CRLT New Faculty Meeting
Welcome to University
Fall is an exciting time
   a time of renewal...
even more exciting for new faculty...
   finding a place to live, park, ....
Outline discussion
   A bit of my view of the University at this time
   Implications for new faculty
Status of the University:
   Clouds on the horizon:
      Poor State funding...
      Gram-Rudman, federal tax reform...
      the demographic crunch...
      Yet the UM seems poised to surge ahead...
Opportunities:
   Reputation as the flagship of public higher education
      the first....
      and generally regarded throughout its history as the best...
   People
      A faculty of great intellectual strength
      Student body of quality unsurpassed by any public institution
      Largest alumni body in US (1 out of every 1,000 Americans)
   Resources
      Prosperous state, potential for greater support
      Federal support...learning how to play game better
      Private support...Campaign for Michigan
   Ability to control our own destiny
      Best of public and private worlds
      Public support - $200 M/y -- $5 B endowment
      Autonomy of private institution
Believe UM faces opportunities unmatched by another other institution in this nation...
The opportunity is there...IF we can respond to several serious challenges before us
Challenges:
   1. Picking up the pace a bit...
      To build a level of intensity and expectation to
      settle for nothing less than the best in the performance
      of faculty, students, and programs
Tolerating essential singularities...

2. Focusing resources to achieve excellence... Should not try to be all things to all people... Quality should dominate breadth and capacity...

3. Highest priority: intellectual core of activities UM's reputation and quality will be based on its activities in instruction and scholarship... Academic excellence must be our highest priority...

4. To shift the University to more of a change-oriented, risk-taking culture...to stress bold, new initiatives. Must get more people working on the "exponential" part of the knowledge curve.

Operating Principles

1. Academic institutions are profoundly people-dependent Hence, the key to excellence is attracting and retaining the outstanding students, faculty, and staff, and providing them with the environment and encouragement to push to the limits of their abilities, and then getting out of their way!

2. Strive for an entrepreneurial, change-oriented, risk-taking culture... Which stresses excellence, achievement, and excitement...which removes constraints from talented people and encourages them to "go for it"!

3. Importance of undergraduate education The "raw material" entering this institution today is the most valuable resource of our nation... Truly extraordinary quality and commitment. We must be responsible stewards and provide the "value-added" of an outstanding education. Incidentally, despite the fact I'm an engineer, I am firmly committed to the importance of a broad and liberal education...including some science, of course...

Concerns of New Faculty

Tenure...

Explain process: 6-7 year probation process... Usually 3 year review (early warning)...
Promotion/tenure review committee
School Decision
Provost/President Review - Regents action

What are we looking for?
Achievement...not potential...
Keys:
  Strength in Scholarship
  PhD involvement
  Sponsored research (through peer review)
  publications!!!
  Teaching excellence
    A necessary, but not sufficient condition
  Service (lesser)
  Visibility among peers...
    External peer visibility is perhaps most critical!!!

Research...
  Exponential part of the knowledge curve...
  Yet, you must be aware that your peers will expect results...
  Cannot achieve visibility without publishing...
    Supervision of graduate students is essential (also
    leverages your own research activities)
  Sponsored research?

Teaching
  Absolutely essential...
  1% ability, 99% hard work
  Remember,
    this is not a small liberal arts college....
    it is a great research university...
    hence the challenge is to bring your scholarship to bear in
    your teaching....
  We want to expose our students to methods of inquiry...not
    simply to facts...
    to the minds of outstanding scholars attempting to push
    forward the frontiers of knowledge...

Mentors:
  Important not to isolate yourself...
  Use your faculty colleagues, both senior and junior, to help you get
  started

Concluding Remarks
  There is no doubt that we will demand a great
deal of our students and faculty. We will ask you to commit yourself to excellence, in scholarship, in instruction, in service... But I believe that this will 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 will provide the ideal environment for building a strong academic career.