

Minutes of 14 December 2016 SACUA  
Circulated 30 January 2017  
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THE UNIVERSITY OF MICHIGAN  
Senate Advisory Committee on University Affairs (SACUA)  
Wednesday, December 14, 2016 9:00  
U-M Flint, 307 French Hall

Present: Atzmon, Carlos (by Bluejeans), Ortega, Schultz (chair), Szymanski, Weineck, Potter UM Ann Arbor; Alfaro, Douglas (Chair), Haefner, Ellis, Kupferschmid, Friesen, Dorfman, Wrobel, Furman UM Flint

Absent: Lehman, Smith, Wright,

Guests: Provost Douglas Kerr, Rebecca Cunningham UM Ann Arbor (Tri-Campus task force), Natalia Czap (TC Dearborn), Sophia Merchant, University Record, Schneider

8:55 Introductions

8:55 General Discussion of the following for all participants

What is going well on your campus?

What is going well with regard to your faculty governance?

How can our faculties better coordinate and support each other?

Professor Douglas welcomed SACUA to Flint. Chair Schultz discussed the strength of the breadth of the Ann Arbor campus and the concern of faculty governance with the tendency towards a silo mentality; Professor Weineck discussed the Ann Arbor concern with Diversity, Equity and Inclusion (DEI) at all levels. Professor Ortega said that he was proud of President Schlissel's commitment to DEI, Professor Atzmon said that it would be better if University of Michigan-Flint (UMF) and University of Michigan-Dearborn (UMD) had more interaction with the Ann Arbor campus, Professor Cunningham discussed the opportunities for interdisciplinary work between the campuses. Professor Potter said that he was proud of commitment to undergraduate teaching along with research on the Ann Arbor campus.

Professor Wrobel said that he proud of campus diversity at Flint, of the service that the UMF provides the community and the connection with the University of Michigan system. He feels that the University of Michigan brand is a draw for students who could not make it to Ann Arbor. He said that the challenges that the University of Michigan-Flint faces include its operation under the same bylaws as the Ann Arbor campus, which forces UMF to act as if it was a larger campus. One challenge is general education, for as schools have been added to UMF, the bylaws mandate that these schools be independent of each other. Then schools try to each offer general education programs. In his view UMF is not big enough to have schools that are entirely independent.

Ms. Friesen (UMF Library) said that she is proud of their library and the linkage with the library on the Ann Arbor campus, which results in the ability of the library at UMF to provide resources far above those available at other campuses their size.

Professor Ellis said that it is not always clear what the relationship with other campuses is, we are one faculty by law and it is important that this should have meaning; there was once an attempt to unionize faculty which was rejected because there was one faculty, what parts of the Bylaws apply across three campuses and where we can deviate.

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Professor Kupferschmid said that she is proud that the Regents have recognized the School of Nursing as an independent unit, and proud of the work that the university does with students.

Professor Haefner appreciates the launch of the School of Nursing. She noted that the graduate director was ahead of her time and set up the on-line graduate nursing program, giving the program national reach.

Professor Alfaro, who has been at the UMF since 1989 has seen the growth of the university from 4800 to 8300 students and the recent decline of the student population. He feels that the campus is going through growing pains now that it has six units, which has created discussion about best practices. He feels that faculty governance is strong, noting that all administrators have advisory committees, while feeling faculty are less involved in governance now.

Chair Douglas said that while the faculty at UMF value teaching strongly, excellence in research is helped by the association with the Ann Arbor campus. He added that finding time for research is hard thanks to service demands, but he feels that there is strong faculty governance on campus, which is open to all. He also noted that enrolment is tapering off. Genessee county is not a growing market and there was a question as to how to make up for declining numbers of students.

Professor Furman emphasized student centeredness, saying that UMF was still small enough to allow faculty to focus on mentoring students. It is hard getting students involved in research, though she feels that liberal arts are under duress. She added that while her department faculty know our students, the UMF is still trying to figure out who we are in the region. Is the UMF an urban campus? How does UMF define its mission? Are we the University of Michigan on the Flint River? She said that the last strategic plan made some progress in shaping that identity, and the UMF has a faculty comfortable in talking about itself as an urban university.

