

Partners in Academic Leadership



James and Anne Duderstadt

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Table of Contents

1. Partners in Academic Leadership
 2. Early Faculty Years
 3. Deaning
 - 4.. Provosting
 5. Into the Presidency
 6. Living in the White House
 7. A Matter of Style
 8. Lifestyles of the Rich and Famous
 9. Serving the Michigan Families
 10. Understanding the Past to Chart the Future
 11. Fading Away
 12. Life After Leadership
- Appendix: Books Authored by the Duderstadts

Chapter 1

Partners in Academic Leadership

For the past five decades, Anne and Jim Duderstadt have enjoyed being members of the Michigan family, while serving in a variety of roles and seeing the University and its surrounding community from an array of perspectives. From the academic perspective, Jim's rise through the ranks as a faculty member in Engineering was rather traditional with most activities in teaching, research, graduate student supervision, and hustling for research grants. However, he soon became involved in broader campus issues in faculty governance, chairing the advisory committee for two provosts (Frank Rhodes and Harold Shapiro). Such activities caught the attention of University leadership, and over the next two decades Jim would descend through the various levels of Dante's inferno of academic administration to Dean of Engineering, Provost, and finally President of the University, only to be reincarnated once again as a faculty member—albeit mostly unseen and unheard on the Michigan campus as a has-been president.

Anne, the other member of the Duderstadt team, rose even more rapidly to leadership roles in the University community: first as chair of the Faculty Women's Club Newcomers group, then later as president of the Faculty Women's Club organization; as a member of other campus and community groups; as "deanette", "provostess", and "first lady" of the University, and as institutional advancement officer, managing hundreds of events, renovating several major facilities, and hosting thousands of faculty, students, alumni, and guests of the University. Anne also found "life-after" productive, by continuing her strong efforts to document the remarkable history of the University of Michigan through a series of books and websites and sustaining important community groups of University faculty and families

Hence, the Duderstadts began their years in Ann Arbor in University Family Housing, later to return again to University housing some twenty years later, this time to reside in the President's House. Unlike most university presidents, they decided after their presidential role that they would remain at Michigan, returning to the faculty and the community. Jim and Anne would continue to serve as best they could—if only as ghosts of the University past.

This latter decision was rather unusual in higher education. Most university presidents are itinerant—they move from university to university, as they progress through the academic and administrative ranks, and usually leave the institution when they step down as president. Jim and Anne ended up not only spending their entire careers at a single university, but they were determined to remain at Michigan following their service in the presidency—although some of their friends have referred to this determination as evidence of being "mobility-impaired". In a sense, the Duderstadts regarded the Michigan presidency as yet another University assignment—clearly both important and consequential—but drawing them temporarily away from their long-standing role as members of the Michigan faculty and Ann Arbor community. Jim and Anne were determined to return to these earlier roles, although there have been times when this has not been easy.

But while their long tenure of a half-century in serving the University of Michigan may have been unusual, their approach of forming a strong partnership in leadership and service was not.

The Importance of Leadership Partnerships

Although unwritten in the university contract for



Michigan's Leadership Partnership

a president, there has long been an expectation that the president's partner will be a full participant in presidential activities. Much like the presidency of the United States or the governorship of a state, a university presidency is really a two-person job, although generally only one partner gets paid and recognized in an employment sense. At many universities, such as Michigan, the "First Lady" (or "First Mate") of the university is expected to play an important role not only as the symbolic host of presidential events—and perhaps also as the symbolic mom of the student body—but in actually planning and managing a complex array of events, facilities, and staff. These responsibilities include hosting dignitaries visiting the campus; organizing almost daily events for faculty, students, and staff; and managing public facilities, such as the President's House or the hospitality areas of the football stadium.

Throughout the University of Michigan's history, the spouse of the president has played an important role. Julia Tappan provided strong leadership for the frontier community of Ann Arbor and was affectionately called "Mrs. Chancellor." Sarah Angell

was strongly supportive of women on campus and was instrumental in launching the Women's League. Nina Burton started the Faculty Women's Club and served as its first president. Mary Hutchins, Florence Ruthven, Anne Hatcher, Sally Fleming, and Vivian Shapiro all played key roles in building a sense of community on campus—hosting students, faculty, and visitors.

