

Dean EO Kickoff

Welcome

Anne and I would like to welcome you to the annual kickoff event for the leadership team of the University...

As with the kickoff brunch from last year, we will also use this as an opportunity to show off some of the fascinating things going on in our schools and colleges...

Let me begin by thanking Paul Boylan and his School of Music for their hospitality... and promise to turn the floor over to him at the end of my brief remarks...

Fall is always a time of renewal...

With the return of students and faculty, the excitement on our campus builds rapidly...and even energizes those of us in "the administration" who have been working throughout the summer to get ready for the onslaught!

And, each academic year presents both its challenges and rewards...

Needless to say, this year things may be a bit more "interesting" in view of the large number of changes that will be occurring through the University administration -- including the departure of several of our colleagues here today:

Harold and Vivian

Jim and Marge

We will miss you all...and miss enormously your wisdom, energy, and spirit.

The Leadership Team

However, as you probably noted, I used a carefully chosen term to characterize the group we have gathered this afternoon: the **leadership team** of the University.

All too often I fear we forget how rich, broad, and deep the leadership of this University really is...

The leadership doesn't stop with just the Regents and the President and the Executive Officers.

Indeed, in a very real sense the real leadership of the University of Michigan is in the trenches... the leadership is with the deans, directors, and chairmen at the school and college level where it must be to deal with what really matters in a great university... teaching and research... students and faculty...

It has been the Michigan tradition to attract into position of leadership as department chairs and deans individuals with energy, vision, and strong commitments to the achievement of excellence.

We must also realize that the leadership team of the University extends beyond the officers, deans, and directors to include their spouses, individuals who are certainly as talented and dedicated...and in many cases sacrifice even more to this University through their selfless and

frequently unrecognized service.
The concept of this extended leadership team is all-important--particularly as we approach the transition year ahead.
All too often, I fear that the press of our own responsibilities and challenges focused forget that we are indeed a team...
During our five years at hard labor as dean and deanette, Anne and I noted how rarely the deans and officers come together to address major issues of concern to the University.
Yet there is no doubt that we are far more effective when working together toward some shared vision than working apart.
In the challenging year ahead we are convinced that it will be this team that must play the key role in sustaining the quality and momentum of our University.

The Action Plan

For this reason, we are using every opportunity to build this sense of a leadership team...
The AAAC/EO Retreat on Racism last week was an extraordinary event aimed at pulling together the leadership of the University to address one of the most serious issues now before us.
But it also was designed to as an important team-building experience.
The decision made this summer to restructure several of the key policy committees in the University to include strong participation by deans was yet another effort aimed at team building.
This kickoff brunch...and many other events that Anne and her colleagues are arranging in the year ahead are yet other important efforts designed to pull us together.

The Theme: Building a sense of community...

6. A sense of community, collegiality
Resist "centrifical" forces on strong disciplines...
How do we arrest those forces which pull the various components of the university community to the periphery and hence undermine its core?
Pull people together...
5. Diversity, pluralism
But events of the past several years have convinced us that we need a renewal of our commitments -- we must stimulate once again the involvement of the entire University community -- of our students, our faculty,our staff.
We simply have not been as successful in achieving a strong minority representation among our students, our faculty and staff, our leadership.
Furthermore, it has become increasingly apparent that the environment on our campus is simply not as sensitive, tolerant, and supportive of racial diversity as it should be...as it must be!
It is imperative that the University both recognize the importance of diversity and pluralism in its

mission...

And make a firm commitment to its achievement:

- i) Through the recruitment, support, retention, and success of minority students, faculty, staff -- and leaders
- ii) And through the development of an environment of mutual understanding and sensitivity that not only tolerates diversity, but moreover seeks and embraces it as an essential objective of the institution.

The Challenge of Transition

Words of assurance

Michigan has been around for a long time...
and prospered, in times of strong
leadership...weak leadership...and
occasionally, no leadership at all!

Continue to believe it is a time of unusual
opportunity

Convinced that we can maintain both the
direction and pace!

