

New Faculty Welcome

Introduce Chuck Vest...Provost

Welcome to University

Fall is an exciting time

a time of renewal...

even more exciting for new faculty...

finding a place to live, park,

find out how to get football tickets...

But at least you have warm weather...

This December will mark the 20th year

since my family and I first arrived here from Pasadena.

When we left Pasadena it was sunny and in the high 80s.

However, as we stepped off the plane in Metro into snow

and subzero temperatures, with no warm clothing

and children who had never seen snow, we wondered

whether we have made the right choice.

Two decades of service as a faculty member in

this University is testimony to the fact that we've

become hooked on Michigan. We have found our

warmth through friends and colleagues...indeed

we now feel like native Michiganders!

And we have found this University to be a truly

extraordinary place for teaching, learning, and living...

for scholarship and for service.

The Many Michigans...

Of course we all see the University in our own way...

There is the Michigan of those marvelous Saturday

afternoons in the fall as 105,000 fans cram into

Michigan stadium to watch the Wolverines...

...or better yet, storming from behind in the

second half to beat USC in the Rose Bowl last January!!!

...and who will ever be able to forget Rumeal Robinson

stepping to the line in Seattle with 3 seconds

left in overtime and calmly sinking two free throws to

win the national championship against Seton Hall.

...and the Cinderella story of Steve Fisher and his

team "with a mission"

Then there is the Michigan of the Big Chill...

The tradition of student involvement helping to awaken the

conscience of a nation...

...What about the sight of over 10,000 students and faculty marching together, arm in arm down S. University to honor the memory of Dr. Martin Luther King, Jr. and to confirm Michigan's commitment to achieving new levels of understanding, tolerance, and mutual fulfillment for peoples of diverse racial, ethnic, and cultural backgrounds.
...or the CBS Morning News, broadcast live from a luxury condo in East Quad!!!
(and my interview with Kathleen Sullivan...
...4 minutes to blow a career)

There is also the caring Michigan as seen by the over half-million patients a year who are treated by the UM Medical Center,
Or the Michigan as Silicon Valley East, working to build the high-tech infrastructure necessary to create new companies and new jobs...as evidenced by the \$5 B industry in industrial automation now building up in the Ann Arbor-Detroit-Warren crescent...

Or the Michigan which attracts to our state almost a quarter of a billion dollars of federal R&D each year...not to mention many of the world's leading scientists and engineers

Or Michigan of the Arts...

Leonard Bernstein, performing with the Vienna Philharmonic to celebrate his 70th birthday...and then returning to our house hold court with a large group of music students...reminiscing, playing, singing...

And then the May Festival...a remarkable series of concerts with Kurt Masur and the Leipzig Gewandhaus Orchestra...ending that final night with Jesse Norman signing Strauss's Final Four Songs...and the magical moment of silence as the audience attempted to prolong the spell (and, once again back in the House, where we gave Miestro Masur a UM NCAA Championship sweatshirt)

Or Michigan as a world center of learning and research, as exemplified by the recent announcement of the discovery of the cystic fibrosis gene by one of our faculty members.

And, of course, there is the Michigan as the educator, attempting to provide an outstanding education for the best students from across the country and around the world

It is important to note these different perspectives of the

University because all too often we tend to think of these marvelous and complex institutions in one-dimensional images
It convinces me even more that there really something very, very special about this institution--that we seem time and time again, whether in academics, in athletics, in the performing arts,...in the achievements of our alumni.

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.

It is clear that Michigan touches the lives of many, many people in many, many important ways...

Some parameters of the University

Of course this can be a very large, complex and confusing place

University of Michigan = "mega-university"

- i) Spans all intellectual disciplines and professional areas
- ii) Provides instruction, research, service
- iii) Attempts to conduct programs that rank among the nation's best in all areas (and succeeds...)

Parameters:

Enrollment: 35,000 (Ann Arbor) (47,000 total)

Faculty: 2,600 (14,000 employees)

Budget: \$1.5 billion

Academic Units

17 Schools and Colleges

Hundreds of research centers, institutes, and other types of interdisciplinary programs

We also run the largest health care system in the Midwest, treating over 750,000 patients each year...

We conduct events in the performing arts which rival New York and London...

whether it be Leonard Bernstein performing his 70th birthday concert with the Vienna Philharmonic or, God-forbid, the Grateful Dead....

And, speaking of entertainment, we also have the

Bo and Steve show...the Michigan Wolverines...
playing in the fall to 105,000 every Saturday afternoon
Or, in the winter and spring, to every household in America...
...at least if we make the Final Four....

The UM Heritage

The University of Michigan has always played a very special role in higher education in America.

University of Michigan

Although Michigan was not the first of the state universities, it was the first to free itself of sectarian control and become a true public institution, governed by the people of the state.