While such leadership partnerships are common in higher education, they have also been important in many other leadership roles in our society. Clearly the partners of American presidents, so-called "First Ladies" at least to date, have provided important leadership for our nation. Such partnerships are also important in other political roles such as governors and ambassadors because of the complexity of these roles. Many of these partners in leadership have had an impact quite comparable to or even greater than their mates.

Such is also the case with university leadership. The university president is analogous in many ways to a corporate CEO, managing a broad collection of university administrators such as executive officers and deans, reporting to a university governing board, managing the external relationships of the institution, and perhaps most important to some, "going downtown and getting the money" (as one university historian put it).

But there are many other university needs for leadership. Universities are complex communities of teachers, scholars, professionals, staff, and students. The responsibility for creating and nurturing of these important communities frequently falls to the presidential partner. The university is also a very complex family with needs for support, understanding, nourishing, comfort, and care, particularly during difficult times. Universities are characterized by important yet complex histories that should be uncovered, understood and communicated broadly for the institution to thrive and advance, yet again a role that frequently falls to the partner. And, of course, the partner joins with the president in a broad range of efforts to advance the institution, from entertaining visitors to promoting the university to institutional advancement (a polite way to refer to "going downtown and getting the money" with their presidential partner.)

Of course many other areas of the universities



Presidential teams of the 1960s, 1970s, 1980s, and 1990s

are actually led by similar partnerships rather than individuals, particularly for academic units such as departments (chairs), schools and colleges (deans), and executive roles (such as provosts). Such academic roles involve complex families of faculty members, students, and staff that frequently become the responsibility of the partner for providing understanding and support. Furthermore, these academic partners also provide networks among themselves that are important for linking together the diverse roles of the institution.

This book is intended to describe the role and importance of these university partnerships by describing the experiences of the Duderstadts. Their half-century of service to the University of Michigan provides an unusual perspective of not only the importance of these roles but also how they evolve over time.

The Education of University Leadership Teams

The arcane skills required to serve and lead a major university are best learned from other accomplished academic leaders. In this regard, Jim and Anne both must acknowledge at the outset the extraordinary impact that earlier Michigan presidents and first ladies have had on their own careers: Anne and Harlan Hatcher, Sally and Robben Fleming, Alene and Allen Smith, and Vivian and Harold Shapiro, who served as mentors, friends, and confidants. Beyond this, other Michigan leaders, several of whom went on to major university presidencies themselves, have been important role

models, including Rosa and Frank Rhodes, Elisa and Billy Frye, Becky and Chuck Vest, and Ann and Farris Womack. So, too, the Duderstadts' many friends and colleagues serving on the Michigan faculty and as deans and executive officers have similarly had great influence on their role as academic leaders.

During their years in the presidency, Jim and Anne had the opportunity to work closely with and learn from many of these former Michigan leaders who were still on the campus and provided access to decades of experience, consultation, advice, and warnings on many, many occasions. Indeed, much of they learned about the trade of university leadership was due not only to the wisdom and lessons they learned from these experienced former Michigan leaders, but the agenda of their years in the Michigan presidency essentially followed the trails their predecessors had blazed before them.

For example, Jim's early challenges during the 1990s were first to develop a financial paradigm that could address the decline in state support while sustaining the University's fundamental mission of "providing an uncommon education for the common man" (in the words of former president Angell.) In facing this challenge during their years in the Michigan presidency, the Duderstadts turned first to Harold and Vivian Shapiro, who taught them not only leadership skills, but also passed along the strategy for accommodating the tragic loss of state support through cost-containment, fund-raising, and careful management. But even more important, the Shapiros taught them the importance

of making *excellence* their primary objective as the University restructured its financial support.

