

# UNIVERSITY OF MICHIGAN

Submitted to SACUA on December 16, 2005

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## Report of the Unit Shared Governance Task Force

### 1. Introduction

#### 1.1. The origin and composition

The Unit Shared Governance Task Force (USGTF) was created by SACUA on October 3, 2005. The charge to the Task Force (TF) was to review the existing procedures for the formation of unit Executive Committees (ECs) and the issues in which ECs are involved (see Appendix 1, page 7). The TF was asked to report the results of its findings and suggestions to SACUA in December 2005. This Report is prepared to satisfy this assignment.

The members of the USGTF are:

1. Andreas Blass, LSA (former member of EC)
2. Margit Burmeister, Medicine (member of EC)
3. Karen Gibbons, Provost's Office
4. Rex Holland, Dentistry (former member of EC, member of SA)
5. Pierre Kabamba, Engineering (member of EC)
6. Semyon Meerkov, Engineering, Chair (member of SACUA)
7. Tom Powell, Social Work (member of Senate Assembly)
8. Keith Riles, LSA (member of AAAC and AEC)
9. Bill Schultz, Engineering (former Chair of AAAC, member of SA)

In its work, the TF was assisted by Tom Schneider and Jane Leu (Senate Assembly Office). In addition, the Provost's office assisted in collecting information.

#### 1.2. The reasons for USGTF formation

SACUA was concerned about a recent case where the central administration selected for Regental approval an EC candidate with 30% fewer votes than the top vote-getter. Ensuring diversity was not a motivation in this case since both candidates were of the same race and gender. On the other hand, because the top vote-getter had been publicly critical of the unit administration, retaliation was an obvious concern. Preventing such incidents in the future was one of the reasons for the TF formation.

The second reason for the TF formation was the concern that not all ECs are permitted to participate in areas of governance specified in Regents' Bylaw Sec. 5.06, according to which "The executive committee ... shall act for the faculty in matters of budget, promotions, and appointments". Specifically, while in some units the ECs discuss and vote on administrative appointments and the budget, in a number of units the deans do not involve the ECs in these issues. In still other units, the

issues of budget and appointments are presented to ECs for information only. Redressing this possible non-adherence to the Regents' Bylaws in some units was another goal of the TF formation.

### **1.3. USGTF operation and content of this Report**

The TF held three meetings: on October 27, November 17, and December 1. The Minutes of the meetings are included in Appendix 2, page 8). Active discussions (through e-mail and in person) took place between the meetings. In addition, data were collected by offices of the Senate Assembly and Provost. At its meeting on December 1, the TF finalized its recommendations.

The purpose of this report is to

- describe the status quo of ECs formation and operation
- describe models for ECs formation and operation discussed by the TF
- outline the TF recommendations.

It should be pointed out that the recommendations of the TF are purely advisory. ECs may choose to follow them, or modify as needed, or disregard completely. It is believed, however, that these recommendations will improve the effectiveness of ECs and make their roles in governance more uniform among all units of the University.

The remainder of this document is structured as follows: Section 2 describes the status quo. Section 3 presents the models for EC formation and participation in governance considered by the TF. Section 4 presents the results of the votes by the TF on these models. Section 5 outlines future actions that can be taken in response to this report. Section 6 presents additional recommendations on improvement of the electoral process itself by use of online balloting. Section 7 presents our conclusions. Supporting information is included Appendices 1-6.

## **2. The Status Quo of ECs Formation and Operation**

### **2.1. ECs formation**

Appendix 3 (page 16) summarizes the current process of EC formation in all units of the University. As one can see, most units follow the "Rule of Two" (RoT). According to this rule, the Dean of a unit submits to the Provost the names of the two eligible highest vote-getters for each available slot of the EC. The provost selects one of them, taking into consideration the dean's recommendation. The Provost then forwards his/her recommendation to the President for approval and transmittal to the Board of Regents for appointment

The origin of the RoT is unclear. The documents included in Appendix 4 (page 27) indicate that it was mentioned in 1972 and then reaffirmed in 1983 under the name of "a common law rule". The reasons for this rule are also unclear. The administration believes that its purpose is to ensure diversity in ECs composition. However, during the period of academic years of 2002-03 through 2005-06 it has not been used even once for this purpose (see Appendix 5, page 32). Yet the ECs seem to be quite diverse. For instance, the EC of the College of Engineering includes one African American and one female out of four elected members. However, during the same period of time, the top vote-getter was rejected for no reason on file in three instances (out of the total of 150

appointments). As Appendix 5 also indicates, during the period of 1992-93 through 2001-02 there were a total of eight diversity appointments (out of about 400). The rate of undocumented rejections of top vote-getters appears to be comparable to the rate of diversity-motivated rejections. The undocumented rejections are a concern, as they may be subjective, discriminatory, or abusive.

## **2.2. ECs' issues of involvement**

These issues are reviewed in Appendix 6 (page 34). Tenure cases and promotions are addressed by ECs in all units of the University (with the exception of the Law School and the School of Information, which have no ECs). This area is a good example of joint decision making by the administration and the faculty. Many believe that the tenure and promotion process works so well at Michigan precisely because of this productive cooperation.

Administrative appointments, in apparent violation of Regents' Bylaw Sec 5.06, are not a part of ECs purview in a number of units. Similarly, budget issues are not discussed by the EC in several units. The impression is that, in the absence of formal policy, the involvement or non-involvement of ECs in administrative appointments and budget is decided by the will of the dean and, perhaps, by historical evolution. Finally, merit raises are addressed by ECs in only a few units.

## **3. Models of ECs Formation and Operation Considered by USGTF**

The status quo described above indicates that the process of ECs formation and the mechanism for enforcing Bylaw 5.06 need improvement. With this realization, the TF considered a number of models presented below.

### **3.1. Models of ECs formation**

The following three models have been considered:

*Model F1:* Eliminate the "Rule of Two". The name of the eligible candidate with the largest number of votes is to be submitted to the Provost for subsequent Regental approval.

The advantage of this model is that the possibility of improprieties is largely eliminated; democratic procedures are followed. The disadvantage is that the administration loses the opportunity to act in the interests of diversity or other legitimate reason.

*Model F2:* Maintain the "Rule of Two". In addition, require that in the event of rejection of the top vote-getter, a written explanation be provided by the person(s) recommending rejection (when applicable) to the Dean. The Dean then communicates the information to the Provost who will share it with the President and the Regents. This explanation is not to be made public. However, while these records may be considered advisory and thus not be subject to the Freedom of Information Act, requests for summaries of reasons for having rejected the top EC vote-getters by organs of faculty governance are expected to be honored. Such summaries will be provided in a way so as to preserve the confidentiality of the faculty members involved.

The advantage of this model is that the administration may act in interests of diversity or to address other legitimate situations that might arise. The disadvantage is that the will of the faculty may not be observed.

*Model F3:* Maintain the “Rule of Two”. In addition, require that the rank-order of the candidates (according to the number of votes received) be made public.

The advantage of this model is that it reduces the likelihood of improprieties while allowing the administration to act on behalf of diversity. The disadvantage is that the appointed candidate may not feel comfortable if he/she is not the top vote-getter.

### **3.2. Model of ECs issues of involvement**

*Model I1:* Require that all unit actions that require Regental approval have the consent (or otherwise) of the EC.

