

University Senate Report
Board of Control Meeting
October 3, 2014

Craig Waddell, President
University Senate

Shared governance is Michigan Tech's official governing philosophy.

It's a process that includes the Board of Control, the Administration's Executive Team, the University Senate, and others.

According to the Governance page in Michigan Tech's 1997 Self-Study Report:

“[S]hared governance . . . is defined in the *Faculty Handbook* [1.2A, Section 1.4] and on the [Administration web page](#) as **‘the faculty, staff, and the administration participating cooperatively in developing policies for governance of the University.’** Effective governance is considered a product of trust and shared responsibility. Shared governance is also stated as an objective in the strategic plan: Involve the faculty fully in the governance of the University (subgoal 4.2.2).”

<http://www.admin.mtu.edu/admin/nca/report/ch2/ch2p3.htm>

[The boldface quote-within-the-quote has recently been removed from the Administration webpage, but it still appears in the Tenured/Tenure Track Faculty Handbook at

<http://www.admin.mtu.edu/admin/prov/facbook/ch1/1chap-10.htm>

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On the President's homepage, the list of nine items for which the President is ultimately responsible includes "effective shared governance."

<http://www.admin.mtu.edu/admin/pres/>

A key rationale for shared governance is the prospect of developing better ideas by including diverse voices:

“The best way to get a good idea is to get a lot of ideas.”

— Linus Pauling (1901-1994), Nobel Laureate: Chemistry, 1954; Peace, 1962

“[Deliberation] is the art of discovering warrantable beliefs and improving those beliefs in shared discourse.”

— Wayne Booth, Dean, The (undergraduate) College of the University of Chicago

The University Senate represents over 1,000 Michigan Tech faculty and professional staff.

As defined by its Constitution, which is Board of Control Policy, the Senate plays three roles in shared governance:

1. Reviewing and **establishing** policies and procedures in a variety of areas, including, for example, academic matters.
2. Reviewing and **recommending** policies and procedures in other areas, including, for example, fringe benefits.
3. Providing a forum for discussing matters of interest to the campus community.

Over the course of the past year, there have been significant improvements in shared governance; for example, in healthcare insurance policy, assessment, general education, intellectual property, and IT policies and procedures.

Governance Scenarios

High	Senate Displaces Administration	Senate & Administration Collaborate
Low	Senate & Administration Disengage	Administration Displaces Senate
	Low	High

Administrative Engagement

Note: Modeled after Chait, et al. 2005

The Senate accepts the challenge to be highly engaged, **but** effective engagement requires, among other things, time and information, which, to some extent, are controlled by the Administration.

Healthcare information provides an example of both (information and the time needed to generate it):

Example A: Moral Hazard vs. Behavioral Hazard

Moral hazard is defined as health-care-consumption choices that are made frivolously because the consumer bears no financial cost for these choices.

Behavioral hazard is defined as health-care-consumption choices that are made to save money or avoid inconvenience in the short-term and wind up costing more money in the long term.

What effect does each have on healthcare costs and healthcare policy?

- A study by the New England Healthcare Institute estimated that solving non-adherence due to behavioral hazard could save \$290 billion a year, or 13% of total annual medical spending in the United States <http://goo.gl/CWEx2m>
- A study reported in the August 2013 edition of *Medical Care* found that “males whose employers switched them from a traditional HMO to a high-deductible health plan reduced their use of emergency department high-severity visits by 34 percent. That is, they did not go to the emergency department when the severity of their condition clearly warranted it. That was followed a year later by a 30 percent increase in hospitalizations.”

“The Impact of High-Deductible Health Plans on Men and Women: An Analysis of Emergency Department Care” (*Medical Care* 51.8 [August 2013] 639-645), Kozhimannil et al.

<http://www.ncbi.nlm.nih.gov/pubmed/23685403>

Hence: Senate Proposal 32-14 “Notification Time for Changes in Fringe Benefits and Questions for Healthcare Insurance Consultants” was passed by the Senate and approved by the Administration.

<http://www.admin.mtu.edu/usenate/propose/14/32-14.htm>

Example B: Effects of Wellness Programs

A 2010 study conducted at Harvard analyzed 32, peer-reviewed studies of the effects of institutional wellness programs and concluded:

“We find that medical costs fall about \$3.27 for every dollar spent on wellness programs, and absentee day costs fall by about \$2.73 for every dollar spent. This average return on investment suggests that the wider adoption of such programs could prove beneficial for budgets and productivity as well as health outcomes.”

