Blood on the Table

THE BATTLE FOR SHARED GOVERNANCE AT NORTHERN MICHIGAN UNIVERSITY
1967-1976

Marcus C. Robyns, CA
Carrie Fries, Beta NO!
AAUP’s Statement on Government of College and Universities, 1966

- Assigns to the faculty "primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status."

- Asserts that faculty judgment on these matters should be final and that “the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances (emphasis added).”

- Envisioned faculty participation in long-range planning, future capital improvement projects, and participation in the budget process.
President Edgar L. Harden (1956-1967)
### Enrollment, 1955 - 1976

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
<th>Increase</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1955</td>
<td>888</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1960</td>
<td>1,876</td>
<td>988</td>
<td>112%</td>
</tr>
</tbody>
</table>

** 1963 Northern reaches university status

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
<th>Increase</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1965</td>
<td>5,561</td>
<td>3,685</td>
<td>196%</td>
</tr>
<tr>
<td>1968</td>
<td>7,286</td>
<td>1,725</td>
<td>32%</td>
</tr>
<tr>
<td>1972</td>
<td>8,053</td>
<td>767</td>
<td>11%</td>
</tr>
<tr>
<td>1976</td>
<td>8,864</td>
<td>811</td>
<td>10%</td>
</tr>
</tbody>
</table>
Building
Construction
Under Harden

Hedgecock Fieldhouse (1958)

Bottum University Center (1960)

Russell Thomas Fine Arts Building (1962)

McClintock Building (1963)

Forest Roberts Theatre (1963)

Gries – West Residence Halls (1964)

West Science (1966)

Ground-breaking for the Bottum University Center
West Science shortly after its construction.

- Harden Learning Resources Center (1968-1969)
- Jamrich Hall (1968-1970)
- Quad II Residence Halls (1966-1967)
- Cohodas Administrative Building (1973-1975)
- PEIF (1976)
Construction of the LRC (1968-69)
Construction of old JXJ, 1968-70
Construction of the PEIF, 1976
## Full and Part-time Faculty Composition, 1956 - 1976

<table>
<thead>
<tr>
<th>Year</th>
<th>#</th>
<th>1955</th>
<th>0-4 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>1956</td>
<td>63</td>
<td>26</td>
<td>NA</td>
</tr>
<tr>
<td>1960</td>
<td>143</td>
<td>99</td>
<td>42</td>
</tr>
<tr>
<td>1965-66</td>
<td>284</td>
<td>217</td>
<td>236</td>
</tr>
<tr>
<td>1967-68</td>
<td>334</td>
<td>334 (1958)</td>
<td>253 (75%)</td>
</tr>
</tbody>
</table>
The McClellan “Controversy” (1968)

“A very dynamic and colorful figure”

- Dr. James Greene
HERE
LIES
ACADEMIC
FREEDOM
Faculty marching in support of McClellan
Front Street with the Landmark Hotel in the background
No. R 34571

1970 Northern Michigan Nigger Hunting License
This Certifies that __________ is a resident of the U.P. and a true Nigger HATER.
He is hereby entitled to BAG a limit of 5 (five) niggers in any 24 hour period. Violation of this
limit violates the Civil Rights Act of 1967.

Height  Weight  Date of Birth  Issued

Signature of Licensee

Sold by ARGALL'S SPORTING GOODS  ISH. MICH.
Hedgcock Field House Protest (1968)
The Dean of Student’s Ransacked office, 1969
It was the beginning of excitement among the faculty. --Robert McClellan

- Came to realize that organized effort could defeat the administration;
- Demanded a grievance procedure;
- Demanded integration of the faculty in decisions concerning promotion and tenure;
- Demanded the creation of a better system of communication with the Board of Control;
- Demanded the creation a subcommittee of the faculty senate authorized to attend the meetings of the Board of Control.
The Michigan Education Association (MEA)

- Organized faculty at CMU (1969)
- Jamrich successfully pleads postponement (1968)
- By 1970, MEA had 39 field agents working to organize higher education
- "A Real Union"
- MERC CB Election Loss (1971)
- A K-12 Union

Authorization Card

I hereby authorize the Northern Michigan University Faculty Organization, an affiliate of the Michigan Education Association and the National Education Association to serve as my exclusive representative for purposes of professional negotiations pursuant to the Michigan Public Employment Relations Act (Act #336 of the Public Act of 1947, as amended by Act #379 of the Public Act of 1965).

________________________   __________________________
Signature                  Date

MEA Authorization Card
Jamrich’s General Vision for Academic Governance at NMU

- Shift from secrecy to publicity
- Cabinet style of government instead of the presidential system of executive leadership
- Introduction of new forms of decision-making... Considerably less subjective than the purely intuitive styles of the past

Dr. John X. Jamrich, 1968-1983
Jamrich’s Specific Reforms

- Task Force on Academic Governance (Fall, 1968)
- New Academic Senate
The Grievance Procedure

- Provided a rational process and allowed
- Faculty Review Panel (precursor to FRC)
- 12 faculty members
- President provided “review and consent”
- Board of Control had final say based on the Panel’s findings and recommendations
Retrenchment Policy

- Developed by the Academic Senate (1972)

- Provided for layoff of tenured, full-time faculty members

- “Bona-fide Financial Exigency”

- Senate integral part of determining Exigency and development of a budget plan

- Board of Control would make the final decision, based in large part, by recommendations from the Academic Senate
The emergence of the **Academic Senate** as the vehicle of **campus governance** has been **visibly successful** . . . The faculty retains the fullest, total responsibility for matters of curriculum.