In fact, during their years in the presidency, the Duderstadts led the University down a path established by the Shapiros and largely completed the transition to a “privately-supported but publicly-committed” university. This required a major restructuring both of the culture and financial management of the University, decentralizing authority and responsibility to the deans and the faculty while stressing the importance of focusing resources to achieve excellence. It also required an aggressive fund raising involving, both Jim and Anne as a team that resulted during the 1990s in the first \$1 billion campaign in the history for a public university. The final component was provided by their remarkable VPCFO, Farris Womack, in using reserve funds and donations to take UM’s endowment from \$200 M in 1988 to over \$3 B in 1998 (and would later grow to over \$12 B by 2020). As a consequence of these steps, by the late 1990s UM’s financial strength rose dramatically even as state support declined, as recognized by Wall Street when it made Michigan the first public university to receive its highest AAA credit rating. UM entered the 21st Century as one of the financially strongest universities in the nation.

Another former Michigan president, Robben Fleming, taught Jim the rare skill of listening, respecting, and working with students and faculty activists on major University agendas. This proved invaluable during the effort to diversify the students and faculty of the University and break through the glass ceiling by placing women in key leadership positions throughout the University as deans and executive officers. With the assistance of former presidents, Jim managed to convince the Regents to adopt policies protecting gay rights that would provide security and respect for the University’s gay communities.

Very much guided by the contributions and spirit of earlier University first ladies such as Anne Hatcher, Alene Smith, Sally Fleming, and Vivian Shapiro, Anne led a remarkable array of University activities to build and sustain communities for faculty, staff, and students. She led the effort to restore important University facilities to support such important community resources as the Presidents House, the Inglis Highlands Estate, the entertainment areas of Michigan Stadium.

She elevated significantly the quality and cost-control of University events planned for the thousands of students, faculty, and staff of the University and those visitors to the campus.

Of particular importance were Anne’s efforts to stimulate a broad array of efforts to identify and preserve University history. She persuaded the University to assign and fund a major role for the Bentley Library to collect and archive historical artifacts while also supporting courses on university history. She established a University History and Traditions Committee, chaired by a University Historian (a post first held by Robert Warner, former head of the National Archives). Of particular importance was her role in preserving important historical facilities such as the Detroit Observatory (one of the first three observatories in the nation and key to Michigan’s evolution as one of the nation’s first research universities). As Anne Duderstadt observed, “Without an appreciation for the past there is no future!”

Here the models and assistance provided by earlier University first ladies, including Vivian Shapiro, Sally Fleming, Alene Smith, and Anne Hatcher, enabled Anne to lead a broad array of University activities, building communities for faculty, staff, and students, managing the complex projects to host University activities, and re-igniting the University’s history efforts.

The Purpose of This Book

Beyond the privilege of serving a great university, the Duderstadts believe that the most rewarding and satisfying aspect of their half century at Michigan has been the ability to join with many remarkably talented and dedicated people in the task of keeping the University among “the leaders and best.” The size, complexity, and aspirations for excellence of the university both require and attract great leadership at all levels, among its faculty, students, staff, administrators, regents, and alumni. Whatever success was achieved during their leadership years at the university was due to a very considerable extent to the effort, talent, wisdom, and courage of the Michigan leadership team, defined in the broadest sense, to build on the leadership achievements of earlier administrations.

In part for the record, in part for their family, and

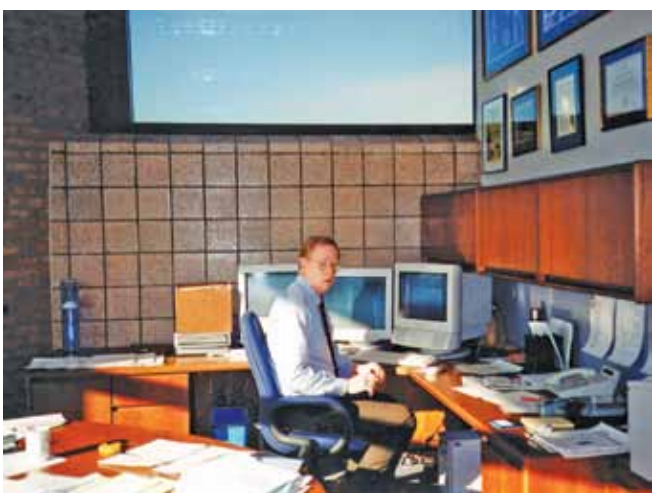
in part just for their personal catharsis, they have provided this chronicle of their journey into the depths of academic administration and their escape back again to the joy of faculty life during their 50 years of service to the University of Michigan. Although many of these experiences were characterized by the expected degree of seriousness and solemnity, Jim and Anne have described many of them in a more humorous tone. It is their hope that the reader will excuse this spirit of humor, amusement, and occasional wonder. Here Jim and Anne certainly do not intend any disrespect, either for the University they have served for so long or the hundreds—indeed thousands—of people who have made similar commitments to Michigan. Rather, they prefer to view their experiences, both good and bad, both successes and failures, through the rose-colored glasses of humor and good intentions. Besides, this perspective seems to help in making sense out of the complex array of experiences and happenings characterizing a modern university presidency.

