Hildebrandt offered an amendment to the Triennial Apportionment recommendation. He would add to the recommendation the following clauses:

"and that the Rules Committee review the apportionment procedures for Senate Assembly representation, and that a recommendation be brought to the Assembly in the next academic year."

The amendment passed, and the amended recommendation was accepted.

RESOLUTION
FROM THE
RESEARCH
POLICIES
COMMITTEE

Professor Jones presented a resolution calling for the establishment of a tuition pool for Graduate Research Assistants similar to the one in existence for Graduate Teaching Assistants. A written explanation of the resolution was distributed to the Assembly.

Questions were raised concerning the amount of money needed for such a pool, where it would come from, and what impact the resolution might have on the administration. Professor Lehmann pledged SACUA to report to the Assembly on implementation of the resolution if it passed. Professor Olken noted that while her area of the University, the Humanities, has probably been the beneficiary of overhead charges against sponsored research contracts in general, she supported the resolution because the charging of overhead on tuition grants seems manifestly unjust.

The resolution was passed unanimously.

REPORT ON THE
ASSOCIATION OF
MICHIGAN
COLLEGIATE
FACULTIES

Professor Kaplan described the organization and its activities. Recent meetings with budget-makers in Lansing have been extremely informative and helpful. The State government views the organization as an important liaison with faculty members. He distributed an announcement of a seminar for faculty on "financing higher education" which will begin next month. Interested members should contact Professor Kaplan for an invitation. Professor Caldwell, the other U-M representative to the AMCF, added that two of the subjects recently discussed at Association meetings have been: the percentage of part-time faculty employed throughout the State (is it rising?); and the percentage of budgets devoted to administrative expenses (is it changing?). The identity of these concerns with those recently expressed in the Assembly was acknowledged by chuckles and murmurs.

ADJOURNMENT

The Assembly adjourned at 5:10 p.m.

Earl J. Schulze
Senate Secretary

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