

The Michigan Mandate

Introduction

Today I am wearing the President's hat, seeking not to brief you but rather to seek your advice and counsel on an emerging policy commitment that will call for major commitments from all of us, especially the faculty.

This afternoon I am going to bounce off of you a preliminary version of a plan, a new agenda, we are attempting to launch aimed at changing this institution into the pluralistic and multicultural community that will better respond to the needs of the 21st Century.

We refer to this plan, for reasons that will become apparent later, as the Michigan Mandate.

In its formative stages it has had many names... the Michigan Plan, the Michigan Commitment, but by whatever name, it is really only a roadmap.

It is intended to set out a direction and point to a destination, but the journey itself has only begun.

Before beginning, let me also mention some caveats

- i) What I am going to be talking about is an organic, evolving plan that still responds to the concerns and suggestions of the people we meet with. That is why our meeting today is so significant. I hope it begins a dialog with and among the faculty about how to refine our plan to best achieve our goals.
- ii) It will be presented in a highly personal way, that I must confess reveals as much as anything else my own growing education and intensifying commitment to this agenda.
- iii) Hence, please try to overlook some occasional confusion or perhaps some poor wording... instead, try to work with me to get this into the right form to gain the commitment and support of the entire University community.

Goals

Many of us have become firmly convinced that the ability of the University to achieve and sustain a campus community

recognized for its racial, cultural, and ethnic diversity will determine not only our capacity to serve our state and nation and the world, but indeed will become the cornerstone of our efforts to achieve excellence in teaching, research, and service in the years ahead.

We believe the University has a mandate to build a model of a multicultural community for our nation...an environment which is supportive of all individuals, regardless of race, creed, national origin, gender, or sexual preference...

Which values and respects and indeed, draws its intellectual strength from the rich diversity of peoples of different races, cultures, religions, nationalities, and beliefs.

Indeed, we view this commitment to the achievement of diversity as the key element in our efforts to build a University for the 21st Century.

Let me explain what led us to this view...

A few themes of the future...

We are at a very important point in our history...

The students we are educating today will spend most of their lives in the 21st century...

Yet most of us...and our faculties...are products of the 20th Century...

Furthermore, the structure of the American university as we know it today is a product of the 19th Century--

We face the challenge of building a new model of the university, a model appropriate for 21st Century.

While it is always dangerous to speculate about the future, three themes are already becoming apparent:

This will be a future...

- i) A future in which our nation becomes a truly multicultural society, with a cultural, racial, and ethnic diversity that will be greater than we have ever known before...
- ii) A future in which America will become "internationalized"... in which every one of our activities must be viewed from the broader context of interdependence in the global community... as America becomes a "world nation", with ethnic ties

to every part of the world

iii) A future in which we rapidly evolve from a resource- and labor-intensive society to a knowledge-intensive society, in which intellectual capital...educated people and their ideas...become the keys to our prosperity, security, and well-being.

All three of these themes provide a mandate to this University in its efforts to build a new model of a multicultural academic community.

Let's look at the facts a moment...

America is changing rapidly...

By 2020, 35% of Americans will be Black or Hispanic.

By 2000, one-third of college age students will be from these groups...

By 2000, 47% of our school children (K-12) will be Hispanic or Black (25% today)

In the second half of 21st Century, Hispanics will become the largest population group in America

Those groups we refer to today as minorities will become the majority population of our nation in the century ahead...just as they are today throughout the world.

Some implications

During the 1990s, less than 15% of the people entering the labor force will be white males.

By 1992, there will be only 3 workers for each retiree... and one of the three will be a minority.

Because of the demographic decline in the college age population, America can anticipate a shortfall of almost one million scientists and engineers by 2010, unless we can dramatically increase participation by minorities and women

The shortage of educated graduates will be just as serious in most other fields...

Imperatives

We cannot ignore these trends and their implications.

We must join together now, as faculty, students, staff, alumni and friends, and commit ourselves to fundamental changes to prepare for the future.

Fundamental Premise: Our racial, cultural, and ethnic diversity will be a critical element of the University's ability to achieve excellence in teaching and research while serving our state, nation, and world in the years ahead.