Professor Czap is proud of the UMD's diversity. It has a great deal of socio-economic diversity; many students are first generation college students, and many students are working (posing a challenge). Another challenge is promoting the UMD's academic aspect while balancing with life demands. She is proud of the University of Michigan-Dearborn's commitment to metropolitan impact and its ties to the community. Challenges that UMD faces include the decline in the role of faculty governance through the increase in administration size; that decisions are made before consultation; that there is an increase in service demands on faculty and a perception is that faculty is shrinking, increases service work. Faculty have moved away from faculty governance towards mandatory service. She said that struggles with the budget made it difficult for the liberal arts to compete with programs with larger starting salaries and, consequently, more interest. Liberal arts cannot get a fair share of resources and research support. While promotion and tenure tilts more to research, teaching is more important for campus recognition. She noted that the service component takes some 40% of faculty time.

Professor Alfaro said that he has always been impressed that teaching excellence is a real commitment and is recognized. UMF's growing pains show that reorganization needs to happen. There is an active faculty governance trying to find out how to manage that in the changing environment. There is a lot of opportunity for Flint faculty, but also many pressures. There is more awareness of faculty role in governance.

#### 9:30 Flint Provost Douglas Kerr

Provost Kerr previous institution, Roosevelt University, had a strong tradition of faculty governance. The UMF, administration is seeking the right balance in the context of the overall environment of Higher Education and is happy to know that the rest of the University of Michigan community shares their concern. Chair Schultz said that President Schlissel has expressed confidence in Kerr.

Roosevelt University was founded in 1945 as an act of defiance against Central YMCA College quotas ([https://en.wikipedia.org/wiki/Central\\_YMCA\\_College](https://en.wikipedia.org/wiki/Central_YMCA_College)). Thomas Jefferson College originally,

renamed for Roosevelt in 1945 with support of Eleanor Roosevelt (<http://blogs.roosevelt.edu/review/2015/06/10/the-equality-experiment/>). Roosevelt University became a center for access and opportunity in Chicago where the North Side and South Side join. Faculty (predominantly left-wing) at Roosevelt were drawn to this experiment in Higher Education so that Roosevelt was known as Little Red School House in the McCarthy era. It subsequently faced the challenges of growing pains as access to higher education expanded. In his time Roosevelt was searching for second/third generation identity. He also noted that there were five faculty trustees. The university senate, involving faculty and staff, was a powerful institution, and the most powerful things said in meetings came from unexpected areas. The presidents of Roosevelt were faculty members, presidents were members of the American Association of University Professors (AAUP), and commitment to shared government in higher education was central. He feels places like Roosevelt are in peril in higher education.

Provost Kerr said that there were 4000 students on two campuses, so there was a level of complexity despite its size. Chair Schultz asked what Provost Kerr is proudest of and what needs most improvement at the UMF? Provost Kerr said that there is a strong sense of community on the campus and to the community at large, but the maintenance of a strong faculty involvement in governance is a challenge.

Professor Szymanski asked about the vitality of the current governance structure. Provost Kerr indicated there were issues of alignment and integration. Curricular committees are working on issues not aligned into the governance structure. As an example, he cited an evaluation of general education not tied into the budget committee and the Academic Affairs Advisory Committee (AAAC). Then the default is for an administrator to make a decision. He observed there was tension connected with general education and would like to look at the underlying philosophy of decision making.

Professor Weineck said that last year several Flint faculty approached her in 2015/16 when she was SACUA chair because they felt that disciplinary autonomy was not well served. There was a top down approach and that departmental leadership was appointed opaquely, noting these things can look very different at different levels. She asked if Provost Kerr felt that faculty governance worked well at the department level?

Provost Kerr said that administration is not working well through the line of instruction, and that there is a way to go. He is worried about the Promotion and Tenure process, even though has been a lot of work on that, but he was pleased with the way that the new School of Nursing dealt with creating structures. His role as provost is to make sure processes are clear. He spent a lot of time on the grievance procedure, making sure this aligned across units. He is concerned with building leadership within units.

Chair Schultz asked about the University of Michigan-Flint's relationship with Board of Regents. Provost Kerr replied he had only met with the Regents once. He thinks the relationship is good and that the Regents are interested in the campus, saying he was asked if the campus was getting the attention it needed.

Chair Schultz noted that SACUA is trying to build a better relationship with the Regents, because the information transfer is not as good as one might expect. He asked to what extent Provost Kerr can cultivate a relationship with Regent Behm in Flint? Provost Kerr said Regent Behm has been welcoming and visible, that the relationship is sound, and that the campus has an opportunity to nurture the relationship, which has been strong in the past.

Professor Wrobel said that the University of Michigan-Flint benefitted from the open style of faculty governance and relationship with the current provost and the Regents, pointing out that it has doubled in size.

