

Draft Minutes 8 March 2021

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THE UNIVERSITY OF MICHIGAN
Senate Advisory Committee on University Affairs (SACUA)
Monday, 8 March 2021 3:15 pm
The meeting was held via Zoom because of the COVID-19 Shutdown

Present: Ahbel-Rappe, Conway (chair), Dinov, Finlayson, Gallo, Liu, Marsh, Potter, Spencer, Toyama, Banasik, Devlin

Absent: none

Guests: Provost Collins, Chancellor Dutta, President Schlissel, Professor Trela, Communications Director Kepley, Special Counsel Gerdes, Executive Assistant and Chief Administrator, Office of the President, Hrabec, Juliana Morano, Ann Zaniewski

3:17: Call to Order/Approval of the Minutes/Approval of the Agenda

Chair Conway called the meeting to order. Ms. Morano, reporter for the *Michigan Daily*, introduced herself. The minutes for March 1, 2021 were approved.

3:20 : Faculty Senate Office Updates

Dr. Banasik said the newly captioned version of the 2021 Davis, Markert, Nickerson lecture is available on the Faculty Senate's YouTube page (<https://www.youtube.com/watch?v=e2GFLT7f5g>).

Dr. Banasik said 56 Faculty Senate members had responded to the solicitation sent out by the the Faculty Senate Office on March 4, 2021 seeking volunteers for service on Senate Assembly committees. The deadline for self-nominations is March 19 and a further reminder will be sent ahead of the deadline.

Dr. Banasik said the Faculty Senate Office is soliciting nominations for faculty awards. It is unclear if there will be monetary awards accompanying the prizes for 2021. There were no monetary awards in 2020. The awards are the Distinguished Faculty Governance Award (<https://facultysenate.umich.edu/awards/distinguished-faculty-governance-award/>); the Regents' Award for Distinguished Public Service (<https://facultysenate.umich.edu/awards/regents-award-for-distinguished-public-service/>); the Jackie Lawson Memorial Faculty Governance Award (<https://facultysenate.umich.edu/awards/jackie-lawson-memorial-faculty-governance-award/>); the University Librarian Achievement Award (<https://facultysenate.umich.edu/awards/university-librarian-achievement-award/>); and the University Librarian Recognition Award (<https://facultysenate.umich.edu/awards/university-librarian-recognition-award/>).

3:25: SACUA Updates

Chair Conway said that she, Professor Potter, Professor Riles, and Dr. Banasik will form a committee to explore the future of the Administration Evaluation Committee (AEC) survey (<https://facultysenate.umich.edu/committees/administration-evaluation-committee/>). Professor Riles said the AEC survey will be sent out in mid-May. He will change the cover letter

that accompanies the survey to explain short-term and long-term changes to the survey. Professor Potter said the WilmerHale task force is recommending greater attention to evaluations and the development of metrics for the evaluation of administrators to the consultants for Guidepost Solutions.

Chair Conway said the Library Ad hoc committee will be coming to the SACUA meeting on March 22. Dean of Libraries James Hilton and University Press Director Charles Watkinson will come to SACUA a few weeks after that.

Chair Conway said the Faculty Senate Office has been working on a template for the committee reports for the Senate Assembly meeting on May 10, 2021.

3:30: Senate Assembly Agenda

Chair Conway introduced the draft agenda. She said that Provost Collins will join the Senate Assembly meeting at 3:30. One topic for discussion will be the plans for the Fall 2021 Semester. Chair Conway asked if there were other topics Provost Collins should be invited to discuss. Librarian Spencer said that it is important to ensure clarity about the Fall 2021 Semester. Professor Manera said Provost Collins should be asked to address vaccination plans as these are unclear at the present time. Chair Conway replied that she will ask Provost Collins to address this subject with Senate Assembly. She added that she will reach out to the Committee on the Economic and Social Well-Being of the Faculty (CESWF) for feedback from its survey that could be given to the Provost for comment.