Let me list four key imperatives which support this premise:

1. Social Responsibility

The University's commitment to affirmative action and equal opportunity programs is based on our fundamental commitment to equity and social justice.

We must take **affirmative action** to overcome the inequities imposed by our society on groups that historically have not been allowed to participate fully in the life of our nation.

As a public institution, as a source of leaders of our society, we have a special obligation to provide equal opportunity for all individuals.. represented and underrepresented.

Lack of fair access to educational resources can prevent individuals from underrepresented racial and ethnic groups from the fulfillment and rewards of meaningful work in a knowledge-based society. As a matter of justice and public obligation, the University must assure that its education and training resources are available equally to all to enhance the opportunities for jobs and a full and satisfying life.

Furthermore, we have an obligation to reach out and make a special effort to increase the participation of those racial, ethnic, and cultural groups who are not adequately represented among our students, faculty, and staff in the interests of equity and social justice.

But while equity and social justice are fundamental values of our institution and scholarship, they are not the only reasons for our commitment to diversity.

2. Excellence

I am convinced that our ability to achieve

excellence in teaching, scholarship, and service will be determined over time to a considerable degree by the diversity and pluralism of our campus community.

It is in our best intellectual interest, since diversity will increase the intellectual vitality of our education, scholarship, and communal life.

Blacks, Hispanics, women and other groups bring different ways of representing and conceptualizing problems and addressing intellectual issues.

Indeed, it seems apparent that we cannot sustain the distinction of our university in the pluralistic world society that is our future without the diversity and openness to new perspectives and experiences.

Furthermore, I firmly believe that as an institution we draw strength from diversity.

Speaking as a scientist, it is well known that the broader and more diverse the population, the more successful can it adapt to the challenges and opportunities posed by its environment.

For me, excellence and diversity are not only mutually compatible, but in many ways they are mutually reinforcing objectives.

3. A National Imperative

Our nation's ability to face the challenge of diversity and pluralism in the years ahead will determine our strength and vitality .

America of the 21st Century probably will be the most pluralistic nation on earth...

Note: It is important to realize here that 21st Century America will likely NOT be a mixing pot in which all cultures are homogenized into a uniform blend.

Rather, it will be pluralistic...composed of peoples of vastly different backgrounds, cultures, and beliefs...peoples who seek to retain their cultural roots...to maintain their differences.

As both a reflection and leader of our society,

I believe the University has a special challenge and responsibility to develop effective models of multicultural, pluralistic communities.

4. Human resources

Our nation simply cannot afford to waste the human talents of underrepresented minority groups.

In America today we are experiencing a profound transformation of our society.

Our traditional industrial economy is shifting to a new knowledge-based economy, just as our industrial economy evolved from an agrarian society at the turn of the last century.

Today, an unprecedented explosion of knowledge marks the onset of a new era. Now people are the source of new knowledge, we will rely increasingly on a well-educated and trained work force to maintain our competitive position in the world and our standard of living at home.

Yet the US faces a manpower crisis of unprecedented proportions in the knowledge-intensive professions...just as we prepare to enter the Age of Knowledge...

i) The demand for educated graduates is increasing rapidly...

ii) Yet, the number of high school graduates is declining by 25%-30%
This alone will imply a shortfall of almost one million scientists and engineers within two decades.

iii) But the situation is even more serious, since recent surveys indicate more students are turning away from knowledge-intensive and demanding majors such as the liberal arts, sciences, pre-law, pre-medicine, engineering, to "get-rich-quick" majors that promise an immediate vocational payoff.

iv) Composition of college age population is also changing...
By 2020 30% will be composed of Blacks and hispanics...
students who have not traditionally have not had the opportunity or encouragement to pursue these knowledge-intensive careers...

NOTE: We must make special efforts to expand participation by these groups...not just because that is good social policy, but because we cannot afford to waste their talents!

In summary, then

America of the 21st Century will be the most pluralistic, multicultural nation on earth.

In this future, full participation of underrepresented minorities will not be just a matter of equity and social justice.

It will be the key to the future strength and prosperity of America, since our country cannot afford to waste the human talent represented by its minority populations.