The advantage of the model is its simplicity. The disadvantage is that ECs might have insufficient time or information to evaluate thoroughly each of the proposed administrative actions.

*Model I2:* Differentiate the depth in the issues of participation, as follows:

- Tenure and promotion: Maintain the existing practice, i.e., ECs must vote and decide for or against each particular case.
- Administrative appointments: EC should give its consent for all administrative appointments in the unit.
- Budget: EC should be given all necessary information to provide oversight of the budget (including merit raises).

Although this model is not as streamlined as the previous one, it provides for realistic involvement of the ECs.

## **4. Results of USGTF Deliberations**

The TF deliberated at length concerning the merits of the above models. At its meeting on December 1, the TF voted on each of the proposed models. The results of the vote are as follows:

ECs formation: Model F1 – 3 votes; Model F2 – 5 votes; Model F3 – 0 votes

ECs issues of involvement: Model I1 – 0 votes; Model I2 – 8 votes

(One member of the TF did not participate in the votes due to illness.)

## **5. Future Actions**

Realizing that the USGTF is advisory in nature, we propose that the results of the TF deliberation and vote described above be discussed by SACUA and the central administration. The discussion with the latter is of particular importance because Model F2 calls for a modification of existing procedures.

After such discussions, it is recommended that the matter be brought to vote at the Senate Assembly as the legislative body of the faculty governance.

When adopted by both the Senate Assembly and the central administration, the resulting system could become a part of the revised Blue Book titled “Principles of Faculty Involvement in

Institutional & Academic Unit Governance at the University of Michigan” endorsed by the Provost and Senate Assembly in 1997.

Finally, the adopted system should be passed on to each unit’s faculty governance and Rules Committee (where existent) for possible modification, adoption, and implementation.

It is desirable that all these actions take place during the Winter term of 2006, so that the newly developed system is put in place during the 2006-07 academic year.

## **6. Election Procedure Issues**

In addition to the above recommendations, the USGTF recommends university-wide adoption of online balloting for ECs election as well as all other elected unit-wide committees (i.e., Senate Assembly membership, Rules Committees, Curriculum Committees, Nominations Committees, etc.).

The online balloting should ideally include the following elements:

- Secure, authenticated logins using standard kerberos passwords.
- Measures to maintain anonymity of submitted ballots despite the authentication (e.g., using techniques implemented by the Administration Evaluation Committee).
- Links to biographical information on candidates and to statements submitted by candidates on relevant issues.
- Oversight of the election and validation of results by elected faculty members.

A number of units have already implemented such a system. It would be desirable to make it universal.

## **7. Conclusions**

Administration–faculty shared governance is a foundation for efficient university operation. We believe that faculty involvement in all important decisions is a powerful tool for avoiding mistakes. It can only contribute to making a good university great. This understanding has been a part of the University of Michigan for many years. In fact, the 1991 Report titled “Faculty Governance at the University of Michigan: Principles, History, and Practice” states that “the Regents understood in 1840 and accept today that they should undertake decision making with the advice, guidance and, sometimes, consent of the faculty”. It is expected that the process of improving shared governance at the unit level described in this report will contribute to this end.

## List of Appendices

Appendix 1: Task Force Charge .....	Page 7
Appendix 2: Minutes of Unit Shared Governance Task Force (USGTF)	
Appendix 2a: Minutes of October 27, 2005 .....	Page 8
Appendix 2b: Minutes of November 17, 2005 .....	Page 11
Appendix 2c: Minutes of December 1, 2005 .....	Page 13
Appendix 3: Table 1 Executive Committees Formation Process .....	Page 16
Appendix 4: Bentley Material	
Appendix 4a: 20 September 1972 Letter from Vice President for Academic Affairs Allan F. Smith to Dean William R. Mann, School of Dentistry .....	Page 27
Appendix 4b: 16 April 1982 Letter from Virginia Nordby to Robert Holmes, Assistant to the Vice President for Academic Affairs .....	Page 28
Appendix 4c: 7 December 1983 Memorandum to Virginia Nordby, Policy Advisor, from Dan Sharphorn, Assistant Policy Advisor .....	Page 29
Appendix 4d: 23 September 1985 Letter from Vice President for Academic Affairs and Provost Billy E. Frye to Deans and Directors .....	Page 31
Appendix 5: Diversity Appointments	
Appendix 5a: Diversity Appointments to Executive Committees ..	Page 32
Appendix 5b: School/College Executive Committee Results 2002 – 2006 .....	Page 33
Appendix 6: Table 2 Issues Addressed by Executive Committees .....	Page 34

## APPENDICES

### Appendix 1: Task Force Charge

#### UNIT GOVERNANCE (Executive Committees)

**Issues/Charge:** The following was passed by SACUA on October 3:

“The Unit Governance Task Force shall assess the transparency and status of faculty governance at the unit level including, in particular, (1) the authority and selection of the unit or school executive committees and (2) procedures for changing unit bylaws and, if appropriate and without usurping unit governance authority, make recommendations for improvement. The Task Force shall report to SACUA in December of 2005.”

Senate Assembly volunteers:

1. Semyon Meerkov (Chair)
2. Andreas Blass (LSA)\*
3. Margit Burmeister (Medicine)\*
4. Karen Gibbons (Provost)
5. Rex Holland (Dentistry)
6. Pierre Kabamba (Engineering)\*
7. Tom Powell (Social Work)
8. Keith Riles (LSA)
9. Bill Schultz (Engineering)

\*Member or recent member of unit's executive committee.

## **Appendix 2: Minutes**

**Appendix 2 a:** Minutes of October 27, 2005  
Circulated on November 10, 2005  
Approved on November 17, 2005

### **SACUA UNIT SHARED GOVERNANCE TASK FORCE (USGTF)**

#### **MINUTES OF OCTOBER 27, 2005**

Present: S. Meerkov (Chair), M. Burmeister, K. Gibbons, R. Holland, P. Kabamba, T. Powell, W. Schultz; T. Schneider

Absent: A. Blass\*

\*Professor Blass was unable to attend but provided written input in advance of the meeting.

#### Distributed Materials

1. Task Force charge and membership
2. Email from A. Blass to Chair Meerkov dated October 27, 2005
3. Materials involving College of Engineering (CoE) executive committee elections including a FOIA request
4. 2002-06 unit executive committee results prepared by the Provost's office
5. Table 1: Executive Committee Formation Process dated October 26, 2005
6. Table 2: Issues Addressed by Executive Committees dated October 26, 2005
7. Unit Shared Governance Task Force Outline
8. "Principles of Faculty Involvement in Institutional & Academic Unit Governance at the University of Michigan" dated April 21, 1997

Chair Meerkov called the meeting to order at 5:00 p.m.

The Chair called for introductions including descriptions of academic and governance interests.

Chair Meerkov brought the Task Force's attention to distributed items #5 and #6 and asked members to review the documents for the factual accuracy of how their units are depicted.

Next, the Chair brought the Task Force's attention to distributed item #7 and said this document is a beginning outline for the operation of the Task Force but it is not intended to be inflexible.

Chair Meerkov said the goals of the USGTF are:

1. To strengthen shared governance at the unit level through a wider involvement of the Executive Committees (ECs) in decision making processes, and
2. To improve current procedures for forming ECs by making the election process more democratic and transparent.