*Dr. John X. Jamrich*
Serious and Compelling

- Board of Control unilaterally amends the Grievance Procedure, removing “Serious and Compelling”
- AAUP Expresses “outrage” and sees the decision as rejection of the Statement on Government
- AAUP argues that real authority on campus rests “between the faculty and students”
- Fred Harris (1971)
The Hammer

Dr. Robert Glenn
Jamrich may have changed the structure but not the result, and the faculty wanted to see their talks turn into something.

Dr. James Greene
The Principle Organizers of the NMU-AAUP

- Robert McClellan, Jim Greene (Philosophy), Jon Saari (History), Jerry Roth (Chemistry), Arnold Aho (Economics), Leslie Foster (English)

- Disillusioned Idealists

- Distrusted Jamrich
Dr. Jerome Roth (right)
Dr. Jon Saari
NMU-AAUP Organizing Demands

- Institutional regulations clearly defined on academic freedom, tenure, and due process;
- Actual faculty participation in the governance;
- A just and responsive grievance policy;
- Salary and fringe benefits for highly trained professionals;
- Fair and reasonable treatment of non-tenure faculty (due process);
- A clearly defined and peer-reviewed disciplinary procedure.
Collective Bargaining Election Campaign

- Core Group of Organizers;
- Organizing at the Department Level;
- Distribution of Membership Cards and “Glad-Handing;”
- Distribution of Lengthy Position Papers;
- The “AAUP Album”
Administration’s Response

- Industrial Union Model;
- Robert Glenn;
- Objection to the format of the election ballot. “Divide and Conquer;”
- Challenged the definition of the bargaining unit and argued against department chairs as members. Cause delay and continue to sow dissension.
We Need Your Help
To Prop Up
Our Pillars

ON WHAT FOUNDATION DO YOU WANT NMU BUILT?

ACADEMIC PILLARS

ADMINISTRATIVE MACHINE

CURRICULUM CONTROL

ADMINISTRATIVE ACCOUNTABILITY

ACADEMIC FREEDOM

SHARED GOVERNANCE
Who will prevail?
The faculty remained divided on the issue of collective bargaining.
STATE OF MICHIGAN
DEPARTMENT OF LABOR
EMPLOYMENT RELATIONS COMMISSION

OFFICIAL BALLOT

TO DETERMINE THE EXCLUSIVE REPRESENTATIVE FOR
THE PURPOSES OF COLLECTIVE BARGAINING FOR
CERTAIN EMPLOYEES OF THE

NORTHERN MICHIGAN UNIVERSITY,
BOARD OF CONTROL

1. This is a SECRET BALLOT. DO NOT SIGN your name.

2. MARK an "X" in ONE SQUARE ONLY.

3. If you spoil your ballot, return it to the Board Agent
and obtain a new one.

4. Fold your ballot so that no part of the face thereof
is exposed, and return it to the Board Agent who
will then deposit it in the ballot box.

I desire to be represented for the purpose of collective
bargaining by:

NORTHERN MICHIGAN
UNIVERSITY CHAPTER,
AMERICAN
ASSOCIATION OF
UNIVERSITY
PROFESSORS

MARK AN "X" IN ONE SQUARE ONLY

Sample

This is a secret ballot and MUST NOT be signed.
Fundamental AAUP Contract Goals:

- **Shared Governance.** This goal meant formalizing the power of the Senate in the areas of curriculum and faculty review.

- **Retrenchment.** Make the process as difficult to implement as possible and intimately involve the faculty.
1.  AAVP → Adms\textsuperscript{ah} → AAVP
   agree a report EPC

2.  EPC decides

3.  AAVP v. Adms\textsuperscript{ah} appeal to advisory panel.

4.  for sumo, merely v. sumo. Adms\textsuperscript{ah} v. v. Avri
   v. devisor v. EPC v. advisory panel.

David Klein

1-313-354-5546 (0)
Consider the campus
Eval. form page 6 of 10 - 3rd line - they strike "can
Assoc. designate 3 fac. member to participate in
update of Dept. of Ed. Roll.

Article VII
- Demonstrably bona fide financial exigency
- In the name of "thrift" they can do anything?
- 2nd pt. Provost has usurping powers
- What is wrong of an advisory panel?
- EPC = shared governance - why not in Retrenchment
  G. Stevens response: Authority of Board is obvious, Board
  have best interests of Univ. Admin. Intent - to recognize
  integrity, etc. in fac. also - EPC provides advocacy role for a
  fac. EPC should perform judgmenal role - Finan. E
  "Definitonal problem" - Yes involve fac. in judgements
  - Def. of Finan. Exigency - [Advisory Panel No
  other considerations possible - we are open to look
  at other avenues.

Tom Huston's response: legal framework diff. little opport
for shared decision making possible. They do want com
in 7 to 9 of 32 against 85 pers. No Advisory Panel.
JT apparently only at expense of his own. S.Z.4 (a40p4)

GS They've put tentative language in this -- but not firm. Instructor area list to be reviewed. A design

is envisioned. Categories removed --

a number of additions in 7.3.

to overall layout & in early stages ... total salary, all budget, the more the ... people need.

just quick, nothing dramatic, but retirement.

President

EPC

President + Administrators Council?

EPC most of nobody

What are the NC evaluators?

JT want one now here, wayne Oakland?

Buy management decision making good, it is, with some consultation.

JT assume overall -- can't get it.

"Ultimately the Board decides."

Buy want planning strategic part of budget etc. Don't want you or your own good. Problem is that
you're the employee and. From reductions in academic

budget unacceptable. We tend to pursue this with NC...