America cannot afford the loss of this human potential, cultural richness, and leadership.

If we do not create a nation that mobilizes the talents of all our citizens, we are destined for a diminished role in the global community and more tragically, we will have failed to fulfill the promise of democracy on which this nation was founded.

This is probably the most serious challenge facing American society. While it is true that universities cannot solve this problem alone, we must not use this fact as an excuse for doing nothing.

Challenges

Hence, we are determined that the University of Michigan must commit itself to leadership in higher education by developing a model of what a pluralistic, multicultural university must be to serve our nation in the 21st Century.

1. The Challenge of Racism

Yet the goal of diversity is a challenging one, particularly in the face of the prejudice, discrimination, and ignorance that continue to plague our campus and our society.

Racism and bigotry, whether through overt acts or more subtle institutional forms, continue to exist on our campus just as they do throughout America.

Of course it is obvious that we must decry racism in all its forms...

We must state clearly and unequivocally that racism on this campus will not be tolerated...

That those who commit acts of racial harassment will be punished...

That programs must be put in place to make us all more sensitive, more tolerant of racial diversity.

But this is not enough!

2. The Challenge of Pluralism

Our challenge goes far beyond this...in first recognizing that old vision of the campus as a melting pot of cultures and races is obsolete...and must be replaced by a vision of a pluralistic, multicultural community in which we remove all barriers to full participation of all groups in the life of our University.

Unfortunately, it took several deplorable incidents of racism on our campus to wake us up to the reality that the challenge of diversity is not simply successful affirmative action programs... recruiting and retention and such...that is, access.

Of course, these are essential, but the challenge of diversity is the challenge of pluralism, of building communities in which people learn to respect and value one another for their differences...yet, at the same time, are drawn together by certain fundamental values that they have in common as scholars and as citizens.

That is the challenge before us now. We must work together to achieve mutual understanding and respect. We must reaffirm our commitment to justice and equality, even as we steadfastly guard our shared commitment to free speech, free inquiry, and the pursuit of truth through scholarship.

3. The Challenge of Change

Institutions do not change quickly and easily any more than do the societies of which they are a part. We are addressing the most urgent and difficult issue confronting our nation. To make progress, we need both a commitment and a plan.

To make progress toward our goal of diversity, universities must move away from their present reactive, and uncoordinated efforts toward a more strategic approach designed to achieve long-term systemic change.

Efforts that focus only on affirmative action... that is, on access and retention...on

representation...rapidly become mired down
in bureaucracy and will inevitably fail...

Instead, we must strive to achieve permanent
and fundamental change in our institutions.

We must link diversity and excellence as the
two most compelling goals...recognizing
that these goals are not only complementary,
but will be tightly linked in the multicultural
society characterizing our nation and the
world in the years ahead.

In our efforts, we must take the long view that will
require both patient but persistent leadership
Progress will require sustained vigilance and
hard work as well as a great deal of help and
support.

To make progress, we will need not only commitment
and support...we will need a strategy, a plan,
designed to achieve fundamental and permanent
change of our institution.

The Michigan Mandate

Describe Process

Our goals were as follows:

- i) to develop a carefully designed strategic plan for creating
diversity
- ii) achieving a community strongly committed in philosophy
to our objectives
- iii) allocating the necessary resource to accomplish the task

We sought a plan that:

- i) featured clear, concise, and simple goals
- ii) proposed specific actions...and evaluation mechanisms
- iii) reflected extensive interaction with a variety of constituencies
to ensure the responsiveness of the plan and their
direct involvement.

Change group to design

We have already had interactions with many groups..

Minority Leaders, both on and off campus

Faculty

Staff

Students

Administrative

This process of consultation will continue as I meet with many groups during these early months as President to underscore my personal involvement and commitment to change.

Strategic Process

- i) the identification of mission and goals
- ii) a realistic assessment of our environment
- iii) the establishment of operational objectives
- iv) the identification of strategic actions aimed at achieving these objectives
- v) the tactical implication of these actions
- vi) continual evaluation, assessment, and reporting

Mission and Goals

1. Commitment:

To recognize that diversity and excellence are complementary and compelling goals for the University and to make a firm commitment to their achievement.