## STRENGTHENING SHARED GOVERNANCE AT THE UNIT LEVEL

Chair Meerkov stated that, by reviewing Table 2 (distributed item #6) it is clear that ECs are very involved with promotion and tenure issues, not as much involved with administrative appointments, even less involved with budget matters, and not at all involved with merit raise decisions. Referencing distributed item #8, he said that the Regents' Bylaws state that ECs will address issues of budgets, promotion and appointments but there is no apparent means for enforcing these rules. The Chair offered as a solution the consent of the EC for every action of the unit administration that requires an approval by the Board of Regents. It was also suggested that the EC vote should be included in a Dean's letter to the Provost for promotion decisions and approval.

## IMPROVING CURRENT PROCEDURES FOR ECs FORMATION

Chair Meerkov stated that, currently, there exists a "Rule of Two" in the selection process of ECs and referenced distributed item #5. He said the names of the two highest vote-getters are forwarded to the Provost for a further selection process rather than just the highest vote-getter. Chair Meerkov stated this is not democratic citing distributed item #3 but also referred to distributed item #4 that shows this has happened in only 10 of 150 cases. He further said this "Rule of Two" is not always known in the units and added that informality, in some units, brings in to question the accuracy of the EC vote process. Some Task Force members expressed surprise that the highest vote-getter is not always selected and Professor Burmeister said this information should be made known to faculty. Professor Holland said that selecting the second highest vote-getter (instead of always the first) might at times be for good reason. He also said the selection component of this process is limited to the two highest vote-getters so it maintains some level of democracy. Professor Powell said that the School of Social Work requires transparency in the process so faculty know if the highest vote-getter is passed over. Professor Kabamba asked that Task Force members keep all personal information about this EC election discussion confidential and the Task Force agreed.

## TIME LINE FOR MEETINGS AND REPORT

Chair Meerkov said that the Task Force should meet again to finalize discussion about these topics and that he would then write a draft report for the Task Force to consider at a final, third meeting. Professor Powell said the Task Force could only meet that schedule

if the issues were kept simple. He said there might be a need for a second Task Force to consider other issues.

The Task Force compared availability for a second meeting and selected November 17, a Thursday, from 5:00 – 6:00 p.m. in 6039 Fleming for the next meeting date.

The Task Force adjourned at 6:18 p.m.

Respectfully submitted,

Thomas E. Schneider

## **Appendix 2: Minutes**

**Appendix 2b:** Minutes of November 17, 2005  
Circulated on November 28, 2005  
Approved on December 1, 2005

### **SACUA UNIT SHARED GOVERNANCE TASK FORCE (USGTF)**

#### **MINUTES OF NOVEMBER 17, 2005**

Present: S. Meerkov (Chair), M. Burmeister, K. Gibbons, R. Holland, P. Kabamba, T. Powell, K. Riles, W. Schultz; T. Schneider

Absent: A. Blass\*

\*Professor Blass was unable to attend but again provided input to the Chair in advance of the meeting.

#### Distributed Materials

1. Draft USGTF Minutes of October 27, 2005
2. Executive Committee Election Historical Materials
3. Table 1: Executive Committee Formation Process (revised) dated November 17, 2005
4. Table 2: Issues Addressed by Executive Committees (revised) dated November 17, 2005
5. "Principles of Faculty Involvement in Institutional & Academic Unit Governance at the University of Michigan" dated April 21, 1997

Chair Meerkov called the meeting to order at 5:00 p.m. and announced Professor Riles would participate by conference speaker-phone.

The minutes of October 27, 2005 were approved without change.

Chair Meerkov brought the Task Force's attention to distributed items #3 and #4 and said they had been updated by the Provost's Office since the last meeting and were now more complete. He thanked the Provost's Office for their assistance. Chair Meerkov said the two documents portray the Task Force's two areas of interest – the executive committee (EC) formation process and the issues addressed by executive committees.

Chair Meerkov said that, under the executive committee formation topic, one model for change had been suggested so far. He said Model 1 would require that the name of the one, eligible, executive committee candidate with the most votes to go forward to be submitted to the President for approval by the Board of Regents. Currently, a "rule of two" exists where the two highest vote-getter names go forward. Chair Meerkov added

that, under Model 1, a unit election committee comprised of elected faculty (e.g., outgoing or former EC members and/or unit rules committee members) could conduct the nomination and election process as well as certify the election results. Professor Powell stated that some smaller units may not have or desire an election committee but could use an already existing, faculty-elected committee or individual for this purpose. Professor Riles stated that any election process should: 1) permit write-in candidates, 2) afford secret ballots, 3) require personal statements, and 4) allow for web/internet voting.

The Task Force continued with a discussion about election issues related to run-off elections, nominations from the floor, self nominations, and prior approval of slates of candidates. The issue of diversity in representation on ECs was also raised by K. Gibbons. While there seemed to be uniform interest in maintaining a diverse representation on ECs, the question of who decides and whether the EC election process is the right vehicle for this was debated by the members.

A Model 2 was suggested by Professor Burmeister. Model 2 would maintain the current “rule of two” but would require that an explanation be provided from the dean level to the Regents if the one, highest vote-getter is not chosen. Currently, this occurs in about 3% of cases but without an explanation. Under Model 2, the explanation would not be made public.

A Model 3 was also suggested by Chair Meerkov. Model 3 would maintain the current “rule of two” but would rank order the EC candidates’ vote results and make those results public. Professor Powell suggested combining Model 2 and Model 3. However, Professor Riles argued that, fundamentally, these decisions on exceptions ought to be made by faculty.

Professor Holland stated that it is important to know on what basis the Provost would make a decision to overlook the highest vote-getter. Chair Meerkov said that it is generally on the recommendation of the dean.

It was agreed to wait until the next meeting to vote on the three suggested models.

The Task Force compared availability for a third meeting and selected December 1, a Thursday, from 4:00 – 5:00 p.m. in 6039 Fleming for the next meeting date.

The Task Force adjourned at 6:18 p.m.

Respectfully submitted,

Thomas E. Schneider  
SACUA Office Support Staff

## **Appendix 2: Minutes**

**Appendix 2c:** Minutes of December 1, 2005  
Circulated on December 7, 2005  
Approved on December 16, 2005

### **SACUA UNIT SHARED GOVERNANCE TASK FORCE (USGTF) MINUTES OF DECEMBER 1, 2005**

Present: S. Meerkov (Chair), A. Blass, M. Burmeister, K. Gibbons, T. Powell, K. Riles, W. Schultz; T. Schneider

Absent: R. Holland, P. Kabamba

#### Distributed Materials

1. Draft USGTF Minutes of November 17, 2005
2. Executive Committee Diversity Appointments 1992-02 Email from K. Gibbons dated November 29, 2005
3. Regents' Bylaws Sections IV & V
4. "Principles of Faculty Involvement in Institutional & Academic Unit Governance at the University of Michigan" dated April 21, 1997

Chair Meerkov called the meeting to order at 4:05 p.m. The minutes of November 17, 2005 were approved without change.

Chair Meerkov reminded the Task Force that three (possibly four) Executive Committee formation models were considered at the November meeting and that today's agenda included a vote on the three models.