Professor Manera said there is no protocol for Senate Assembly members to reach out to unit faculty. Professor Marsh said there has never been communication from the Senate Assembly to the faculty in the College of Literature, Science and the Arts (LSA). Professor Potter added that LSA faculty meetings tend to be badly attended so some way would need to be found by which LSA Senate Assembly members could reach out by email to the college as a whole. Professor Gallo said that, in her experience, Senate Assembly members will discuss Senate Assembly events with their departments, but there is no system for LSA Senate Assembly members to communicate with each other. Professor Liu said this is also the case with the College of Engineering (COE). Professor Finlayson said that she can communicate within her college at UM-Dearborn, but that faculty cannot communicate with colleges in which they are not members. Chair Conway said the subject of communication between Senate Assembly members and their units can be raised at the May Senate Assembly meeting, and the 2021/22 SACUA chair can bring the issue to the Provost and the Academic Programs Group.

Chair Conway drew attention to the proposed Senate Assembly vote on the ad hoc rules committee. She said this committee will assemble at the end of the 2021 Winter Semester to look at the rules for electronic meetings and voting, and that the charge is in the process of development. Professor Potter suggested that the committee look at rules for electronic meetings that have been developed in other units on campus (e.g. LSA). Dr. Banasik said she had sent the accessibility rules approved by Senate Assembly to LSA. Professor Marsh noted that Senate Assembly rules for voting have been contentious in the past because the rules state that people can vote for whoever they wish to vote for. This causes problem when top vote getters can be disqualified by limitations on the number of SACUA members who can come from a single unit (e.g. if three members of the Medical School should receive the most votes, only two of them could serve and the third SACUA seat would go to the next highest vote-getter). Professor Potter said electronic voting was left open for 24 hours in the 2020 SACUA election. Chair Conway proposed that the SACUA election should proceed as follows:

1. candidates will give their statements
2. voting will be left open for 24 hours.

No objection was raised to this proposal. The agenda for Senate Assembly was approved with the provision that the charge for the rules committee will be given to Senate Assembly in advance of the meeting:

3:15 Call to Order/ Welcome/Agenda/Minutes 11/16/20/ 1/25/21/
2/15/21/Announcements
3:20 Faculty Senate Office Updates
3:25 SACUA updates
3:30: Provost Collins
4:00 Ad hoc Rules Committee
4:20 SACUA Candidate Statements
4:50 Matters Arising
5:00 Adjourn

The charge for the committee was approved electronically by SACUA on March 9, 2021 (see appendix).

Chair Conway said that she and Toyama will meet with President Schlissel on Thursday, and asked SACUA members to develop questions after the President and Provost leave the March 8 meeting at 5:00.

3:41: Ad Hoc Rules Committee

The proposed roster for this committee consists of Dr. Banasik, Chair Conway, Professor Liu, Professor Maxim, Professor Thouless, Professor Toyama.

4:00: Chancellor Dutta and Professor Trela

Chair Conway asked Chancellor Dutta to speak for fifteen minutes about the state of UM-Flint and the new Flint Faculty Council. Chancellor Dutta said he had started in his position as Chancellor in August 2019, and the result of the pandemic is that he has yet to meet many people on campus. He feels progress is being made to improve the situation of UM-Flint, but the backdrop is very challenging given the six-year decline in enrollment.

Chancellor Dutta said that prior to the Flint water crisis (<https://www.npr.org/sections/thetwo-way/2016/04/20/465545378/lead-laced-water-in-flint-a-step-by-step-look-at-the-makings-of-a-crisis>), which created an additional, and concerning, narrative for UM-Flint, there was already a decline in the number of students graduating from Michigan high schools, a decline which is not expected to be reversed until 2030. This is a particular problem for UM-Flint because 92% of its enrolment consists of in-state students (contrast 48% at UM-Ann Arbor). The decline in high school graduates means UM-Ann Arbor and Michigan State University (MSU) have become more aggressive in their recruitment of in-state students and regional campuses lose enrolment. This is a particular problem for UM-Flint because its primary sources of revenue are tuition and the state appropriation. UM-Flint's appropriation is second lowest amongst institutions of higher learning in Michigan (https://www.house.mi.gov/hfa/PDF/HigherEducation/HigherEd_Approps_Report_fy2020-21.pdf).