2. Representation:

To commit to the recruitment, support, and success of underrepresented minority groups among our students, faculty, staff, and leadership.

3. Environment:

To build on our campus an environment which seeks, nourishes, and sustains diversity and pluralism. We must insist that the dignity and worth of every individual is valued and respected.

Environmental Assessment

Minority Representation

Describe where we are today...

Program Inventory

Mention hundreds of programs described in the OMA report.

Investments

\$30 million per year

Environment for Diversity

Acknowledge multiple cultures

We have a long way to go to achieve our goal of community and diversity.

Operational Objectives

Key features:

Clear, focused objectives

Capable of measurement and evaluation

Capable of expansion and adjustment

1. Faculty Recruiting and Development

Substantially increase the number of tenure-track faculty in each underrepresented minority group over the next five years.

Increase the success rate of minority faculty in the achievement of promotion and tenure.

Increase the number of underrepresented minority faculty in leadership positions over the next five years.

2. Student Recruiting, Achievement, and Outreach

In each of the next five years, achieve increases in the number of entering underrepresented minority students, as well as in our total underrepresented minority enrollment.

Establish and achieve specific minority enrollment targets in all schools and colleges

Increase minority graduate rates

Development new programs to attract back to campus ("reclaim") minority students who have withdrawn from our academic programs

Design new and strengthen existing outreach programs which have demonstrable impact on the pool of minority applicants to undergraduate, graduate, and professional programs.

3. Staff Recruiting and Development

Focus on the achievement of affirmative action goals in all job categories during the next five years.

Increase the number of underrepresented minorities in key University leadership positions.

Strengthen support systems and services for minority staff.

4. The Environment for Diversity

Foster a culturally pluralistic environment.

Significantly reduce the number of racist incidents on campus.

Increase community-wide commitment to diversity and involvement in diversity initiatives among students, faculty, and staff.

Broaden the base of diversity initiatives, e.g., by including comparative perspectives drawn from international studies and experiences.

Ensure the compatibility of University policies, procedures, and practice with the goal of a multicultural community.

Improve communications among all groups.

Provide more opportunities for minorities to communicate their needs and experiences and to contribute directly to the change process.

Strategic Actions

Key Features:

Long term perspective

Sustained, persistent commitments

Focused leadership agenda

Clear assignment of responsibility for actions and success

1. Target of Opportunity Faculty Recruiting program

Through a joint program between the central administration and the units, agree to meet full base and startup funding requirements for any tenure-track minority faculty candidate proposed by academic units.

2. Minority Faculty Development

Identify and remove institutional barriers to minority faculty success and ensure equitable access to opportunities for career development.

3. Minority Student Financial Aid Programs

Meet the full financial needs of all underrepresented minority students who are Michigan residents and expand significantly the financial aid resources available to nonresident minority students.

4. Minority Student Recruiting

Develop and implement a comprehensive plan for minority student recruitment.

5. Outreach Programs

Develop strong programs for interacting with K-12, community colleges, and HBCUs to address the pipeline problem.

6. Minority Student Achievement

Development and implement a comprehensive plan to enhance minority student success.

7. Staff Recruitment and Development

Expand efforts to recruit and develop minority staff.

8. Research Thrusts

Launch key research thrusts responding to the needs and experience of underrepresented minorities.

9. Office of Minority Affairs

OMA should provide guidance, assistance, and coordination

for University efforts to achieve diversity.

10. Identification and Support of "Change Agents"

Identify and mobilize key leadership among faculty, students, and staff.

11. Multicultural Education Programs

Implement efforts to improve understanding and build mutual respect among members of the University community.

12. Student, Faculty, and Staff Discipline Policies

Refinement and implement clear policies for handling incidents of racial harassment and discrimination.