As noted earlier, the Duderstadts view their years at Michigan as very much a team experience. Indeed, they, like most other families thrust into these complex roles, find it difficult to imagine how the myriad roles and responsibilities characterizing university leadership could be addressed by a single individual. To be sure, each of these roles was different, yet both were comparable in challenge, responsibility, and importance.

Hence this book is intended to provide a narrative of these experiences of the Duderstadt partnership over the half-century during which they have served the University together through an array of leadership roles. Perhaps this might also be regarded as a primer for other partnerships serving in leadership roles at the University. It is intended as strong encouragement to future University leaders, whether serving as department chairs, deans, officers, or presidents, to not only remain committed to sustaining the history and character of this remarkable institution, but also the importance of valuing and honoring the efforts of their partners, so critical to these roles.



The array of roles as family, university, and community leaders



Life after leadership: as historian, national policy advisor, and tenants of “the Dude”.

Chapter 2

Early Faculty Years

Both Jim and Anne had grown up in Carrollton, a small farm town (population 5,000) in central Missouri about 70 miles northeast of Kansas City. Carrollton was located on the Missouri River, in the heart of some of the richest farmland in the world. Most of its residents were involved in farming in one way or another. Anne (then Anne Marie Lock) was raised on a farm. Although Jim's father was a highway paving contractor, his grandfather owned working farmland.

Anne attended the University of Missouri in Columbia, working to pay her way through college and receiving a B.S. in home economics in 1964. For college, Jim headed east to Yale, knowing nothing about it, but lured in part by the opportunity to play college football at a mysterious institution in the east. They began to date during their college years and were married shortly after graduation. The couple then headed off, first to Los Alamos Scientific Laboratory where Jim had a summer job and then on to the California Institute of Technology where Jim attended graduate school in engineering science and physics while Anne took a job as a department store manager.

Although Pasadena was an important chapter in the Duderstadt history—Anne's work in store management, Jim's M.S. and Ph.D. degrees followed by an Atomic Energy Commission postdoctoral fellowship, and the birth of the two Duderstadt daughters, Susan and Kathy—it was a remarkably short period of only four years. Part of the reason was the Vietnam War with the threat of the draft always lurking in the background and providing strong motivation both for graduate students and faculty to complete their degrees as rapidly as possible. But it was also a time of ample job opportunities, with the space and defense programs in high gear, and universities ramping up their research in science and engineering.

