

Draft Minutes of 19 April 2021  
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Approved 20 September 2021

THE UNIVERSITY OF MICHIGAN  
SENATE ASSEMBLY MEETING  
Monday, 19 April, 2021 3:15  
The meeting was held by zoom

**Present:** Ali, Barzilai, Bridwell-Rabb, Burzo, Castilho, Conway (by virtue), Dal Cin, DiFeo, Dinov, Dolins, Finlayson (by virtue), Friese, Garner, Gnedin, Guzdial, Hyde, Huang, Jenkins Kahn, Kattari, Kazerooni, Ketefian, Knoblauch, Kolmanovsky, Lagisetty, Lampe, Laurence, Lepri, Liu, Lucas, MacLatchy, Madathilparambil, Manera (by virtue), Maitra, Maxim, Mesa, Modrak, , Ostling, Pal, Papaleontiou, Pinto, Potter, Sales, Singer, Snyder, Spencer (by virtue), Toyama (by virtue), Van Berkel, Banasik, Devlin

**Alternate Requested:**

**Alternates Present:**

**Absent:** Abir, Ahbel-Rappe (by virtue), Andrias, Bawardi, Butt, Byon, Caulfield, Conjeevaram, Evrard, Fabilli, Fontana, Gallo (by virtue), Hertz, Hughes, Junghans, Kessentini, Lahiri, Liang, Mansfield, Mendlow, Morgan Nelson, Okwudire, Partridge, Passey, Ramaswamy, Subramanian, Trumpey, Wang, Wright

3:17: Call to Order/ Welcome/Agenda/Minutes 3/15/21/Announcements

Chair Conway called the meeting to order. She drew attention to meeting materials distributed through Dropbox and said SACUA had unanimously endorsed the motion, included with these materials, concerning mandatory vaccination on April 12<sup>th</sup>. She said SACUA is asking Senate Assembly to endorse the motion at the end of the meeting, and explained that the motion had to be added to the end of what was already a full agenda due to prior commitments. The minutes for March 15, 2021 were approved.

3:20: Faculty Senate Office Updates

Dr. Banasik said the Faculty Senate Office is finalizing the slate of faculty members for the Faculty Judicial Committee; there are seventeen nominations and SACUA will finalize the slate soon. She said there are ninety-six requests from faculty volunteers for Senate Assembly committees and that rosters for the committees will be approved by Senate Assembly at its September 2021 meeting.

Librarian Spencer pointed out that membership on the Faculty Judicial Committee should consist only of professors in the teaching faculty.

Professor Pal asked if continuing members of Senate Assembly Committees have to reapply. Chair Conway said they did not, and that people who were uncertain of their status should check with Ms. Develin.

3:25 SACUA updates

Chair Conway introduced Professors Liu and Finlayson as the SACUA Chair and Vice Chair for 2021/2022. Professor Liu said he looked forward to working with Senate Assembly. Professor Finlayson introduced herself as vice chair.

Chair Conway said the ad hoc rules committee has been meeting, and will report to Senate Assembly on May 10<sup>th</sup> with recommendations for new rules on electronic voting for Senate Assembly and electronic meetings of the Faculty Senate.

Chair Conway said SACUA had met with the consultants from Guidepost Solutions on April 5<sup>th</sup>, and that there have been extensive meetings between SACUA's WilmerHale committee and the Guidepost consultants. Chair Conway and incoming Chair Liu have a forty-five-minute slot to address the May Regents' meeting and will point to the parallels between recommendations by the Guidepost consultants and the SACUA ad hoc committee.

Chair Conway said the May 10 Senate Assembly meeting will focus on reports from Senate Assembly committees. She noted that there had not been an opportunity for a May meeting in the past, and asked Senate Assembly members to be in touch with colleagues on Senate Assembly committees before the meeting. She said that third-year Senate Assembly members will have a chance to reflect on their terms at the meeting.

3:30: Vice President Cunningham and Professor Colabianchi

Professor Colabianchi, chair of the Research Policies Committee (RPC), introduced Vice President Cunningham.

Vice President Cunningham offered an overview of the work of the University of Michigan Office of Research (UMOR)(<https://www.research.umich.edu/research-u-m/office-research>). She said the University had \$ 1.6 billion in total research expenditures, the highest expenditure of any public institution, for 2020/2021. UMOR works with all three campuses to catalyze, support and safeguard research. In the past year, UMOR also had to support the ramping down and restarting of research activity in response to the pandemic. In response to the pandemic, research, initially restricted to 5000 research spaces, increased with the requirement that researchers wear masks and maintain six-feet of distance. She noted there had been no COVID-19 cases in the research environment, and that University researchers have issued over 1000 COVID-related publications.