Tactical Implementation

0. Leadership and Organization Structure

1. Faculty Recruiting and Development

2. Student Recruiting, Achievement, and Outreach

3. Staff Recruiting, Achievement, and Outreach

4. The Environment for Diversity

Evaluation and Assessment

Formation of Steering Committees

Assessment of Ongoing Programs, Policies, and Procedures

Assessment of Activities at Other Institutions

Inclusion of Evaluation Mechanisms into Program Design

Advisory Groups

Some Early Results

Some early results:

i) Hired 16 new Black faculty this past year...

with 10 more offers out and under negotiation

Several offers were made to Hispanics but

without success. Here we will just have to try

harder.

ii) The total number of minority faculty members who

left the University, either voluntarily or involuntarily,

this past year is one.

iii) The total number of enrolled minority students this year

is up to 4,700 to 4,800 corresponding to 14.5%-15.0% of our enrollment...

and representing an increase of 23% over last year.

iv) Freshman minority deposits this fall have increased

substantially;

Black students up by 21%

Hispanic students up by 54%

Native Americans by 113%

- v) Total number of black first-year graduate students recruited this year are up by over 100%
- vi) Some of our professional schools have had extraordinary success:
 - Medicine at 11% Black
 - Business MBA program at 15% Black
 - Law: 9.4% Black, 3.1% Hispanic
- vii) Retention numbers are coming up (55% to 60%)... highest rate among our peers, but still lagging behind majority students (70%)
- viii) Racial harassment policy for students, faculty and staff
- ix) Believe we are finally beginning to get people's attention...

As an aside, I would note that this year we estimate we are putting over \$30 million a year into minority student and faculty recruitment and retention as well as into a broad array of programs designed to build a true multicultural community on our campus.

Hence, it should be obvious that responding to the challenge of pluralism will require an extraordinary commitment on the part of our university... and higher education more generally.

The Commitment

We have set before this University an important new agenda to achieve the full participation of peoples of diverse racial, cultural, gender, economic, and national backgrounds in the life of our University.

This will require major new commitments of human and financial resources at every level. It will also require the active involvement and cooperation of our faculty, students, staff, alumni, friends, and supporters in the effort to move toward this important goal.

It is also apparent that if we are to be successful we must build new levels of understanding and support beyond the boundaries of our campus...

- i) among our alumni and friends...
- ii) among leaders of our industrial and financial communities
- iii) and, oh, yes,...new levels of understanding, support, and patience from those in position of public influence--whether our elected

public officials in Lansing, or members of the media, or individuals from various concerned campus groups--as we face the inevitable challenges and frustrations of this important effort.

We expect to be held accountable for our actions.

We are in this for the long haul and must not be distracted by temporary setbacks, crises, or shifts in public mood.

We are setting out before this University an important new agenda...although, to be certain, this agenda has set goals which will present us with a considerable challenge -- and we are going to need all the understanding, help, commitment, and involvement we can muster!

It will require us to pull together as a community... in a new spirit of cooperation rather than confrontation...joining one another in our mutual pursuit of a truly multicultural community of scholars.

Next Steps

The plan is simply a map showing our institutional direction and commitment to a destination.,

In a few weeks we will make the current version of the Mandate public to signify our institutional commitment to change.

However, the plan will continue to evolve through continuing interaction with our community, and as we gain experience and insight into how to improve or expand on it.

What cannot change is our determination to achieve diversity.

Concluding Remarks

My college generation of the 1960s was ignited by the spirit and leadership of Dr. Martin Luther King, Jr. in his effort to blaze a new path of opportunity for all peoples. Indeed, at my commencement in 1964, Dr. King received an honorary degree. Dr. King conveyed a sense of love and appreciation for one another, regardless of our differences. He taught us to replace confrontation with cooperation...to replace distrust with respect...to replace ignorance with understanding. he also taught us that we can only make progress toward his dream if we move forward together.

We simply must put aside our distrust, our anger and rhetoric, and instead join together as a community.

All of us--students, faculty, and staff--must demonstrate the courage and wisdom to acknowledge our mistakes; to listen; to learn, and to understand; and then to resume our efforts to move ahead together in our efforts to achieve and sustain diversity and excellence, two intimately related and mutually reinforcing goals that will be the key to the distinction of this University in the years ahead.

These are the fundamental challenges facing our nation today--and they must become the fundamental objectives of our University.