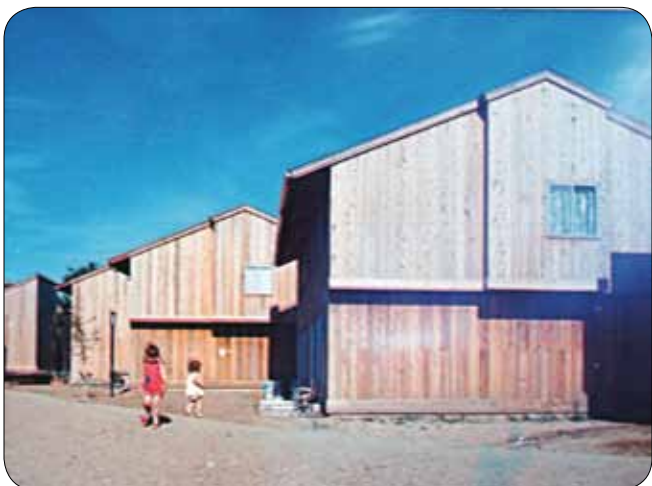
Although Jim was interested in completing his AEC postdoctoral appointment before considering more permanent employment, he did agree to give a seminar at Michigan in 1967. To be sure, Michigan's Department of Nuclear Engineering was not only the first such program in the nation, but also it ranked among the top such programs in the world. Despite this, Jim was not particularly enthusiastic about visiting Michigan to explore the opportunity but agreed to do so as a favor to one of his thesis advisors, who told him that Ann Arbor was "nirvana," (although certainly not on the cold, gray, drizzling day in March when Jim visited). While he was flying back to California after the interview, the department chairman, Bill Kerr, called Anne and told her they were going to make him an offer. Anne responded without hesitation: "Jim will accept your offer!". She had had enough of Southern California. When Jim arrived back in Pasadena, he was informed that the Duderstadts were headed to Michigan. (Jim soon learned that on such weighty matters, Anne was usually correct.)

In December of 1968, the Duderstadts moved from Southern California to Ann Arbor, Michigan. It was a hot, sunny day in Pasadena—a Santa Ana condition, in fact—when they loaded their furniture and VW onto a moving van. They packed up their two daughters, who had never even seen snow, much less Michigan, and flew to Detroit, arriving in subzero cold and heavy snow, first to move into the Northwood IV married student housing complex. (During these early years, salaries for junior faculty were frequently inadequate for purchasing a home, so the University generously housed a few faculty families in married student housing.)

Despite the climatic shock, the Duderstadts found themselves very much at home, both in Ann Arbor and



Arriving in a Michigan winter in Northwood IV, UM married student housing



But, spring finally arrives!

at the University of Michigan, so much so that they would remain in Ann Arbor and serving the University for the next 50 years!

The First Signs of Community Life

Fortunately, within a few weeks after the Duderstadt's arrival, Anne encountered the first signs of the strong social network that had developed within the University through the women of the faculty. She was contacted by the leaders of the Newcomers Section of the Faculty Women's Club and invited both to join and to meet other new arrivals at a series of social get-togethers for the several hundred women joining the University faculty community each year.

Here it is important to stress just how important this community organization was to new faculty families. As noted earlier, the University is a very diverse and complex organization, broken up into smaller social groups usually aligned with academic departments or work areas. One can imagine the differences among academic units such as Law, Medicine, Engineering, and LS&A, or among the diverse departments and programs in each of these units. While most of these organizations made some effort to welcome and orient their new faculty members, their families were generally ignored.

In contrast, the Faculty Women's Club spanned the entire university, hosting an unusually broad set of activities and interest groups both for faculty wives



Faculty Women's Club Newcomers

and more broadly their families. In fact, since being launched by President Marion Burton's wife, Nina Burton, in the 1920s, it had become a primary social organization for pulling together faculty members and their families across the University. While many of the women in the Faculty Women's Club would remain active throughout their lives (including many of the wives of senior university leaders such as presidents and deans), the FWC Newcomers group played a particularly important role both in welcoming new arrivals to the University and providing them with opportunities to become engaged in its broad range of activities, both as members and as families.

Anne immediately joined the group and soon found herself not only with a host of new friends from other arriving faculty families, but also developing relationships with many of the women leaders of the University, including Sally Fleming and Alene Smith (both president's wives) and the spouses of leading faculty members such as Phyllis Wright, Sue Yohe, Betty Richart, and Florence Crane. Her participation in various Newcomers interest groups such as International Cooking, Parenting and Child Care, and Book Reviews gave both Anne and Jim an immediate opportunity to meet other faculty families and make new friends across the entire breadth of the University. In fact, Jim was almost overwhelmed when at one of Anne's events he found himself seated directly across from President Robben Fleming!!! Needless to say, for a brand-new assistant professor, this was a bit terrifying, until Jim learned just how warm and gracious the Flemings were. (Robben Fleming was to become Jim's



Anne with Sally Fleming

primary tutor in learning the art of the university presidency during the brief several-month period when he became Interim President, just before Jim was elected as the successor to Harold Shapiro.)