Vice President Cunningham said the budget for fiscal year 2021 is \$87 million behind the Fiscal Year 2020 rate. This represented a 7.9% decrease in funding, but activity is now nearly back to pre-pandemic levels, and that the University is 1% ahead of fiscal 2020 in research submissions.

Vice President Cunningham said she had formed a committee to look at the disparate impact of COVID on communities. Six challenges were identified: career disruptions; family care; research continuity; research time recovery needs; internal communications; and personal impacts. Responses included:

New guidance in October that allows for the expansion of institutional spending on research.

Free memberships to care.com and a posting board for family care needs.

Expanded eligibility for graduate student emergency funded program.

Revisiting promotion and tenure clocks.

In order to promote the University's Diversity, Equity and Inclusion goals, Vice President Cunningham said UMOR had partnered with groups across the University on a proposal for a NIH Common Funds Faculty Institutional Recruitment for Sustainable Transformation grant

(<https://commonfund.nih.gov/first>), and worked with the Research Analysis and Data Integration Office (RADIO) to analyze research grant activity to measure equity across gender, race and discipline. It was discovered that female and Latinx scholars tend to rely on institutional funding, African American scholars have more access to external funds. In general terms, early career faculty are more dependent on internal funds.

Vice President Cunningham launched the new Research Catalyst and Innovation, RCI program (<https://research.umich.edu/rci>) to replace the twenty-year old Faculty Grants and Awards Program (<https://record.umich.edu/articles/new-ovpr-funding-program-aims-to-support-catalyze-research/?destination=node/5442>). The new program looks to leverage internal investments, and will be reassessed in 2-3 years. Anti-Racism grants through this program seek to catalyze anti-racism research (<https://research.umich.edu/rci/anti-racism-grants>). Large scale center and initiative grants (<https://research.umich.edu/rci/large-scale-center-and-initiative-planning-grants>) aim to promote impactful interdisciplinary research and to provide research teams with support for preparing and submitting competitive, large-scale external proposals within one-two years.



Vice president Cunningham said that UMOR's new deadline policy ([https://orsp.umich.edu/sites/default/files/resource-download/internal\\_deadline\\_policy\\_sop\\_200-1\\_revised-v6-1.pdf](https://orsp.umich.edu/sites/default/files/resource-download/internal_deadline_policy_sop_200-1_revised-v6-1.pdf)) had reduced late submissions from 60% in 2019, to 16% with a 3.5 % increase in research proposal submissions. She said that in supporting and catalyzing research, the keys are tools and services for research data analysis and data management, hence the creation of Michigan Research Cores (<https://www.research.umich.edu/news-issues/michigan-research/shared-strengths>) which looks to save U-M researchers time and money by eliminating redundancies and providing efficient access to high-end instrumentation and expertise. She also drew attention to a new initiative to decrease fire-arm injuries (<https://labblog.uofmhealth.org/industry-dx/epidemic-of-firearm-injury-spurs-new-wave-of-research?destination=node/5453>).

Professor Mesa asked if the figures Vice President Cunningham had mentioned with respect to research are available for people to read. Vice President Cunningham asked if she was referring to the data on the diversity of the research workforce?

Professor Pinto noted that many former opportunities have required people to work across schools and departments as a qualification for new funding, and that this requirement inhibited people from applying for grants because it is difficult to find partners in different schools. He asked how people who are having these difficulties can be encouraged? Vice President Cunningham replied that while UMOR does require this, cross-unit collaboration is not required for all funding within individual units. In the University's budget model local level seed grants do not involve her office. UMOR is now offering research associate deans opportunities to work on partnerships so as to catalyze work within an individual school. She noted that centers and institutes enable people from different units to meet each other. Such meetings can also be facilitated through the Michigan Research Experts site (<https://research.medicine.umich.edu/our-units/grant-services-analysis/research-development/michigan-research-experts>).

Librarian Kahn asked if the move from FGA to FCI eliminated publication subventions unless they are part of a larger block grant. Vice President Cunningham replied that some schools are using funds for publication subventions, and advised faculty members to consult their units.