From its founding, Michigan was identified with the most progressive forces in American higher education...

In a very real sense, it was our University that developed the paradigm of the public university capable of responding to the needs of a rapidly changing America of the 19th century... a paradigm that still dominates higher education today.

In a sense, we have been throughout our history the flagship of public higher education in America with traditions and values deeply rooted in the heartland of America

Many of us are convinced that American higher education is facing a period of change similar to that which occurred in the latter half of the 19th century when the research university was born in response to the industrial age... when the great land grant universities were created to extend knowledge to all of society...

I believe it is time that we once again played that role... re-inventing the nature of the university once again... ...a university capable of educating the citizens and serving the society of not the 20th, but rather the 21st Century.

An Example of Leadership: The Michigan Mandate

UM has made a very deep commitment to the achievement of an environment which seeks, nourishes, and sustains racial, cultural, and ethnic diversity.

We believe it essential to develop an environment of mutual understanding and sensitivity on this campus that not only tolerates diversity, but moreover seeks

and embraces it as one of our most cherished characteristics.

There seems little doubt that America of the 21st century will probably be the most pluralistic, multicultural nation on earth...and perhaps in the history of civilization...

It will be a nation of peoples of vastly different backgrounds, cultures, and beliefs...peoples seeking to retain their cultural roots...to maintain their identities

On this campus many of you will encounter for the first time in your lives the remarkable diversity and richness of peoples of different races, cultures, religions, nationalities, and beliefs.

One of the most important things our students must learn on this campus is to respect others for their differences...as well as their similarities...

To learn how to resist the great pressures of separatism, fear, and bigotry which push us apart...
...and instead commit themselves to a university...
...indeed, to a nation, committed to working together, united by a common set of beliefs and visions.

Michigan is first and foremost a "UNI" versity.
Hence view our challenge...and the challenge before your sons and daughters...as learning how to weave together these dual objectives of diversity and unity in a way that strengthens our fundamental goal of academic excellence and serves our society.

In a very real sense, we believe that Michigan has a mandate to serve as both a microcosm and leader of society at large..

We believe in and we are committed to a diversity in our people, in our activities, in our intellectual endeavors, which mirrors the great diversity of our nation and the world...

But we also believe that our university has a special responsibility to develop effective models of multicultural communities, in which peoples from vastly different backgrounds study together and learn together.

We believe that this commitment to diversity and unity is key to the quality and distinction of this University--and to the quality of the education your sons and daughters will receive.

For that reason, it is absolutely paramount that our students, just as our faculty and staff, demonstrate the sensitivity and tolerance toward others of differing races, cultures, and nationalities... and seek to learn from this remarkable diversity of people and ideas on this campus.

This will be an essential component of their education.

Concluding Remarks

In a very real sense, the challenge I have suggested of inventing the University of the 21st Century is a challenge I am putting before you...

Since it is your generation that will be taking leadership as we enter the next century.

This is a special challenge to you, since it is your generation that will be taking leadership as we enter the next century.

We are trying to lay the groundwork today for that not-so-distant day.

There is no doubt that we will demand a great deal of our students and faculty.

We know you are committed to excellence, in scholarship, in instruction, in service...

You have arrived at Michigan at a time of great opportunity, responsibility, and challenge for our institution.

But there is one more word that I must add to characterize the years ahead... and that word is excitement.

Michigan is going to be a very exciting place in the decade ahead...

We will be able to provide the resources, opportunities, the incentives for the achievement of excellence.

Indeed, I believe that Michigan is the ideal place for building a strong academic career.

This is also a place where faculty can afford the risks intellectually.

Derek Bok pointed this out to me recently that our

size and comprehensiveness give us an unusual advantage.

For whatever reason, I believe we are increasingly a place where faculty can take the chances, exercise vision, get out on a limb...which is as it must be in any great university.

I don't know how many of you have ever read Thomas Kuhn's book on the nature of scientific revolution, but Kuhn points out that most scholarship is really quite traditional... it is really not designed to produce major novelties.

Progress is not gradual, but rather occurs through revolution... through dramatic changes from one way of thinking... from the old "paradigm" as Kuhn puts it, to the new "paradigm"

As Kuhn puts it, those scholars who achieve the fundamental inventions of a new paradigm have been either very young or very new to the field whose paradigm they change. These are the individuals who, being little committed by prior practice to the traditional rules of normal scholarship, are particularly likely to see that those rules no longer define a playable game and to conceive another set that can replace them.

In a sense, try something new before you fall into the same ruts that have trapped the rest of us.

I look forward to meeting and working each each of you in the years to come.

Welcome to the Michigan family!

Once again, welcome to Michigan...

...and welcome as the newest members of our family of the maize and blue.

Anne and I look forward to meeting you...

...and working with you in the years to come.