The early involvement of Anne in the Faculty Women's Club soon led to an array of community leadership roles. Within a few months after arriving in Ann Arbor, she was asked to become chair of the Faculty Women's Club Newcomers Group. This was a particularly important assignment, since during the 1970s, the Faculty Women's Club was the principal University organization that wove new faculty and their families into the community life of the institution. In this role, she rapidly developed friendships with the spouses of many campus leaders. In 1983 Anne was elected president of the Faculty Women's Club with Sally Fleming as vice president, after the Flemings returned to campus.

Early Faculty Life

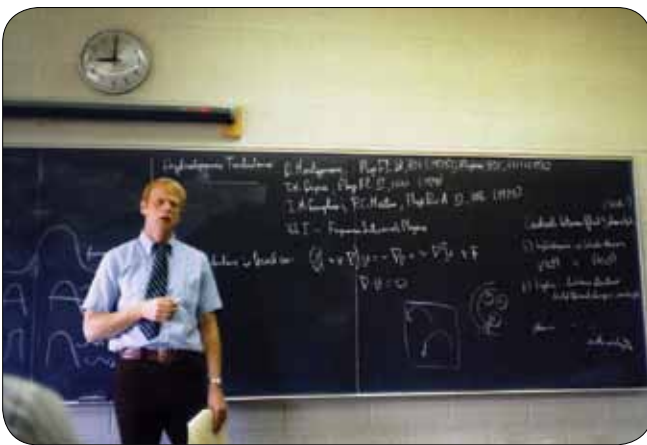
Jim's early faculty experience was somewhat different, in part because he was as young as most of the graduate students in his Department of Nuclear Engineering. While Jim rapidly developed professional relationships with the faculty, his closest colleagues were actually graduate students. Because he was recruited to fill the position of a senior faculty member who left behind several Ph.D. students, he immediately picked up these abandoned souls, although the relationship among them was less one of "master and student" and more one of "brothers-in-arms". Much of



Nuclear Engineering faculty colleagues



Nuclear Engineering students (with Jim's textbook)



The intricacies of plasma physics



Celebrating Dad's tenure...

his social life within the department was with graduate students, joining them in basketball games, late-night poker matches, or just having an occasional beer together (usually at the parties that dissertation chairs would hold for graduate students who had completed their Ph.D. degree).

This was also important because his department was small, research-intensive, highly interdisciplinary, and almost totally focused on graduate education, offering M.S. and Ph.D. degrees in nuclear science and nuclear engineering. Hence it was almost ideally suited to the generalized approach to teaching and research Jim had received at Caltech. Its reputation allowed it to attract both outstanding faculty and graduate students of unusual breadth and ability. Hence, it was well-suited to Jim's roving interests, which evolved quite rapidly across the fields of physics, mathematics, and engineering. In fact, the breadth he had acquired at Caltech enabled him to encourage each of his graduate

students to select their own topic of interest rather than working on particular problems he proposed, thereby attracting some of the most able students in the department.

While many university faculty members focused on teaching only a few courses closely related to their area of expertise, Jim rarely taught the same course twice in a row. He enjoyed creating new courses and curricula, including one of the first courses taught at the University on microcomputers—the Apple II! For most of the 1970s, he remained actively involved in research (with a steady stream of research grants), graduate education (chairing 22 dissertation committees by 1980 and serving as a member of hundreds of others), and winning several University and national awards for both his teaching and research.

This level of activity was sufficient to propel Jim rapidly through the academic ranks, with promotion in 1972 to Associate Professor (with tenure) and full

professor in 1975. He began to realize, however, that the traditional faculty role, while enjoyable for the moment, would probably not hold his attention for the long term. Indeed, he always had great envy and admiration for his more senior colleagues who had been able to maintain both scholarly interest and momentum through the several decades of their careers. Perhaps it was his field of theoretical physics and mathematics that frequently led to burnout at an early age, or perhaps it was just a character flaw. In either case, he soon found his concentration and attention beginning to wander to other activities in the University.

