

An Operating Manual for the Presidency

General Observations

- Some history
 - Use Senate Assembly talk
- JJD Philosophy
 - Use Powerpoint
- Some unique features of UM presidency
 - Probably most complex and demanding presidency in nation
 - ...both a campus and system CEO
 - ...UMAA largest and most complex campus in world
 - Unusually lean administration
 - ...hence strongly dependent on getting the very best people in the few EO positions
 - (one bad apple can really screw you up)
 - Unusually political in nature
 - ...partisan, political nature of Regents
 - ...long history of campus political activism
 - ...combination of local, state, federal politics
- Particular comments about Interim President
 - Dual responsibilities
 - Maintain momentum and direction of previous administration
 - Do not launch new initiatives that would tie the hands of next administration
 - But it is important that the Interim President not simply be a caretaker, since UM requires strong leadership to remain stable
 - Can only focus on a few issues
 - Fleming: Code
 - Smith: RHP
 - Hence, most important role is to make certain that existing leadership team can carry out their responsibilities
 - Important to determine
 - ...those you can depend on
 - ...those you have to watch
 - ...those you have to avoid

How does the President spend his/her time?

- Boards
 - Personal
 - Professional
 - University
 - Executive Officers
 - Academic Program Group
 - UMMC Exec Com
 - Rackham Governing Board
 - Clements Library
 - University Musical Society
 - State
 - National
- Administration
 - EO meetings
 - Dean meetings
 - APG
 - Individual meetings
 - Searches
- Development
 - The Campaign for Michigan
 - Development Strategy
 - Solicitation and Cultivation
 - Receptions and Dinners

Higher Education Groups

- AAU
- NASULGC
- CIC
- BHEF
- ACE
- Tanner

Legal Issues

- OMA
- FIOA
- Litigation

Regents

- Regular meetings
- Special meetings
- Ceremonial events
- One-on-ones

Medical Center

- UMMC Executive Committee
- Strategic Issues

On-campus: Showing the Flag

- Site visits
- Faculty recruiting
- VIP visits

Athletics

- UM Athletics
- Big 10 Conference
- NCAA

Campus Events

- Performing Arts
- Academic Events
- Univeristy Events

State Relations

Federal Relations

Town/Gown

- Community Leaders group
- Civic events
- Official events

Special Initiatives

- Michigan Mandate
- Women's Issues

Public and Media Relations

- Michigan Daily
- Ann Arbor News
- State Press
- National Press

Student Activities

- Student Groups
- MSA
- Greeks

Faculty Activities

Alumni Activities

Regional Campuses

- UM-Dearborn
- UM-Flint

Higher Education Organizations

AAU

- Command Performance
- Most important--top 55 research universities
- Presidents only (unlike NASULGC and ACE)
 - Strong spouse involvement
 - Both social and professional

Meetings twice per year (S, M, T)
Fall--October--on campus (LA this fall)
Winter--April--Washington

NASULGC

Meetings once per year
Primarily land-grant public universities
Michigan does not usually play a leadership role
(although I headed up federal relations
effort and selected Peter McGrath as president)
(Indeed, HTS actually withdrew at one point)
But Michigan needs to weigh in when necessary

ACE

Meetings once per year
Umbrella organization
UM not very heavily involved

Big 10 - CIC

Meetings twice per year (2 days)
December--Chicago
June--Campus (UM in 1996)
Command Performance
President's Council (JJD chairs)
Board of Directors for Big 10 Conference
Alliance building
CIC--Provost Organization

Business-Higher Education Forum

ACE founded
40 presidents, 40 CEOs
Strong spouse involvement
January--Arizona or California
June--floats (Europe, Atlanta, ...)

Tanner Group

Directors of O.C. Tanner Trust
Harvard, Yale, Princeton
Michigan, California, Stanford
Utah, Oxford, Cambridge
Tanner Lectures on Human Values
Strong spouse involvement
Meetings in late June
1996: Yale (JJD)
1997: Harvard
1998: Overseas
1999: Michigan
Observations:
Command Performance
Provides personal bond among leaders of
top universities in world
Also builds close personal friendships

PCSUM

Coordination body for public higher ed in Michigan
JJD chaired for two years
UMAA, MSU, and WSU are key players
Not very influential, but UM needs to provide
leadership
Usefulness depends on leadership
JJD and DA used PCSUM to build cooperation
McPherson and Hanieke have destroyed this
Hope that Jim Renick will be next chair
(rotates between large and small institutions)

Pew Higher Ed Roundtable

Special events

GUIRR

Campus town meetings (JJD involvement)

The Office of the President

President's Office

Presidential Events and Facilities

Institutional Advancement

Personal Support of the President

Facilities

General Observations

Facilities are NOT a perk

Critical to

performance of role of president

institutional advancement

Highly visible

Goals

Outstanding quality

Cost control

Maximum flexibility

Protect as resource for future

The President's House

The House from Hell

A big of history...

Oldest building on campus

14,000 sq ft

Not designed as a residence

Residence of all 11 presidents

But most had extensive staff

E.g., HTS

Full time cook

Two housekeeping staff

House manager

Gardening staff

AMD approach

Minimize staff

Use Inglis House

Catering

Physical Issues

Security

Privacy

Exposure

Operating Policies

Small dinner parties

Large receptions

Without staffing, do not have house guests

Caveats

Difficulting in entertaining

Most presidents are moving off campus

Inglis House

Given in will as president's house

Offered to each president (beginning with Hatcher)

Operating policies

Not a hotel or meeting facility

Stress institutional advancement events

Campaign for Michigan

Set aside for Regents meetings

Operate with minimum staff

Housekeeper: Inge

Housing keeping staff: Kurt

Gardening Staff

Management and events design

Caveats

Cost of overnight guests
Medical School
But have some problems with certain
Regents who want to take it over

Football Pressbox
President's Box
VIP Area
Regents Shenanigans

Staff

Executive Officers
EVPAA and Provst
EVPCFO
VP-Research
VP-Student Affairs
VP-University Relations
VP-Development
Secretary
Chancellor-UMD
Chancellor-UMF

Deans
Dean assessment
Dean dynamics

Directors and Other Senior Staff
Athletic Director
General Counsel
President of UM Health Care System
Exec Director of Human Relations
Vice Provosts

Personal Staff

Caveats
End-runs
Authority

Prioritizing Commitments

What you need to watch like a hawk...
Court politics
Intercollegiate Athletics
Lansing scene
Legal issues

Key Issues for the Year Ahead

Sustaining momentum through the transition
Restructuring of the UM Medical Center
State/federal budget meltdowns
Regents...regents...regents...