The Chair described each model:

Model 1 – Abolish the “rule of two” and require a dean, the Provost and the President to forward only the name of the highest vote-getter in an Executive Committee (EC) election to the Regents for appointment.

Model 2 – Maintain the “rule of two” (that the two highest vote-getters go forward from a dean to the Provost) but require documentation of the basis for not selecting the highest vote-getter if it occurs. The documentation would be provided to a dean, the Provost, the President, and the Regents.

Model 3 – Maintain the “rule of two” but publicly announce the rank order of candidates in an Executive Committee election.

Model 4 (?) – Combine Model 2 and 3.

Chair Meerkov asked each Task Force member to convey their thoughts on the proposed models. He said he favored Model 1 partly because it was pure and simple but also because he felt the needs addressed by the other models were addressed adequately by the wisdom of the vote of faculty anyway. He said the current CoE Executive Committee has good diversity even without additional control by the administration. Chair Meerkov said that, since 1992, in only 2% of the cases has the administration selected the second highest vote-getter so it seems the need is small but the risk of abuse is great.

Professor Riles said he agreed with the Chair and favored Model 1 and added that any change from the democratic principles of honoring election results should require a strong burden of proof of validity.

Professor Powell said that he favored Model 3. He said the documentation required in Model 2 may serve no practical purposes since the information is provided only to those already a part of the selection process. Therefore, there is not check and balance as indicated.

Professor Burmeister said that majority rule is not the correct authority in all instances. She said she favored Model 3 but is concerned about the unintended consequences of releasing the rank order results publicly.

Professor Blass said that he favors Model 1 because it addresses the issue directly. He found inadequacies in Model 2 and Model 3 especially the public release of rank order results in Model 3.

Professor Schultz said that he favors Model 2. He said that the Regents' Bylaws state that Executive Committee members are appointed by the Regents on the recommendation of the President. He said faculty have the right to elect Senate Assembly members but not Executive Committee members. He said that Executive Committees are in between a dean's cabinet (of associate and assistant deans which is administratively appointed) and Senate Assembly (which is faculty elected). Professor Schultz said, however, that he would like to see more accountability than currently exists when a highest vote-getter is passed over administratively.

K. Gibbons stated that she favors Model 2. In addition to agreeing with Professor Schultz's remarks, she said diversity is only one of the factors considered by the administration when selecting the second highest vote-getter. She said that greater accountability is desirable but that a second highest vote-getter still does represent the faculty.

Chair Meerkov called for a vote on the proposed models. Three Task Force members voted for Model 1, five members voted for Model 2 (there was one absentee ballot), and

no members voted for Model 3 or Model 4. The Chair thanked the Task Force members and said he would pass on these results to SACUA with the intent that it be sent to Senate Assembly for further action. Professor Blass asked the Chair if it would be desirable for SACUA to discuss these results with the Provost before it goes to Senate Assembly. Chair Meerkov agreed and stated that SACUA would meet with the Provost on the following Monday. K. Gibbons, as Chief of Staff to the Provost, stated that she felt the discussion would be possible if it fit SACUA's agenda for that day.

Having addressed the issue of Executive Committee formation, Chair Meerkov asked the Task Force to consider the issue of Executive Committee function. He said a particularly important aspect of Executive Committee function is enforcement of an Executive Committee's right to function in certain areas. Quoting from distributed item #4, Chair Meerkov said these areas are: 1) promotion and tenure, 2) budget, 3) administrative appointments, and 4) merit raises.

The Chair said that one model for Executive Committee functioning would be simply to require that an Executive Committee "consent" to all administrative actions in these four areas.

Professor Blass suggested a graduated formula for a second model in which Executive Committees would 1) "vote for or against" (decide) matters involving tenure and promotion, 2) "consent" (veto power) to matters involving administrative appointments (associate and assistant deans), 3) "advise" on budget matters, and 4) "get involved if necessary" on merit raises. Professor Schultz provided a friendly amendment to the second model and stated that merit raises should be considered a sub-portion of budget. He said the second model could state the "Executive Committee shall be given all necessary information to provide oversight of the budget."

By a unanimous vote, the Task Force approved the second function model.

The Task Force then considered issues of enforcement and election process (secret ballots, on-line voting, and write-in candidates) and it was decided to address these issues at a later date. Chair Meerkov thanked the Task Force for its important work and said he would draft a Task Force report for submission to SACUA by Monday, December 5. He said he would distribute the draft for comment.

The Task Force adjourned at 5:48 p.m.

Respectfully submitted,  
Thomas E. Schneider

**Appendix 3: Table 1 Executive Committees Formation Process**

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Architecture</b>	<p align="center"><b>Yes</b></p> <p><a href="http://www.tcaup.umich.edu/facultystaff/tcaupcollegeules0903.pdf">http://www.tcaup.umich.edu/facultystaff/tcaupcollegeules0903.pdf</a></p> <p>Dated: September 29, 2003</p>	<p>Preliminary ballot @ a regular faculty meeting in winter term</p>	<p>Written Final ballot contains three times number of vacancies to be filled and consists of candidates on preliminary ballot receiving the highest number of votes. Each member of the Governing Faculty may vote for a number of candidates not exceeding number of vacancies to be filled, without indicating preference.</p>	<p>Thirty days after the ballots have been sent, the Secretary of the Faculty and two members of the Executive Committee open and count the ballots returned. Final panel, equal to twice number of vacancies, contains those candidates receiving the highest number of votes.</p>	<p align="center">No</p>	<p>Dean forwards results of the vote, including the number of votes received by each member of the panel, to the Provost. In forwarding the results, the Dean may choose to comment on the panel. The Provost's recommendations are forwarded to the Regents, who make the appointments.</p>	

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Art and Design</b>	<p>Yes</p> <p>Dated: last revised April 2001</p> <p>Faculty By-laws are not available on the internet, nor on the intranet</p> <p>Information also obtained from Associate Dean for Academic Affairs</p>	<p>Prior to the election the Nominating Committee shall prepare a panel of nominees. At least two names shall be provided for each opening to be filled. Each nominee shall be contacted by the committee and must agree to serve if elected. The slate of nominees shall be announced to the faculty in writing at least one week before the election meeting. The Secretary of the Faculty shall collect the ballots and designate two faculty members to tally and announce the results. The two receiving the highest numbers of votes for each position shall constitute the slate of nominees. Normally, the election process for the Executive Committee shall take place during the Winter Term of the academic year, with newly elected members taking their position with the beginning of the subsequent fall term.</p>	<p>Following the nomination procedure, a mail secret ballot shall be prepared and distributed by the Secretary of the Faculty for election. Each voter may cast one vote for each available position, choosing from the list of nominees on the ballot.</p>	<p>The Secretary shall receive the ballots by a given date, tally the results, and announce the results to the faculty, including number of votes by each nominee.</p>	<p>Yes</p> <p>The Secretary shall...announce the results to the faculty, including number of votes by each nominee.</p>	<p>The Dean forwards the results of the voting to the Provost.</p>	