Since he usually produced copious lecture notes for each of these courses, Jim soon shifted to writing textbooks to expand his pedagogical efforts. The first of these, *Nuclear Reactor Analysis*, was written with another junior faculty member, Louis J. Hamilton, and covered most of the material required for both the B.S. and M.S. in nuclear engineering. It turned out to be wildly successful, soon becoming a dominant textbook in the field. In fact today (2020), almost 40 years later, it remains one of the most important textbooks in this field.

Anne's Preparation for Academic Leadership

Anne's interests soon shifted to the academic, when she became captured by the extraordinary faculty of the College of Literature, Science, and the Arts. She joined a small group of women auditing the core arts and humanities courses of the College, from leading faculty members such as Ted Buttrey, Diane Kirkpatrick, Sharon Herbert, Marvin Eisenberg, David Huntington, Don Cameron, and Ralph Williams. This strong interest, particularly in history, was to manifest itself later when as First Lady of the University, she was influential in actions taken to better archive, analyze, and disseminate the remarkable history of the University of Michigan. She would continue these efforts following the presidency by authoring a series of books on the history of the University and creating a series of web-based digital archives in areas such as campus evolution, faculty and staff histories, and a major web "portal" that has proven invaluable in celebrating the Bicentennial of the University in 2017.

Ironically, through her leadership experiences in

various University community organizations such as the Faculty Women's Club, her friendships with many of the women leaders of the campus, and her deepening love and respect for the liberal arts of the University, she was probably better prepared for service in the presidency than her husband!!!

Chapter 3

Deaning

Because most faculty members were loath to become involved in University service activities, Jim soon found himself not only appointed to but also chairing numerous faculty committees. Like most younger faculty, he tended to approach each assignment with an activist agenda. For example, when he chaired the curriculum committee for the College of Engineering, Jim eliminated half of the courses in the College catalog on the grounds that they were rarely taught. When he chaired the faculty advisory committee to the provost (first Frank Rhodes and then Harold Shapiro), he led the charge to improve the environment for research on campus. And when Jim served on the University's Budget Priorities Committee, he participated in the effort to downsize or eliminate a number of University departments and programs. In fact, he became sufficiently visible as an activist faculty member, that he was elected to the leadership committee of faculty governance, the Senate Assembly Committee on University Affairs (SACUA). At that time, Jim probably would have considered eventually chairing that body as the high point of his career. But fate was to intervene before he could serve in this role.

One evening in the spring of 1981, while Jim was minding his business as a budding radical in faculty governance, he received a phone call at home from Provost Billy Frye. He was offered a Faustian bargain to become Dean of the College of Engineering, an academic unit with over 300 faculty, 5,000 students, and a budget of over \$100 million. At that time his administrative experience was essentially zero. Jim had never been a department chair. He didn't even have his own secretary, and he had never supervised anybody other than Ph.D. students. Jim was also only thirty-seven and relatively unknown inside the College. However, he was also brash and naive enough to view



The new Dean and Deanette of Engineering

this as an opportunity to correct all the deficiencies Jim had been complaining about for years as a faculty member. After some discussion, Anne and Jim decided that this was something he had to do, and he accepted.

Actually, like most of the interesting assignments held by the Duderstadts, Anne had a role in the dean appointment, although she did not know it at the time. One of her good friends in the Faculty Women's Club was Betty Richard, whose husband Frank Richard was the chairman of the College of Engineering Dean search committee. When Betty learned that Jim was a candidate, she advised her husband to select him as dean, since Anne was such a great leader in the Faculty Women's Club!

The Duderstadts really didn't know what to expect



Moving into the Chrysler Center

with this new role. Actually, Anne had more experience than Jim did in the “upper reaches” of the University administration. But sometimes naiveté can be useful.

Captured by the Vortex of Administration

Like most of new leadership jobs, the Dean’s role started almost immediately. Jim was introduced to the Engineering faculty the next day, and two weeks later he moved into the Engineering Dean’s office. Shortly after arriving early in the morning, he received a phone call from a vice president informing him that his first job that morning was to fire two 20-year employees who had been caught falsifying their travel vouchers. The fun of academic administration started immediately.

