

Mary Sue,

Although I sent along a brief e-mail of congratulations the day you were announced as our next president, I thought I would follow up with an additional note of encouragement and support.

As an Iowa native (although raised just south of the state line in Missouri), I've long had great respect for the University of Iowa and the quality of its leadership—a respect shared by the number of institutions that have looked to Iowa for their presidents. Although Michigan is somewhat larger, I suspect that you will find most of its characteristics as a flagship public research university quite familiar. Beyond that, Ann Arbor is truly a delightful place to live (despite the reputation of “good grey Michigan” during the winters), and I have little doubt that you and your family will soon feel right at home.

Long ago, one of my faculty colleagues observed that there are very few institutions in higher education worth the commitment of an entire career, and Michigan is among these. The fact that Anne and I are starting our 34<sup>th</sup> year at the University is at least one data point suggesting he was correct!

Please know that you will have our strong and unwavering support as president of the University and as a faculty colleague. Needless to say, if there is ever any way I can help out, you need only to call (or better yet, just e-mail). Also know that Bob Fleming and I know well our roles as presidents *emeriti*. We remain quite invisible unless summoned by our successors!

One final observation. Not to worry about being Michigan's 13<sup>th</sup> president. For some reason, the historians forgot to count Michigan's first president, John Montieth (although during his years the University was located in Detroit before moving to Ann Arbor in 1817). Hence, in reality, you are Michigan's 14<sup>th</sup> president. (Lee was our 13<sup>th</sup>! Enough said...)

Best wishes for your new assignment. And Go Blue!!!

Sincerely yours,