Professor Liu said some faculty were unhappy with the new deadline policy. Vice President Cunningham replied that she is aware that deadlines are difficult, but she believed the new policy encourages solutions that would be fairer than a situation in which junior faculty who are early in submitting a proposal have their proposal bumped by a senior faculty member with a bigger proposal. Under the new system priority is not given on the basis of seniority or the amount of the proposal. She urged faculty to get proposals in early, and noted that fairness also helps staff.

Professor Ali asked whether UMOR handles federal grant compliance and if there are whistleblower protections? Professor Modrak said UMOR misses out the value of the arts for their own sake and should develop a wider review of research and creative practices.

4:00 Mike Hague, Vice Chancellor for Business and Finance, UM-Flint

Conway introduced Vice Chancellor Hague who has been at UM- Flint for five years, having previously worked at UM-Ann Arbor and UM-Dearborn campuses. He said the UM-Flint budget is \$113,600,000 of which tuition and fees provide \$89, 256,600 (78.5%); the state appropriation provides \$23, 893, 200 (21%), indirect cost recovery generates \$150,000 (0.1%) with the remainder coming from other sources ([https://obp.umich.edu/wp-content/uploads/pubdata/budget/ubudgetbookdetail\\_fy21.pdf](https://obp.umich.edu/wp-content/uploads/pubdata/budget/ubudgetbookdetail_fy21.pdf)). He said enrollment has dropped between 2014 and 2020 from 8574 to 6829. During that time tuition was raised by 27% to \$ 6482 per term. Despite the tuition increase, and the state appropriation increase of 2.4% since 2014, UM-Flint's budget is 19.6% below 2014 levels. He said that general administrative costs have shrunk from 9.4% to 6.3% of the budget and that student aid increased to \$ 9.9 million.

Vice Chancellor Hague said the budget carry forward is only \$14 million, and that it should be in the vicinity of 40% rather than 10%. He said reserves are spread across schools and colleges, and that in the budget model 60% of tuition goes to the school or college, 40% goes to the central administration.

Vice Chancellor Hague said the COVID impact included a \$3.9 million loss in auxiliary operations, including a \$1.9 million loss in student housing, a \$2.9 million loss in tuition, and a \$2.7 million loss by eliminating the charge for online courses (35% of classes were online prior to the pandemic).

Vice Chancellor Hague said there would be no increase in undergraduate tuition and fees for 2021/2022 (<https://record.umich.edu/articles/um-flint-plans-tuition-freeze-for-2021-22-academic-year/>). In the long-term UM-Flint's fiscal health depended on recruiting and retaining graduate students, expanding online teaching and developing new programs.

Professor Manera asked about solutions to the decrease in enrollment and budget. Vice President Hague replied that UM-Flint is working hard to revitalize programs, looking at new programs such as the College of Innovation and Technology (<https://www.umflint.edu/cit/>), and focusing on recruitment, retention and graduation.

4:19 Bryan Dadey, Vice Chancellor for Business Affairs, UM-Dearborn

Chair Conway introduced Vice Chancellor Dadey. Vice Chancellor Dadey said UM-Dearborn's General Fund budget is \$158, 265 million of which \$129,782,100 (82%) comes from tuition, state appropriation is \$26, 327, 900 (16.6%), indirect cost recovery amounts to \$1,150,000 and \$300,000 is from investment income ([https://obp.umich.edu/wp-content/uploads/pubdata/budget/ubudgetbookdetail\\_fy21.pdf](https://obp.umich.edu/wp-content/uploads/pubdata/budget/ubudgetbookdetail_fy21.pdf)).

Vice Chancellor Dadey said that the State of Michigan's divestment from higher education between 2009 and 2019 (the state ranks 44<sup>th</sup> nationally in per-capita funding of higher education) is a significant challenge. He noted that Governor Whitmer had recommended a one-time 2% increase, but that it is typical to have the recommendation reduced by the legislature, and that the state has signaled more challenges for fiscal 2023.

Vice Chancellor Dadey said enrollment is another challenge. Factors include the decline in the number of "First Time in Any College" (FTIAC) Michigan high school graduates in the next several years, the decline of the transfer population due to a decline in community college enrollment, and geopolitical issues have impacted international students. He also noted the challenge of student affordability and financial aid, the need to increase tuition while remaining affordable, with a resulting shift from merit based to need-based financial aid. A further complexity is that operating expenses—including salary increases, benefit increases, insurance, leases and software—grow faster than revenue. Deferred maintenance, the inability to invest properly in the physical plant, will ultimately result in higher costs.