The academic structure (faculty and staff) at UM-Flint was sized in 2014 before the decline in high school graduates set in. Chancellor Dutta expressed the hope that the enrolment will be turned around if UM-Flint can enter into the online adult market. He noted that there are a million people in the state of Michigan with some college credits but no credential, and that the further educational needs of these people are being served by the for-profit institutions (e.g. the

University of Phoenix). He feels that UM-Flint and UM-Dearborn should serve this population. He was Provost at Purdue when Purdue acquired Kaplan to expand its online offerings (<https://www.purdue.edu/newsroom/releases/2018/Q1/transaction-complete-for-purdue-global.html>).

Chancellor Dutta said he believes that the future for UM-Flint depends on fiscal stability, reputation rebuild (these are interrelated), and the repositioning of UM-Flint as a nerve center for regional economic recovery. The fiscal stability of UM-Flint will depend on entry into new markets and locating new sources of revenue. There are typically five sources to which an institution of higher education can look: student tuition, state appropriation, technology transfer, research grants, and philanthropy. He said UM-Flint is working with faculty to write grants, that technology transfer is happening in the UM-Flint School of Nursing, and philanthropy is beginning to improve as people who have not been asked for money in the past are now being asked. He is trying to be cautious about expenditures while enhancing revenues. He does not believe that UM-Flint can survive by cutting costs, it needs to invest in its future, to create programs that are in demand, to modernize offerings so that UM-Flint can compete for the shrinking population of students. He noted that in 2020 UM Flint launched a new College of Innovation and Technology (<https://www.umflint.edu/cit/>). He sees technology as applied engineering, less math and science, more hands-on experience, and said Ford and Chrysler had agreed that there is a market need for the training that will be offered by the College of Innovation and Technology. He noted that there are federal programs that can be accessed to address economically troubled regions.

Professor Toyama asked to what extent UM-Flint is expected to be financially self-sufficient as opposed to receiving a subsidy from UM-Ann Arbor. Chancellor Dutta replied that he doesn't want UM-Flint to be receiving money as charity, he wants UM-Flint to make its own money. The bigger question accompanying the proposal of a continuous stream of funding from UM-Ann Arbor is whether the University of Michigan is one university with three campuses or a group of three universities under one board of regents. He noted that the University of Illinois System consists of three universities, the University of Illinois, Chicago, the University of Illinois, Champaign-Urbana, the University of Illinois, Springfield (<https://www.uillinois.edu/>) led by a President, an Executive Vice President, a CFO/Vice President of Finance, a Vice President for Economic Development and Innovation, with chancellors leading each of the three universities. System leadership develops strategies to address educational and administrative challenges across the system (https://en.wikipedia.org/wiki/University_of_Illinois_system). The University of Illinois system can be contrasted with the University of California system, which consists of ten separate universities (<https://www.universityofcalifornia.edu/uc-system>). The University of Michigan system is less straightforward than either because President Schlissel serves both as President of the system and, effectively, as Chancellor of the Ann Arbor campus. If the University of Michigan consists of three distinct campuses, there is no argument in favor of any campus giving a continuous line of funding to another campus.

Professor Ahbel-Rappe noted that UM-Dearborn is third from the bottom in state funding, and asked how Chancellor Dutta would define the mission of UM-Flint with respect to the state. She asked if it was not crucial that UM-Flint is providing upward economic opportunities for the citizens of the state? She noted that the multi-campus university is an American innovation allowing for different segments of the population to be served in stratified ways. Chancellor Dutta agreed that UM-Dearborn and UM-Flint are serving distinct, more diverse populations, even though UM-Flint's enrollment does not reflect the majority African-American population of Flint. The diversity of student bodies gives the University of Michigan an advantage over MSU in dealing with the state as MSU does not have this narrative. But, when UM-Flint negotiates its state appropriation it is set against UM-Ann Arbor and UM-Dearborn for

the finite state appropriation. He further noted that if the legislature would hold the appropriation flat, then the per-student allocation will increase as the enrollment decreases. A member of the state legislature told him that UM-Flint therefore had no need for additional money.