— “Workplace Wellness Programs Can Generate Savings,”
Health Affairs 29.2 (2010): 304-311

<http://content.healthaffairs.org/content/29/2/304>

Hence, a recent increase in the TechFit Program and efforts to increase participation in this and other wellness programs.

Another aspect of being highly engaged is having a genuine sense of ownership:

“Motivating Employees Has Everything To Do With Giving Them Feelings of Ownership,” Forbes, September 25, 2014 <http://goo.gl/SRsfo7>

“State of the American Workplace: Employee Engagement Insights for U.S. Business Leaders,” Gallup, 2013 <http://goo.gl/X9cHJJ>

“Employee Engagement: A Top Priority in 2014,” Qualtrics, January 7, 2014 <http://goo.gl/b7tKca>

The Senate's Budget:

For FY 2004, the Senate's budget was \$84,270 less budget adjustments of $-\$963 = \$83,330$.

For FY 2014 the Senate's budget was \$95,809.34 plus budget adjustments of $+\$1,452.03 = \$97,261.37$.

According to the Bureau of Labor Statistics CPI Inflation Calculator, \$83,330 in 2004 has the same buying power as \$104,580.25 in 2014.

$\$104,580.25 - \$97,261.37 = \$7,318.88$ decline in inflation-adjusted dollars; that's an 8.8% reduction in the Senate's budget in inflation-adjusted dollars ($\$7,318.88 / \$83,330 = 8.8\%$).

President Mroz and Provost Seel have proposed adjusting the Senate's budget with an addition of \$5,546.75, earmarked for a net \$3,500 annual bonus payment for the Senate's vice president.

New Tech Fund account for the Senate: **#3298.**

Structural problems with the Senate; e.g., not meeting during the summer.

Changes in Bylaws, Constitution, and practices and expectations.

Communication with the Board:

Direct lines of communication would be appreciated.

Tech's organizational chart indicates such communication.

A notice on the Board's website reads: "Send comments to boc-comments@mtu.edu"

The Board's website lists the email addresses of individual Board members,

<http://www.admin.mtu.edu/admin/boc/address011013.htm>

as is the case, for example, on the University of Michigan Board of Regent's page

<http://www.regents.umich.edu/about/regents.html>

No written policy, but a change in practice over time.

Tech's Strategic Diversity Metrics indicate that as of Fall 2013, 24.7% of Michigan Tech's tenured/tenure track faculty are female. However, among tenured/tenure track faculty on the University Senate, only 8% are female.

1. Some research suggests that women may be less likely to self-nominate than men.

<http://www.google.com/diversity/at-google.html>

“we took action when we saw that women in tech were less likely to self-nominate for promotions”

http://womensissues.about.com/od/thepoliticalarena/a/Electing-More-Women-In-2012-Increasing-The-Number-Of-Women-In-Politics_2.htm

“Women don’t self-nominate to the same degree men do, observes Mary Hughes.”

2. When existing structures are already populated by men, this may bias perceptions as to how those structures should be populated.

“If you can’t see it, you can’t be it.”

— Gloria Steinem

3. Women may be more likely than men to have a “confidence gap” (possibly contributing to #1, reluctance to self-nominate), also known as the “imposter syndrome.”

<http://www.theatlantic.com/features/archive/2014/04/the-confidence-gap/359815/>

<https://counseling.caltech.edu/general/InfoandResources/Impostor>

“Even though impostor feelings can be present in basically anyone they were found to be associated with giftedness and are very common among gifted women.”

4. Women may be more likely than men to play a disproportionate role in “the second-shift phenomenon”; that, is women may be more likely than men to invest a larger percentage of time attending to (unpaid) domestic responsibilities, and are sometimes stigmatized in the workplace for this reason.

<http://thefemininefeminist.blogspot.com/2008/01/second-shift-phenomenon.html>

<http://www.nytimes.com/1989/06/25/books/she-minds-the-child-he-minds-the-dog.html>

<http://www.telegraph.co.uk/science/science-news/10648965/Working-mothers-trapped-by-double-burden-of-guilt.html>

New Senate Webpage:

<http://www.mtu.edu/senate/>

(Joel Vertin in UMC; Senate Administrative Assistant Judi Smigowski; etc.).