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Business</b>	Yes Dated: Updated 4/23/03 by faculty vote By-laws are not available on the internet, nor on the intranet.	Nominating committee composed of out-going members of current Exec Committee and out-going members of the previous year's Exec Committee	Mail ballot	At least two (try for three) current Exec Committee members open and count the ballots	Dean informs faculty of top 2- 3 candidates for each open position without vote counts	Dean forwards the results to the President for referral to the Regents, who make the appointments.	
<b>Dentistry</b>	Yes  School of Dentistry Bylaws Dated: March 2002  From <a href="https://intranet.dent.umich.edu/faculty/">https://intranet.dent.umich.edu/faculty/</a> click on "Amended Bylaws" on the left margin and you get a pdf version of the Bylaws	The Nominations and Elections Committee will prepare a slate of three eligible faculty members for every open appointment on the committee.	Used to be by mail ballot  (First electronic election in Fall 2005; bylaws will be amended this year.)	Hard copy ballots were counted by two members of Nominations and Elections Committee.  In new web process the Nominations and Elections Committee will verify the counts--process changing and not totally finalized at this time (October 26)	No  Detailed vote results not released to the faculty	Dean recommends to the President two persons selected in order of the faculty vote	
<b>Education</b>	Yes  School of Education Bylaws Effective date: September 1, 2005 Approved by faculty action 2/17/2005  [SOE Bylaws not on the internet]	Nominating ballot  A nominating ballot that includes all eligible faculty members is distributed to eligible voters. Each voter shall name a first and second choice, in order of preference.	At least two weeks later, tellers shall issue a final ballot that reflects the four names that received the highest number of votes based on the weighter total from the nominating ballot, including all names tied for 4th place. Voters shall cast a final vote by again each rank ordering their 1st and 2nd choice.	Tellers report the results of the final ballot to the Dean..	No, detailed vote results are not released to the faculty. Newly elected members are announced to the faculty only after approval by the Provost/Regents	Dean notifies the Provost of those selected by preferential faculty vote, and recommends those with the highest number of votes for each available at- large membership.	Yes

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Engineering</b>	Yes  <a href="http://www.engin.umich.edu/admin/adaa/facultyrules.pdf">http://www.engin.umich.edu/admin/adaa/facultyrules.pdf</a>  Dated: April 22, 2004	Nominating committee	Web based	The Secretary shall act as the electoral officer. Web-based ballots must be entered within three weeks of notification. Web-based ballots are electronically authorized and counted. Additional votes are informally included.	No	Two highest votes submitted to the Provost for selection	Yes
<b>Information</b>	Uses Regents' Bylaws <a href="http://www.umich.edu/~regents/bylaws/index.html">http://www.umich.edu/~regents/bylaws/index.html</a>	School of Information does not have an Executive Committee.					
<b>Kinesiology</b>	Yes  Faculty and Staff Handbook Dated: Update 10/05/05  Information also obtained from Dean's Executive Assistant.	The Dean's Executive Assistant emails a ballot to all continuing line faculty from a list of eligible tenure or tenure line faculty.	Ballots on which voting faculty rate their preference for the candidates from 4 (top) down to 1	Ballots are returned to the Dean's Exec Sec who collects and forwards them without voters' names to the Assoc Dean for Research and the Academic Program Coordinator for tallying	No	Summarized voting results are shared with the Dean, who prepares materials to be sent to the Provost, including background information concerning the faculty vote and some highlights concerning each faculty member's relevant expertise. Dean's recommendation to Provost/President is based on tallying done by the ADR and APC reflects the outcome of the balloting. Provost notifies Kinesiology of final Regental approval.	
<b>Law</b>		Provost's Office staff member reports that the Law School does not have an Executive Committee.					

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
LSA	<p>Yes</p> <p>College of Literature, Science, and the Arts Faculty Code</p> <p>Dated: most recent revision August 2005</p>	Nominating committee	Hard copy mail ballot	<p>Code: Mail ballot conducted under the supervision of the Dean by procedures designed to assure a secret vote of the governing faculty.</p> <p>-----</p> <p>Staff in the Dean's Office report that the votes are counted by one staff member and recounted by a second staff member to verify the results.</p>	<p>Yes by the Code:</p> <p>Results of faculty elections by mail ballot shall be reported to the faculty by the Dean at the next regularly scheduled faculty meeting following voting.</p> <p>-----</p> <p>Staff in the Dean's Office report that the names of those to be appointed are announced at the faculty meeting following the vote.</p>	<p>Dean submits to the President the list of candidates receiving the two highest numbers of votes in each College division (Humanities, Nat Sci, Social Sci) with vacancies as the expression of the faculty's preference</p> <p>-----</p> <p>Staff in the Dean's Office report that leave arrangements may eliminate one of the highest voted candidates.</p>	

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
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<b>Medicine</b>	<p>Yes</p> <p>Medical School Bylaws Dated: May 2001 Appendices Revised August 2003 <a href="http://www.med.umich.edu/medsch/faculty">http://www.med.umich.edu/medsch/faculty</a></p> <p>Provost's office staff provided portions dated May 2001</p> <p>and also information obtained from Dean's Executive Assistant</p>	<p>Nominations process consists of two phases: 1) There will be a call for nomination phase. This will be presented electronically with a list of available candidates, 2) From the nominees a ballot will be constructed. The nominees with the top 10 nominations will generally form the slate – although if there is a reasonable margin in the slate between the top and bottom nominees, the top group will be selected under the prerogative of the Associate Dean for Faculty.</p>	<p>The final ballot will be presented and voting done electronically unless for technical reasons a paper ballot is necessary.</p>	<p>Votes are counted electronically and compiled by the information systems staff.</p>	<p>Faculty members appointed are announced in an email to all faculty and posted on the Medical School Faculty website.</p>	<p>Customarily the recipient of the highest number of votes in each category is selected, but discretion over the decision resides with the President and final approval with the Regents.</p>	<b>Yes</b>
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Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Music</b>	<p>Yes</p> <p>School of Music Policies and Procedures A Handbook for Faculty</p> <p>September 2004</p> <p><a href="http://www.music.umich.edu/faculty_staff/auth/fac_handbook/index.html">http://www.music.umich.edu/faculty_staff/auth/fac_handbook/index.html</a></p>	<p>A committee consisting of the two members of Executive Committee whose terms are expiring and one member of the faculty-at-large, named by the Executive Committee, shall prepare initial panels of nominees.</p>	<p>Voting is by secret ballot. Each voter indicates a preferential ordering of the choices.</p>	<p>Secretary of the Faculty, appointed by the Dean, serves as Teller in tallying the votes in faculty elections, with the assistance of the chair of the Council of Departmental Representatives, who serves as Second. Teller and Second tally the votes utilizing numerical weighting appropriate to the preferential nature of the ballot and report to the dean, in writing, the results of such balloting.</p>	<p>The Teller informs the faculty of the results of the election by listing in preferential order the two leading nominees from each slate where there is one nominee to be selected and the three leading nominees from each slate where there are two nominees to be selected. Names of the other nominees will be listed alphabetically.</p>	<p>“The dean will report the results of the voting to the appropriate office of the University for consideration of the Regents or their designate(s) at their June meeting,... The dean’s report will be in such form as is acceptable to that office. Announcement of the appointments will be made in such manner as chosen by the Regents or their designate(s).”</p>	