Vice Chancellor Dadey said the fiscal 2022 budget is balanced with \$3.9 million decline in revenue from tuition and fees, with a partial offset of \$0.6 million more in state appropriation for a total decline of \$3.3 million. These projections are based upon an enrollment projection assuming a \$6 million loss is tuition revenue resulting from enrollment decline, especially among graduate and transfer students, partially offset by an inflation-based tuition increase of 1.9%, the increase in state appropriation, and a 5% COVID-induced reduction in the general fund budget. Mitigating strategies will include leveraging analytics and Customer Relations Management (CRM) technologies; financial aid programs; branding; communication and practice-based affinity programs; improving advising and developing new undergraduate and graduate programs. His objectives are to increase the reserve position, prudent debt management, to increase investment in deferred maintenance, and to build stronger contingency position in the budget. Long term viability will stem from recruitment, strong academic programming, expense management, state investment in higher education, and diversifying revenue streams.

Professor Finlayson asked what alternative revenue streams are being explored. Vice Chancellor Dadey said these included academic programming, certification programs and an increase in indirect cost recovery. Vice President Hague said the situation at UM-Flint is very similar, with increased research to increase cost recovery.

Professor Finlayson asked if the new block-rate tuition program (<https://umdearborn.edu/students/office-registrar/tuition-fees/understanding-tuition>) increased retention and completion, noting that at UM-Dearborn 40-45% of students do not complete their degrees. Vice Chancellor Dadey said that since the program went into effect last academic year, accurate data in the wake of the

pandemic is not available. He said Chancellor Grasso is forming an institutional research group to explore the reasons why students are not graduating. He added that retention is a great way to increase enrollment.

Chair Conway thanked Vice Chancellor Dadey and Vice Chancellor Hague for meeting with Senate Assembly.

4:42: Vaccination Resolution

Chair Conway introduced the resolution favoring mandatory vaccination for endorsement by Senate Assembly. The resolution states:

WHEREAS, Senate Assembly affirms the value of an in-person residential experience at the University of Michigan.

WHEREAS, Senate Assembly supports the safe return of all students, faculty, and staff to in-person campus activities in the Fall 2021 semester as is reasonably practicable.

BE IT RESOLVED, Senate Assembly supports mandatory COVID-19 vaccinations for all students, faculty, and staff with limited legally mandated exceptions.

Professor Hyde expressed support for the motion, saying that it was not inconsistent with the administration's direction. He noted that one question that needs to be resolved is whether vaccines are under emergency use, other questions have to do with the collection of personal health information, and determining what is a right versus a privilege. The University administration required students to be tested but only if they were on campus, and that may be required only for faculty and staff who are going to be on campus.

Chair Conway said the administration is looking at what are reasonable requirements. Professor Manera noted that Ann Arbor public schools are requiring student vaccination, showing that such a requirement is possible. She said the University has an obligation to protect Ann Arbor and the surrounding community, while acknowledging there will be people who cannot be vaccinated. Chair Conway observed that the resolution noted there may be reasons why people cannot be vaccinated.

Professor Dal Chin asked where the legal mandate requiring vaccination comes from. Dr. Banasik replied that there are legal reasons people can request exemption from a mandate.

Professor Knoblauch asked when emergency approval for the current vaccines will be lifted.

Professor Hyde replied that this would probably happen in the summer of 2021. Professor Mesa asked if there were incentives to encourage people to get the vaccine. Professor Pal said the biggest incentive is being allowed to work, and observed that the flu shot is mandated in the Medical School.

The vote was 25-4-4 in favor of the resolution.

4:55: the meeting adjourned.

Respectfully submitted

David Potter  
Senate Secretary

**University of Michigan Bylaws of the Board of Regents, Sec. 4.01:**

*The University Senate*

The 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.

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**University of Michigan Bylaws of the Board of Regents, Sec. 4.04:**

*The Senate Assembly*

The Senate Assembly shall serve as the legislative arm of the senate.



The assembly shall have power to consider and advice regarding all matters within the jurisdiction of the University Senate which affect the functioning of the university as an institution of higher learning, which concern its obligations to the state and to the community at large, and which relate to its internal organization insofar as such matters of internal organization involve general questions of educational policy.

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**Rules of the University Senate, the Senate Assembly and the Senate Advisory Committee on University**

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