Medical School

Opening remarks...
UM is fragile institution balanced
Medical School...and Athletic Department
(the "Great Wall" between the University and Engineering
Medical School...and University Hospital are
Extraordinarily important...
Not just as measured by resources...
or by health care role...
But, more critically, in intellectual terms...
Extraordinarily complex...
Instruction...
Research...
Clinical activities...
All being forced to operate in an environment
which is changing at a rapid pace...
Priority of Medical School on this campus is obvious!
HTS viewed opportunities very clearly in 1970s
Extraordinary commitments have been made...
and will continue to be made...
Will continue to require great care and attention!!!

More general remarks:
Status of UM:
Poised, just as Medicine and Engineering several years
ago!
Opportunities:
Reputation
Faculty strength
Student quality
Alumni strength
Potential for State support
Potential for federal support
Potential for private support
Best of both public and private worlds...

Challenges: ones of excellence
1. Picking up the pace a bit...
   Refusing to settle for anything less than the best!
   Tolerating essential singularities!!!
2. Focusing resources...
   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!

General philosophy:
Academic institutions are profoundly people-dependent
Hence, the key to excellence is attracting and retaining
outstanding people, providing them with the
environment to push to the limits of their ability,
and then getting out of their way!
An entrepreneurial culture, a no-holds barred, go-for-it
environment in which achievement and the quest for
excellence dominate!
(Sounds like the Medical School doesn't it.)

Medical School
Opportunities:
Strong and aggressive faculty!
Strong leadership!
Strong and effective administrative team:
   Joe Johnson
   George Zuidema
   John Forsyth
Physical plant...at least RHP...
Challenges:
   Resources and facilities
   Winds of change blowing in health care professions
   Washington (Gram-Rudman...)
But key challenge with your school, just as in rest of the University, will involve making up your minds to become the best...but recognizing that you can only do it in a few key areas!