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Natural Resources &amp; Environment</b>	Yes  Bylaws of the Faculty  4 December 2002  [not on the internet; probably on the intranet accessible only by SNRE faculty and staff]  and also information obtained from the Dean	Dean sends a written ballot to each member of the Governing Faculty listing the names of all eligible, tenured faculty.	Each Governing Faculty member ranks twice as many tenured faculty members as there are vacancies. Nominees are ranked according to the number of 1 <sup>st</sup> , 2 <sup>nd</sup> , etc place votes received.	The Secretary of the Faculty and the Parliamentarian count the votes together and submit a ranked list of votes to the Dean.	Not per se. The Dean negotiates with the faculty members holding the highest number of votes. Once she gets agreement from them to serve on the committee, the newly elected members are announced to the faculty.	Using the top vote-getters, twice as many nominees as vacancies are forwarded to the Provost, along with the strength of each nominees's support and the importance of balanced discipline representation. Executive Committee members are appointed by the Board of Regents on recommendation of the President.	
<b>Nursing</b>	Yes  <a href="http://www.nursing.umich.edu/gateway/faculty/faculty-handbook.pdf">http://www.nursing.umich.edu/gateway/faculty/faculty-handbook.pdf</a>	Bylaws: Elections Committee prepares a slate of qualified candidates  In practice nominations come from a general election by the governing faculty of candidates self- nominated or nominated by colleagues.	Elections Committee conducts one general election each April.	Elections Committee tabulates and communicates the results before the end of May.	No  Elections Committee forwards election results to the Dean, listing names from highest to lowest vote count.	The Dean forwards to the Regents the list of nominees in order of faculty vote and recommends appointments according to the order of the election results.	

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Pharmacy</b>	<p style="text-align: center;">Yes</p> <p>By-laws of the Faculty of the College of Pharmacy are part of the Faculty Handbook  <a href="http://sitemaker.umich.edu/copforms/faculty_handbook">http://sitemaker.umich.edu/copforms/faculty_handbook</a></p> <p>Information provided here comes from a 2003 version provided by the Provost's Office staff.            Bylaws updated May 2005</p>	<p>Call for nominations is issued in March. Nominations must be in writing and signed by at least two members of their respective departments.</p>	<p>Ballots are distributed to the department members by the Secretary of the College, who oversees the election procedure. Each voting faculty member marks an "x" on the ballot for a single preferred nominee.</p>	<p>A committee of two tellers will be appointed by the Dean. The results are reported to the Dean.</p>	<p>No</p> <p>Upon written request to the Dean, within 6 months of the appointment date, any College of Pharmacy faculty member will be provided with the name of the candidate receiving the largest total number of votes.</p>	<p>Dean recommends to the President (through the Provost) the two persons receiving the largest number of votes together with the numerical tally of the results. The President carries a recommendation to the Regents for appointment to the Committee.</p>	

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Public Health</b>	Yes, however they exist in bits and pieces. Policy 72-5, approved Oct 1972 Procedure for Election of Nominees for Membership on the Executive Committee [Not on internet.]	Requests for nominations are distributed by the Secretary of the Governing Faculty in April or May. Advance nominations shall be in writing, signed by at least two members of the Governing Faculty; each person proposed should have consented to his nomination.	As soon as possible after the deadline for nominations, the Secretary distributes to the Governing Faculty a ballot listing the nominees and stating the voting procedure. It is a mail ballot.	The ballots are counted for determination of the first person to be recommended to the President. The method used is a modified Hare System in which successive counts are made, eliminating last place nominees, until one nominee has a majority or until it is determined that no nominee can achieve a majority. After determination of the person to be recommended first, all ballots are recounted in the same way for selection of the person to be recommended second.	Yes  The names of the two persons selected are reported to the faculty along with any exceptional procedures required in the counting.	The results are reported in detail to the Dean, who thereupon recommends to the President the two persons selected in the order of their selection. The President, taking this order into consideration, recommends one person for appointment by the Board of Regents.	

Processes Units	Do formal rules exist? (URL)	Nomination Process	Election Process	Counting Process	Are results of elections public?	Selection/ Appointment Process	Are the formal rules observed?
<b>Public Policy</b>	Yes Bylaws provided by Provost's Office staff are dated 1996. <b>Faculty and Staff Handbook is available on the School's Intranet. Information also obtained from Chief Administrative Officer in the Dean's Office.</b>	A slate of nominees will be elected by the governing faculty annually in the Spring by a mail ballot.	Mail ballot	The Chief Administrative Officer and Dean's Executive Secretary open the ballots and count the votes.	Yes Results of the election are not made public, with the exception of the top two vote getters.	Dean reports the results of the voting, together with his/her recommendations, to the appropriate office of the Univ. for consideration of the Regents or their designate(s)	
<b>Social Work</b>	Yes SSW Faculty Handbook Provost's Office version of handbook was printed off 8/02/05 <a href="https://private.ssw.umich.edu/facHandbook/">https://private.ssw.umich.edu/facHandbook/</a>	All eligible faculty members are listed on the ballot.  If there are open slots for a tenured faculty member and a non- tenured faculty member, two ballots are provided, one containing the names of eligible tenured faculty and the other containing the names of eligible non-tenured faculty.	Dean appoints an Executive Committee member to conduct the election, which is by secret ballot. Voting faculty members rank order their preferences from 1-4 on the ballot.	Votes are weighted in reverse order.	Upon Regental appointment of the new Executive Committee members, faculty are notified of the new members, the names of the nominees sent forward, and their rank order in the balloting.	Names of the top (2n in the case of n openings) vote getters will be forwarded to the Provost, who makes the final determination of who will serve.  In the case of ties, the number of nominees receiving the highest cumulative points, whether this is 5 or 6 nominees, for example, are forwarded to the Provost. All members are appointed by the Board of Regents on the recommendation of the President of the University.	

Appendix 4: Bentley Material

Appendix 4a: 20 September 1972 Letter from Vice President for Academic Affairs Allan F. Smith to Dean William R. Mann, School of Dentistry

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THE UNIVERSITY OF MICHIGAN  
ANN ARBOR

*guc*

ALLAN F. SMITH  
Vice-President  
for Academic Affairs

September 20, 1972

RECEIVED

SEP 21 1972

PRESIDENT'S  
OFFICE

Dean William R. Mann  
School of Dentistry  
1235 New Dental Building

Dear Bill:

I'm sure you already saw it in the paper but this is to complete the record that the Regents did approve the increasing of the size of the Executive Committee from three to six members. You may proceed to select additional nominees as you wish in the School. As you know, the final recommendation comes from the President to the Board of Regents and we expect the panel presented to the President to contain twice the number of persons to be appointed.

When you do give us the recommendations for the new members, will you please find a way to make the appointments in a manner which will assure the capability of rotation.

Sincerely yours,

*Allan*

Allan F. Smith

AFS:srk

c.c. President R. W. Fleming ✓

Appendix 4b: 16 April 1982 Letter from Virginia Nordby to Robert Holmes,  
Assistant to the Vice President for Academic Affairs

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OFFICE OF THE PRESIDENT

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AFFIRMATIVE ACTION  
PROGRAMS

April 16, 1982

Mr. Robert Holmes  
Assistant to the Vice President  
for Academic Affairs  
The University of Michigan

Dear Bob:

Could you let me know sometime when convenient whatever happened regarding Joan Stark's attached memorandum to Bill Frye? My recollection is that Bill needed some response before I had a chance to dictate one and so I gave you a telephone reaction. That reaction was that, if I am the one in the President's Office referred to, I was badly misquoted by Professor Lehmann.