But...we are going to have to think very
carefully about how to approach the
next year or so...

Changes

Recognition: Over a two year period, we will see almost
a total turnover in the top three tiers of University
leadership. Indeed, it is interesting to observe
that if my predecessor Bill Frye were to return in a
year or so, he probably wouldn't recognize anyone!

Senior:

President (Shapiro - 1/88)
Provost (Frye - 5/86)
VP-Finance (Brinkerhoff - 1/88)
General Counsel (Daane - 1/87)
UMD-Chancellor (Jenkins-6/88)
Athletic Director (Canham - 6/88)

Regents

Niederlander (11/85)
Dunn (11/85)
Power (3/88)

Other Administrators

VP-Research
DRDA (Lesch - 6/87)
Other senior AVPs...
LSW herself

VP-Finance area

Retirement: Weidenbach, Sturgis

VP-Government

Attrition : Nichols, Molin

VP-Academic Affairs

Attrition: Allmand, Sauve, Sudarkasa, Mims

Deans

Engineering, Law, Dentistry,
Art, Architecture, Medicine, SILS, Rackham, Public Health...

Question: Who will pass the torch of leadership???

A strategy for the transition

1. It is essential to convey to the University community a sense
of stability and continuity...
2. It is also important, however, that we recognize that it
will probably NOT be a time for business as usual...

we must approach the next two years with some care if we are to sustain the direction and the momentum of the University

3. NOTE: I believe it would be a serious mistake to simply hunker down...to coast. This is a very critical period in the University's history, and we cannot afford to waste it through inaction. Now is not the time to put the University on automatic pilot!!!
4. However, we must also choose very carefully our agenda for this period, recognizing that we will be suffering from an overload. In order to accomplish our highest priority objectives, we will inevitably have to let some other activities go to hell...

Some Questions:

1. How do we convey to the University community (and beyond) a sense of stability and continuity... yet, at the same time, get people to pull together to move through the transition with resolve and enthusiasm, rather than simply hunkering down... or even worse, starting turf battles (since Nature abhors a vacuum -- particularly in leadership)
2. What activities should we focus on as our highest priority in the months ahead?
 - Traditional goals...
 - Faculty salaries, graduate student support, better laboratories, libraries, etc.
 - Pluralism and diversity
 - Public sector (Lansing, Washington)
 - Private sector (son of the Campaign for Michigan)
 - A national championship in a revenue sport???
3. How do we involve the faculty in the key decision process during this period? How do we get you... and keep you...in the loop?

Some Possible Answers

Let me suggest to you some of the priorities I believe should be essential areas of focus in the months ahead:

- i) The strategic leadership agenda
- ii) Our renewed commitment to building a community which not only tolerates, but seeks and is nurtured by its diversity and pluralism.
- iii) Faculty recruiting and development
- iv) Building greater depth of leadership in the University through greater faculty involvement

Developing Leadership

The real leadership and continuity of this University rests not over in the "blockhouse" but rather in the academic units themselves!

It has been the Michigan tradition to attract into position of leadership as department chairs and deans individuals with energy, vision, and strong commitments to the achievement of excellence.

There is no doubt in my mind that, even if a massive transition at the helm of the University was not occurring, the real continuity and strength in leadership would be provided by the academic units themselves.

However, the rapid turnover in leadership faced by the University suggests that we simply must not leave to chance the development of leadership in our institution.

Rather, we must make a special effort to both broaden and deepen the leadership of the University by identifying faculty with abilities in this area and providing them with opportunities to develop these skills.

And, of course, we must also make a special effort to attract to the University individuals with particular talents in these directions.

Conclusion

It should be obvious that I and my colleagues have absolutely no intention of slowing down the pace during the transition period we face in the months ahead.

To be sure, there will be additional challenges.

But, working together, I have no doubt that we can continue to accelerate even as we move through the transition as we rise to new levels of achievement and excellence.

And you have my personal commitment that I and my colleagues have committed ourselves totally to the objective of sustaining the pace and direction of the University in the months ahead!