

Dean EO Kickoff 2.0

Welcome

Anne and I would like to welcome you to the annual kickoff event for the leadership team of the University...

As with the kickoff brunch from last year, we will also use this as an opportunity to show off some of the fascinating things going on in our schools and colleges...

Let me begin by thanking Chuck Vest the College of Engineering for their hospitality... and promise to turn the floor over to him at the end of my brief remarks...

Fall is always a time of renewal... With the return of students and faculty, the excitement on our campus builds rapidly...and even energizes those of us in "the administration" who have been working throughout the summer to get ready for the onslaught!

And, each academic year presents both its challenges and rewards...

Needless to say, this year thinks may be a bit more "interesting" in view of the large number of changes that have occurred throughout the University administration

The Leadership Team

However, as you probably noted, I used a carefully chosen term to characterize the group we have gathered this afternoon: the **leadership team** of the University.

Aln too often I fear we forget how rich, broad, and deep the leadership of this University really is...

The leadership doesn't stop with just the Regents and the President and the Executive Officers.

Indeed, in a very real sense the real leadership of the University of Michigan is in the trenches... the leadership is with the deans, directors, and chairmen at the school and college level where it must be to deal with what really matters in a great university... teaching and research... students and faculty...

It has been the Michigan tradition to attract into position of leadership as department chairs and deans individuals with energy, vision, and strong commitments to the achievement of excellence.

We must also realize that the leadership team of the University extends beyond the officers, deans, and directors to include their spouses, individuals who are certainly as talented and dedicated...and in many cases sacrifice even more to this University through their selfless and .

head 3 - frequently unrecognized service.

The concept of this extended leadership team is all-important--particularly as we approach the transition year ahead.

Aln too often, I fear that the press of our own

head 3 - responsibilities and challenges focused

forget that we are indeed a team...
During our five years at hard labor as dean and deanette, Anne and I noted how rarely the deans and officers come together to address major issues of concern to the University.
Yet there is no doubt that we are far more effective when working together toward some shared vision than working apart.
In the challenging year ahead we are convinced that it will be this team that must play the key role in sustaining the quality and momentum of our University.

A Time of Challenge, Opportunity, Responsibility...

When I agreed to come over 2 years ago as Provost, it was because I believed the UM would face a period of unusual opportunity during the 1990s...a period in which our society would become ever

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nowledge-intensive...

dependent upon educated people and their ideas... and hence ever more dependent upon the research university.

I also believed it would be a time of great challenge...

- i) as the nature of American society changes rapidly... as we become ever more diverse and pluralistic...
- ii) as America becomes internationalized...part of the global community
- iii) as more and more institutions would compete for a declining pool of resources...students, faculty, and financial resources
- iv) as our diverse constituencies expected, indeed, demanded, more and more from our universities...
- v) and as changing intellectual currents--the nature of a liberal education--the balance between disciplinary and interdisciplinary scholarship--buffeted our institutions

In such a future, I believe it was simply not sufficient for the University to respond passively to these opportunities, challenges, and responsibilities. Rather, I believe that it was time that the University seized control of its own destiny...that it chart a course to take it into the 21st Century.

With each passing day we have become more and more convinced that this University is really a very special place...and a very special resource to this state and the nation because of the talents, commitments, and vision of its people.

As I and my colleagues have become ever more deeply involved in this process over the past two years, we have become ever more convinced that the University today faces a pivotal moment in its history... a fork in the road...

Taking the path in one direction will, with dedication and commitment, preserve the University as a distinguished--indeed, a great--university, but only one among many such institutions.

However there is another path...a path that would require great vision and courage in addition to dedication and commitment...in which the University

would seek not only to sustain its quality and
distinction, but it would seek to achieve leadership as well.
We believe the University could...and should...
accept its heritage of leadership in public higher education

...
thauÄthe 1990s and beyond could!□e a time similar to that
< - ,**extraordinary period in the late 19th century when the**
University of Michigan was,a primary source for much of
the innovation and leadership for higher education.

In a sense, I and my colleagues believe the University
has the opportunity to influence the development of a new
paradigm of what the research university will be in 21st
Century America...a new model capable of responding to
the changing needs of both our state and our nation. But
this will require clear vision, an unusual commitment to
excellence, and strong leadership...

Leadership capable of working with the University
community and those throughout the state and the
nation that depend on us, to develop and articulate
an exciting, challenging, and compelling mission for
Michigan as it prepares to enter the 21st century
leadersh capable of identifying and articulating an
exciting, challenging, and compelling mission for
the

And then to unite the University community...and
those who support and depend upon us...in a common
effort to pursue these goals.

I, and my colleagues, are absolutely convinced
that the future can be a time of great excitement for
the University...a time in which it can not only provide
leadership for higher education in America, but can
develop new ways to serve the State of Michigan and
its people ever more effectively.

I believe firmly in a future of leadership for
the University. And I believe the people of the

And this is the team that can achieve such
leadership!

Conclusion

It should be obvious that I and my colleagues have absolutely
no intention of slowing down the pace during the transition
period we face in the months ahead.

To be sure, there will be additional challenges.

But, working together, I have no doubt that we can continue
to accelerate even as we move through the transition as
we rise to new levels!□f ac`ievement and excellence.

Ynd you have my personal commitment u□at I and my colleagues
have committed ourselves totally to the objective of
sustaining the pace and direction of the University in the
months ahead!