

AAAC Meeting Minutes for December 12, 2017

Present from the provost's office (8:30-9:30am): Martin Philbert (Provost), Christine Gerdes (Special Counsel to the Provost)

Present from the AAAC (8-10am): Ketra Armstrong, Pamela Davis-Keen, Gaurav Desai, Hsiao Hsin Sung Hsieh, Enrico Landi, Kevin Jiang (undergrad representative), Kristin Klein, Neil Marsh (SACUA liaison), Lissa Patterson, Seth Quidachay-Swan, Cathy Sanok, Kentaro Toyama (chair and notetaker), Ellen Wixted (grad representative).

Absent: Terri Conley, Chris Lu, Kimberly Kearfott, Semyon Meerkov, Scott Piper.

This was the AAAC's first meeting with Provost Martin Philbert, who was appointed earlier in the year.

Minutes. The minutes from the Nov. 29 meeting were approved by a unanimous vote among those present.

Self-introductions. There was a round of self-introductions when Provost Philbert and Special Counsel Gerdes arrived.

Provost's priorities. Provost Philbert discussed what he felt were the salient strengths of the University of Michigan, as well as his four priorities as provost.

- U-M strengths: (among other things...) collaborative culture, flat hierarchy, activity-based budget model, provost as both chief academic officer and chief budget officer (not the same elsewhere)
- Four priorities as provost:
 - 1) *Enhance collaborative spirit:* The provost would of course like to address any administrative barriers to collaboration, but are there cultural barriers that need work? And, are there barriers not just in research, but also in learning and pedagogy? If so, what are they? What can we do about them?
 - 2) *Strengthen university against current threats:*
 - What is the value proposition of residential programming? The market is telling us that what former provost Martha Pollack called "good enough" education is on the rise. American culture itself seeks "just in time" information. Online education is evolving quickly, not just with credentialing, but micro-credentialing. Traditional ideas of education that batch students into annual cohorts and four-year timeframes might need adjusting.
 - How can learning analytics be used to identify who is best suited for university education – not just among elites, but from overlooked backgrounds. How can alumni be engaged through continuous education?
 - None of this is to suggest that we should break down what we have, but we need to expand. We have a moral obligation to provide high-quality education to as many in the state as possible, and we are not yet meeting it.
 - Key challenges in addressing issues include predictability, sustainability, smooth trajectory, and tuition. We have brilliant people, which is what attracts students. University success starts and ends with excellence; cannot bend on that.

- 3) *Culture and climate*: Diversity, equity, and inclusion efforts are important, and the university needs to go beyond easily measurable changes. How do we infuse a culture of community and belonging, even with intellectual differences?
- 4) *Technology*: How do we make better use of data, information, knowledge, scholarship?
 - Opened with story about provost's last day as dean of School of Public Health: Virtual reality demonstration of an immunoglobulin molecule. Learned more in ten minutes than in all the traditional instruction about it. We have no idea how to teach with such tools. Tools like this will change fast; how do we use them in the best way for teaching and research?
 - Excited about James Hilton's Academic Innovation group.
 - How do our libraries need to adapt? We now have access to everything with the right password.

AAAC's agenda for the academic year. Members of the AAAC raised previously discussed agenda issues.

- [Prof. Sanok] Salary disparities among faculty by gender, and by other group membership. This issue was raised last year when an article in the Chronicle of Higher Education pointed out a significant gap in salary by gender at U-M. The analysis was coarse, but likely pointed to something real. The AAAC raised it with former Interim Provost Paul Courant, who noted that every 5-7 years, there was an ad hoc review of such issues. A previous such review in 2012 that he had overseen revealed that much of the gender disparity was within the medical school, that most of the disparity could be explained by rank, but that there was a 2-4% residual difference. Since it now 6 years since that review, the AAAC would like to request another review soon, with considerations for gender and other group-wise differences.
 - Provost Philbert suggested he would look into this and see what resources were available.
 - In discussion after the provost left, it was suggested that it might be within the ADVANCE Program's purview to undertake such a review.
- [Prof. Toyama] What is the university's stance on safety and speech, particularly in light of recent controversies on campus (e.g., Richard Spencer's potential talk)?
 - Provost Philbert referred to President Schlissel's recent address to the Faculty Senate in which he laid out the administration's view. The first priority is safety, as defined by law. The second is to free speech. The executive officers of a public institution are required to uphold the law; though officers may be personally offended by certain speech, they cannot and should not be allowed to infringe on free speech, as it would represent a governmental infringement on free speech, which itself is problematic.
 - The administration has considered just about every tactic available, but the law prohibits many of them. For example, the university cannot pass on the costs of security to speakers.
 - Provost Philbert noted the possibility of creative counter-programming as a way to mitigate offensive speakers. However, these, too, should consider safety first.
- [Mr. Jiang] What are the university's policies for non-U.S. citizen travel to and from the university? What is the university's stance on DACA students?
- [Prof. Toyama] There seem to be two separate Fitness for Duty policies in the SPG (<http://spg.umich.edu/policy/201.15> and <http://spg.umich.edu/policy/201.150-01>). How are these reconciled?

- [Prof. Davis-Keen] What is the university's policy on research-related indirect costs, and how might it evolve? How might federal policies impact research on campus? A number of issues were raised:
 - Centers on campus are in danger – what can be done? They are treated differently than Schools, as they are “taxed” by the university on all of their expenditures. Increases in the rate will make it impossible to continue.
 - It is difficult to work with foundation grants, as they tend to cap indirect costs at a much lower level than federal grant agencies.
 - How might impending federal tax bill affect the university?
- [Prof. Desai] Office of Institutional Equity (OIE) issues. Three issues are on the agenda:
 - Faculty appeals process – insufficient due process, particularly around an accused faculty member's potential to appeal OIE's findings.
 - Confidentiality policy, when raising an issue
 - Are we anticipating any Title IX changes, based on recent changes in U.S. administration?
- [Prof. Armstrong] Accommodations for student athletes – in particular, would it be possible for the university to provide a centralized service for proctoring missed exams, etc.? This could apply for other students, such as theater students, those requiring SSD accommodations, etc.
- [Prof. Landi] What are the specifics of the university's policies around right to bear arms, particularly for students and visitors to campus? There is an SPG for employees (<http://spg.umich.edu/policy/201.94>), as well as a Regent's Ordinance (<http://www.regents.umich.edu/ordinance.pdf>), which appears to apply to anyone on campus.

AAAC-only discussion. After the provost left, there was some discussion about the issues raised.

- As a committee, the AAAC would like to emphasize the salary disparity issue as being critical for this year.
- Regarding the issue of barriers to collaboration in teaching, a number of issues were raised:
 - Teaching joint courses is very difficult. Departments are loathe to give credit to faculty for teaching them.
 - There is special difficulty in engaging with the Medical School.
- Should we invite Jack Hu and James Holloway to a future meeting to hear about MCubed (how it has gone, and what changes are expected)?
- Additional agenda item: Review of shift to Shared Services – did it, in fact, reduce costs, make things more efficient, etc.?