Professor Weineck asked how many tenure track faculty there were? Professor Wrobel replied there were 400 tenure track faculty, 55% in Arts and Science, with some departments having 15-20 tenured faculty. He said that the past tendency to do things informally can be frustrating to a person used

to having set rules. There are issues in the evolution from a personal network to a more formal structure. Professor Furman said that she does not feel this has been an essential mode of operation. Professor Czap said that on the Dearborn campus, the creation of many new rules interferes with more personal a problem solving, separating people and making the campus more of a business. She asked if faculty at the University of Michigan-Flint had a similar feeling?

Professor Ellis said that the more personal approach can actually shut people out, that people had criticized of faculty governance because they were uncertain as to whether the rules matter.

Chair Schultz pointed out that SACUA has the formality of having published minutes and the press presence at SACUA meetings results in sunshine that he does not see on the Flint campus. How much does the informality hide unsavory aspects?

Professor Douglas said that faculty governance at the University of Michigan-Flint was formal as well, that the agendas of Faculty Council meetings are posted in advance, making extensive use of Blackboard. Professor Alfaro posts agendas before meeting, and minutes are also uploaded to Blackboard. Chair Schultz said SACUA does not have access to this material and asked it could be opened up for faculty governance on other campuses.

Professor Douglas said that Faculty Council meetings are open to the student newspaper, but that neither the student newspaper nor the Flint Journal were really active. He said that there was no dedicated support for the Faculty Council (though there was some from the provost) which meant that the website does not work. Professor Alfaro noted that the budget of \$7000, not allowing additional assistance. Professor Dorfman noted that student members on governance committees do not always show up. Professor Weineck noted that misunderstandings arise because SACUA is badly informed about the activities of the Faculty Council and does not have access to its documents

Professor Ortega noted that no governance systems are foolproof, pointing to the decisions to use Canvas and Shared Services on the Ann Arbor campus; both of which caused great stress with faculty. He observed that these decision-making processes involved deans rather not faculty. He asked how deans are chosen at Flint? Provost Kerr said that a lot is changing in Higher Education, and the question is whether we are succeeding in our mission? He feels that the roles of deans at the University of Michigan Flint needs more definition, but said that search committees do select the deans. Professor Ortega asked how search committees are constructed?

Provost Kerr said that he would welcome a clear discussion of the proper elements of representations on search committees and said that their membership should be publicized. He added that Promotion and Tenure should have clear structures, and that there was a need to mature such structures.

Chair Schultz asked how far down Provost Kerr reaches in hiring procedures? Provost Kerr said that chairs are internal appointments, Professor Ellis said that there have been two instances where chairs were appointed from outside to small departments when there was no consensus in a small group. This was the choice of the dean at the time, usually rotating 3 year chairs so departments choose who will be next and the dean usually agrees, but a dean can change a recommendation. Provost Kerr said that differential deals and inequity are a problem.

Professor Ortega asked how the evaluation of a chair or dean gets to the provost. Provost Kerr said that there is a system of evaluation, that the dean discusses the result of evaluations with chairs. He added that tries to include department chairs into weekly meetings with deans, that there are eighteen departments in the College of Arts and Sciences and the dean will have tried to meet with each department each year. He feels that there should be a plan for leadership development. Professor Ellis said that his department bylaws spell out how chairs are selected, and in most cases, it is election. His department's bylaws were sent to the dean and were returned for changes. Professor Furman stated changes in bylaws are made in conjunction with executive committees, not decanal fiat. Professor Ellis stated sometimes bylaws are suspended, and it is an open question how that works and under what circumstances can they be suspended.

Chair Schultz, noting that the AAUP has limited influence on the Ann Arbor campus (Professor Furman said that was also true at UMF), asked about a proposed AAUP survey. Chair Douglas said there was no coordination with AAUP and the Faculty Council was not even informed until October 26 and was only presented as a research project. The AAUP group got IRB approval for a survey with substantial irregularities.

Chair Schultz noted the task force will be a work in progress.

Professor Ortega asked what e-mail address should be used; Professor Ellis said use University of Michigan-Flint e-mail address.

Professor Szymanski asked about role of adjuncts in governance with Chair Schultz noting that only tenure-track faculty are involved on the Ann Arbor campus.

Professor Wrobel said it is school dependent; lecturers 3 and 4 are automatically included in governance, lecturers 2 can be eligible after a year, only two committees require tenure track faculty and that Ms. Friesen had been chair faculty council. Professor Czap said that at the University of Michigan-Dearborn lecturers 3-4 meet with faculty senate, lecturers 1-2 turn over too fast.

10:30 Adjournment for Campus Tour

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."