

## 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

Properous 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.