The practice of sending twice as many nominations as open positions to be filled by the Regents has been a long-standing one, going back to the earliest days of Robben Fleming, at least. The practice is followed not only with regard to Executive Committee appointments, but with regard to faculty and student appointments to every major committee. Although it is true there is nothing in the Regents' Bylaws which specifically requires this practice, the long and unbroken tradition in itself suggests to me a "common Law" rule at the University. //

I will be interested to know what the School of Education finally did on this matter and whether Vice President Frye communicated my views to the Dean and Professor Lehmann.

Sincerely yours,

*Virginia*

Virginia B. Nordby

VBN/ms  
Enc.

cc: President Shapiro

The University of Michigan, as an Equal Opportunity/Affirmative Action employer, complies with applicable federal and state laws prohibiting discrimination, including Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. It is the policy of The University of Michigan that no person, on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, handicap or Vietnam-era veteran status, shall be discriminated against in employment, educational programs and activities, or admissions. Inquiries or complaints may be addressed to the University's Director of Affirmative Action, Title IX and Section 504 Compliance, 5030 Administration Building, Ann Arbor, Michigan 48109, 313-763-0233.

Appendix 4c: 7 December 1983 Memorandum to Virginia B. Nordby, Policy Advisor, from Dan Sharphorn, Assistant Policy Advisor

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FOR INTRA-UNIVERSITY CORRESPONDENCE

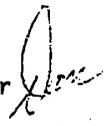
THE UNIVERSITY OF MICHIGAN

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

December 7, 1983

MEMORANDUM

TO: Virginia B. Nordby, Policy Advisor

FROM: Dan Sharphorn, Assistant Policy Advisor 

SUBJECT: Requiring Two Nominees per Opening for Committee Appointments

For appointments to the Board in Control of Intercollegiate Athletics (R. 11.214) and the Advisory Committee on Recreational Sports (R. 11.219), the Bylaws require a panel of twice as many nominees as available positions (note that the panel is required to be unranked). Incidentally, I believe the wording in both of these could be made clearer and more consistent with other Bylaws if they stated that the President and MSA "nominated" or "recommended" to the Board for appointment, rather than that the President and MSA "appointed. . . subject to approval by the Board."

Although nothing is said in the Bylaws about appointments to any other committees, it has become a "common law" rule at the University to provide a double list for many committees (see your April, 1982, memorandum attached). The President should be able to require such double lists for any committee appointment for which he is either the appointing or the recommending authority: e.g., Executive Committees (Chapter XI and R. 5.06), the Committee on Honorary Degrees (R. 9.03), The University of Michigan--Dearborn Citizens Advisory Committee (R. 11.031), The University of Michigan--Flint Citizens Advisory Committee (R. 11.072), the Mental Health Research Institute Advisory Committee (R. 11.133), The University Hospitals Public Advisory Board (R. 11.151B), the School of Social Work Advisory Council (R. 11.201), and the Committee on Broadcasting (R. 13.16).

Unless the Regents object, under the "common law" rule the President should also be able to require a double panel for any appointment that is made by the Regents, even if the President is not specifically mentioned as a recommending authority: e.g., the Military Officer Education Committee (R. 13.03).

The President probably cannot require double lists for appointments to the Committee on Communications (R. 7.01), to the University Council (R. 7.02), nor to the Library Council (R. 12.011), since the Bylaws grant appointment authority to the Senate Assembly and MSA. Likewise, the Dean of the Medical School has appointing authority for the Kresge Hearing Research Institute (R. 11.135) and the President, apparently, is not involved.

-2-

I believe this covers every committee for which there is a Regents' Bylaw that specifies membership appointments. (The following committees say nothing about how members are appointed: the Committee on Patents and Copyrights [R. 3.10], the Clements Library Committee of Management [R. 12.03], and the Development Council Board [R. 13.05].) Absent specific regentally approved language to the contrary, I believe the "common law" rule controls all other committee appointments in which the President or Regents are involved. I do not know all of the committees this entails, but I believe Kathy West could provide an accurate list.

There is one practical concern that should also be kept in mind regarding this issue. I am told that SACUA/Senate Assembly and especially MSA often have difficulty finding even one person willing to serve on some of these committees.

MS  
Attachment

Appendix 4d: 23 September 1985 Letter from Vice President for Academic  
Affairs and Provost Billy E. Frye to Deans and Directors

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THE UNIVERSITY OF MICHIGAN

ANN ARBOR

48109

*Office of the Vice Presidents  
for Academic Affairs  
and Provost*

BILLY E. FRYE  
*Vice Presidents  
Provost*

September 23, 1985

Deans and Directors

Dear Colleagues:

In the interest of administrative tidiness, I would like us to adopt a somewhat more systematic process for handling executive committee nominations.

The nominations should be submitted to me for my recommendation to the President. It would be helpful if your letters would also provide some background information on the demographic and disciplinary characteristics of the current and proposed members of the committee. I would, of course, like to have information about the faculty vote, and your own recommendation. I would welcome any additional information you think would be useful in deciding which nominations to submit to the Regents.

I shall send your nominations on to the President with my recommendations. As soon as he has decided which names he intends to submit to the Board of Regents, his office will inform you of that decision (and prepare the Regents Communication). You may wish at that point to notify the individuals involved, so that the complete slate of nominees is aware prior to the Regents meeting which names the Board is being asked to approve.

Once the Regents have acted, the Secretary of the University will, as he currently does, officially notify you and the selected individuals of the decision.

I appreciate your cooperation.

Sincerely,

*Billy E. Frye*  
Billy E. Frye

REF:klp

cc: President Harold T. Shapiro  
Vice President Richard L. Kennedy  
V1873

bcc: Susan Callahan  
Susan Lipschutz

## Appendix 5: Diversity Appointments

### Appendix 5a:

#### Diversity Appointments to Executive Committees

Appointment year	Number
1992-93	1
1993-94	1
1994-95	1
1995-96	0
1996-97	2
1997-98	0
1998-99	1
1999-00	1
2000-01	0
2001-02	1

JW  
11/30/05

**Appendix 5b: School/College Executive Committee Results  
2002 - 2006**

	A	B	C
2002 – 2003	39	2	5%
2003 – 2004	37	3	8%
2004 - 2005	36	1	3%
2005 – 2006	38	4	11%
<b>OVERALL TOTAL</b>	<b>150</b>	<b>10</b>	<b>7%</b>