Chancellor Dutta said UM-Flint's previous Faculty Code was never approved by the Board of Regents. He felt this situation required a remedy and so, in 2020, he appointed a committee of twelve, including six faculty and six administrators to work with Gloria Hage from the Office of General Counsel to develop Bylaws on the basis of the Bylaws at UM-Ann Arbor and UM-Dearborn. These Bylaws now have Regental approval and are currently in operation. He introduced Professor Trela as faculty chair of the elected Faculty Council.

Professor Trela said the new governance model is the product of collaboration between administration and faculty, noted that he had begun his career as a member of the faculty at Roosevelt University (an institution founded by faculty), and that he was part of the committee that drafted the Bylaws over the summer of 2020. He said there had been an advisory vote of the governing faculty, which supported the new Bylaws.

Professor Trela said the number of standing committees has shrunk from eighteen to seven as there were no longer advisory committees for all members of the central administration. He believes the current governance structure, which is in the first semester of operation, should be viewed as a work in progress because the standing committees are not part of the Bylaws and committee charges can be altered as needs arise. He noted concerns have been expressed by some faculty about the lack of standing advisory committees for executive officers. He said the Chancellor and the Provost meet monthly with the Faculty Council, and expressed the hope for more frequent contact.

Chair Conway observed that UM-Flint's Senate Assembly members were elected to the Faculty Council, and asked if the connection between membership of the Faculty Council and Senate Assembly should be formalized as a way of connecting UM-Flint's faculty governance more strongly with central faculty governance. Professor Trela said he thought it was an excellent idea to have UM-Flint Senate Assembly members on the Faculty Council.

Professor Dinov asked if UM-Flint's enrollment decline was because there are fewer applicants or fewer qualified applicants. Chancellor Dutta replied that UM-Flint has lost 1800 students from a base of 8000, that fewer students were applying and even fewer are accepting offers of admission, and that the decrease continued from year to year. Professor Finlayson observed that UM-Dearborn is suffering from similar issues because of the decline in the number of Michigan high school graduates. Chancellor Dutta said the decline in UM-Flint's enrollment in fall 2020 was 7.5 % because of the pandemic, and because 300 admitted students went to UM-Ann Arbor. He noted that any student who gets offers of admission from UM-Flint and UM-Ann Arbor with financial aid will go to UM-Ann Arbor. Chair Conway said that faculty morale at UM-Flint is challenged by the negative narrative, and that she would like to help through Senate Assembly, if possible. She said there are many people at UM-Ann Arbor who want to be supportive of UM-Flint.

4:30 President Schlissel and Provost Collins
Executive Session

5:03: Adjournment

1. Review current University Senate Rules to identify provisions that are incompatible with electronic meetings.
2. Review existing senate rules from other Big Ten institutions and other available resources to identify examples of senate rules that support electronic meetings.
3. Make a recommendation for the format - whether fully electronic, hybrid or in-person - for University Senate meetings going forward.
4. Prepare proposed University Senate Rules that will cover both in-person and electronic meetings for SACUA review and Senate Assembly approval.

Respectfully submitted,
David S. Potter
Senate Secretary

University of Michigan Bylaws of the Board of Regents, Sec. 5.02:
Governing Bodies in Schools and Colleges
Sec. 4.01 The University Senate

"...[t]he Senate is authorized to consider any subject pertaining to the interests of the university, and to make recommendations to the Board of Regents in regard thereto. Decisions of the University Senate with respect to matters within its jurisdiction shall constitute the binding action of the university faculties. Jurisdiction over academic policies shall reside in the faculties of the various schools and colleges, but insofar as actions by the several faculties affect university policy as a whole, or schools and colleges other than the one in which they originate, they shall be brought before the University Senate."

Rules of the University Senate, the Senate Assembly and the Senate Advisory Committee on University Affairs:

Senate: "In all cases not covered by rules adopted by the Senate, the procedure in Robert's Rules of Order shall be followed."

Assembly: "The Assembly may adopt rules for the transaction of its business. In appropriate cases not covered by rules of the Assembly, the rules of the University Senate shall apply."

SACUA: "The committee may adopt rules for the transaction of its business."