A= total number of Executive Committee vacancies

B= total number of positions filled by someone other than the top vote recipient

C= percentage of positions filled by someone other than the top vote recipient

Reasons positions were filled by someone other than the top vote recipient

1. No reason on file (3)
2. Individual elected left the University (1)
3. Elected individual had a conflict with a matter to be addressed by the Executive Committee (1)
4. Conflict with another unit service obligation (4)
5. Balance in departmental representation (1)

klg  
9/30/05

## Appendix 6: Table 2 Issues Addressed by Executive Committees

Unit : / Issue:	Promotion and Tenure	Admin. Appointments	Budget	Merit Raises
<p><b>Architecture</b></p> <p>Information taken from Sept 29, 2003, <i>Rules</i></p>	Yes	Yes  Dean consults Executive Committee members and chairs.	Yes  The Dean consults with Executive Committee members on general budget planning and updates.	Yes  Has a central role in the annual evaluation of the performance of tenured, tenure-track and clinical faculty. Merit raises are based on individual performance evaluations that are made and discussed by Executive Committee members, chairs and dean.
<p><b>Art and Design</b></p> <p>Information taken from Faculty and Staff Handbook: <i>An Operations Manual for the School of Art &amp; Design</i> Dated: September 2005 and from unit <i>By-laws</i> provided by Provost's Office staff and from talking with unit staff and Associate Dean for Academic Affairs</p>	Yes	Yes  The Executive Committee approves appointments of associate deans. The School of Art & Design has no departments [chairs].	Yes	Yes

## Appendix 6: Table 2 Issues Addressed by Executive Committees

Unit : / Issue:	Promotion and Tenure	Admin. Appointments	Budget	Merit Raises
<b>Business</b> Source updated 4/23/2003	Yes	No	Yes	Yes  Has a role in the annual evaluation of the performance of members of the Governing Faculty. Merit raises are based on the performance evaluation.
<b>Dentistry</b> Bylaws dated March 2002	Yes	Yes  Exec Comm is consulted by the Dean before the Dean recommends the appointment of Assistant and Associate Deans to the President.	Yes	No
<b>Education</b> Information taken from <i>School of Education Bylaws Effective date: Sept 1, 2005 and the Associate Dean for Academic Affairs</i>	Yes	Yes  Exec Comm is consulted by the Dean before the Dean initiates and recommends to the President for Regental appointment no more than three administrative officers with the rank of assistant or associate dean.	Yes	No
<b>Engineering</b> Information taken from Rules of the Faculty of the College of Engineering (Revision: April 2004)	Yes	The Dean appoints staff, including Associate/Assistant Deans without formal input from the EC.	Yes by Regents' Bylaw Chapter V. Sec. 5.06 mentioned in Rules	No

## Appendix 6: Table 2 Issues Addressed by Executive Committees

Unit :	Issue:	Promotion and Tenure	Admin. Appointments	Budget	Merit Raises
<b>Information</b>	School of Information does not have an Executive Committee				
<b>Kinesiology</b>  Information taken from May 2003 Faculty and Staff Handbook document page provided by Provost's Office staff – Handbook updated October 5, 2005 – and from Dean's Executive Assistant	Yes	No	No	No	No  Executive Committee performs extensive reviews of all faculty members' performance and makes detailed recommendations to the Dean.
<b>Law</b>	Provost's Office staff member reports that the Law School does not have an Executive Committee.				
<b>LSA</b>  Information taken from the <i>LSA Faculty Code</i> August 2005 and from Dean's Executive Assistant	Yes	The Executive Committee serves in an "advisory" capacity for Chair/Director searches. The Dean appoints staff, including Associate/Assistant Deans, without input from the EC.	Yes, per Regents' Bylaw Chapter V. Sec. 5.06	No	No
<b>Medicine</b>  Information taken from the <i>Medical School Bylaws</i> May 2001	Yes	<b>Yes Only the administrative appointments requiring Regental action.</b>	Yes	No	No

## Appendix 6: Table 2 Issues Addressed by Executive Committees

Unit : / Issue:	Promotion and Tenure	Admin. Appointments	Budget	Merit Raises
<p><b>Music</b></p> <p>Information taken from <i>Policies and Procedures: A Handbook for Faculty</i> September, 2004</p>	Yes	Selection of department chairs and divisional directors is the responsibility of the dean, with the concurrence of the Executive Committee.	Yes by Regents' Bylaw Chapter V. Sec. 5.06 as noted in the Handbook for Faculty	<p style="text-align: center;">Yes</p> <p>Exec Comm rates each faculty member on the basis of merit. The salary increase will then be determined by the dean based on the merit rating assigned by the Executive Committee</p>
<p><b>Natural Resources &amp; Environment</b></p> <p>Information taken from the <i>Bylaws of the Faculty</i> 4 December 2002 and from the Dean</p>	Yes	The Dean makes appointments of Associate Deans, with input from the Executive Committee.	Yes	<p style="text-align: center;">No</p> <p>The Executive Committee does not have a role in faculty merit decisions or salary increases.</p>
<p><b>Nursing</b></p> <p>Information taken from <i>Faculty Handbook</i> Oct 2004</p>	Yes	Yes	Yes	<p>Recommendations for an exemplary performance salary increase or bonus...will be reviewed and recommended by the Executive Committee; and recommendations made to the Dean.</p>

## Appendix 6: Table 2 Issues Addressed by Executive Committees

Unit : / Issue:	Promotion and Tenure	Admin. Appointments	Budget	Merit Raises
<p><b>Pharmacy</b></p> <p>Information taken from portion of the <i>By-laws of the Faculty of the College of Pharmacy (part of the Faculty Handbook)</i> provided by the Provost's Office staff 2003 – Bylaws updated May 2005 - and staff member in the Dean's Office</p>	Yes	Yes	Yes	No
<p><b>Public Health</b></p> <p>Information taken from portion of the <i>Public Health By-laws</i> provided by the Provost's Office staff 2003, from SPH's Accreditation Self Study Report, September 2004, and from Senior Associate Dean for Administration</p>	Yes	<p style="text-align: center;">Yes</p> <p>The Executive Committee advises the Dean concerning appointments of department chairs.</p>	<p style="text-align: center;">Yes</p> <p>The Executive Committee reviews the Dean's annual budget.</p>	<p style="text-align: center;">No</p> <p>Merit raises are determined by the Dean's office and department chairs</p>
<p><b>Public Policy</b></p> <p>Information taken from portion of the Bylaws provided by the Provost's Office staff and from Chief Administrative Officer in the Dean's Office</p>	<p>The Executive Committee consults as Governing Faculty on promotion and tenure cases.</p> <p>Not specified in portion of the Bylaws provided by the Provost's Office staff.</p>	<p>The Dean consults with the Executive Committee regarding her choice for the Associate Dean. The Ford School does not have department chairs.</p> <p>Not specified in portion of the Bylaws provided by the Provost's Office staff.</p>	<p>The Dean reviews the budget with the Executive Committee, but it does not have any budget decision-making role.</p> <p>Not specified in portion of the Bylaws provided by the Provost's Office staff.</p>	<p>Each year all faculty are asked to submit an annual report. The Executive Committee reads all these reports and provides the Dean with relative rankings. Not specified in portion of the Bylaws provided by the Provost's Office staff.</p>

## Appendix 6: Table 2 Issues Addressed by Executive Committees

Unit : / Issue:	Promotion and Tenure	Admin. Appointments	Budget	Merit Raises
<p><b>Social Work</b></p> <p>Information taken from portion of the SSW provided by the Provost's Office staff and from the Associate Dean for Faculty Affairs</p>	Yes	<p>Yes</p> <p>The Dean consults with the Executive Committee as well as the Governing Faculty seeking nominations and feedback on possible candidates.</p>	Yes	<p>Yes</p> <p>The merit system is entirely driven by the Executive Committee. All evaluations are conducted by the Executive Committee members.</p>