Throughout his first weeks, Jim met with each of the leaders of the college: the department chairs, associate deans, and key faculty. It was fortunate that he assumed the ability to select his own team, surprising each of the associate deans by thanking them for their service and offering to help them return to the faculty. Jim then was able to talk several other young faculty members into joining the new administration, including Chuck Vest, who was later to become president of MIT, and Dan Atkins, later to become dean of Michigan’s new School of Information, and Scott Fogler, one of the leaders in chemical engineering education.

In his meetings with the department chairs, two of the most powerful chairmen, who had also been candidates for the dean’s position, attempted the usual power play by threatening Jim that they would step

down if they didn’t get their way. Jim thanked them for their service and asked them for help in searching for their successors, leaving both a bit stunned when he left their offices.

Bill Frye had taken a chance by turning the leadership of the College over to the young faculty. In a similar spirit, Jim and his colleagues moved rapidly to restructure and rebuild the College. His team first overhauled the salary program, then based primarily on seniority and rank, and instead moved to compensation based on merit. In the process they shocked the College’s assistant professors by doubling their salaries over a two-year period, stressing that they believed that the young faculty members deserved it. They launched an aggressive effort to complete the move of the College to the North Campus through a combination of building renovation, privately funded facilities, and a major state funded facility. In fact, Chuck Vest and Jim were allowed to go to Lansing to lobby directly for a badly needed engineering facility, thereby gaining the experience that would serve each of us in their later roles as provosts and presidents.

During his brief five-year tenure as Dean of Engineering, Jim and a team of younger faculty leaders—including Charles Vest, who would later become president of MIT; Dan Atkins, later founder and dean of Michigan’s new School of Information; Scott Fogler, a prominent engineering educator, Lynn Conway, a national leader in computers, and Walt Hancock, a former chair of Industrial Engineering—rejuvenated the College of Engineering. Together they completed the



So, what do I do now?

30-year-long effort to move the College to the North Campus, recruited over 140 new faculty members, and boosted the reputation of its academic programs to 5th in the nation.

The Leadership Partnership Begins

Anne played a very important role as a member of the new leadership team for the College of Engineering. Her friendship both with the associate deans' wives (Becky Vest, Monica Atkins, and Jan Fogler) was key to knitting together the team. She also already had good relationships with several the spouses of both the department chairs and the members of the College of Engineering Executive Committee. Her judgment from her own leadership experience was an invaluable source of advice both in rebuilding the quality of the College and taking on massive efforts such as moving it from the Central Campus to the North Campus.

Yet, because of the rather conservative culture of the College of Engineering and the presence of several longstanding staff members who were determined that the practices of earlier deans would not be taken over by these youngsters (all of the new College administration were under the age of 40), there had been few opportunities for building strong faculty communities, particularly for the younger faculty members. The Dean's staff was still serving at meetings what the faculty called "gunky punch", a mixture of orange sherbert and ginger ale rather than the more potent brew faculty members would have preferred.



Bombarding the administration with reports

The move of the College from its historical Central Campus home of West and East Engineering Buildings to the North Campus provided a marvelous opportunity not only for innovation but also for building stronger communities of faculty and students. The Engineering administration moved in the Chrysler Center, a relatively new facility for interdisciplinary activities such as continuing education, and Anne was provided with space for her many activities.

Although initially somewhat constrained within the traditional conservative culture of the College, Anne began to use her network of relationships with faculty partners gained through the Faculty Women's Club, to pull together teams of department chairs. She planned and hosted with Jim an array of events in the meeting facilities of the Chrysler Center, such as an evening event where Apple introduced its new Macintosh computer with the "1984" commercial it had used for the 1984 Super Bowl. Both fall and spring events were hosted on the North Campus as picnics, involving both faculty and students.

Anne paid special attention to welcoming new faculty members and their families. A network was created involving the partners of the department chairs of the College. She worked closely with new staff brought onboard for activities such as Brad Canale, a recent graduate who was hired as the development officer for the College.

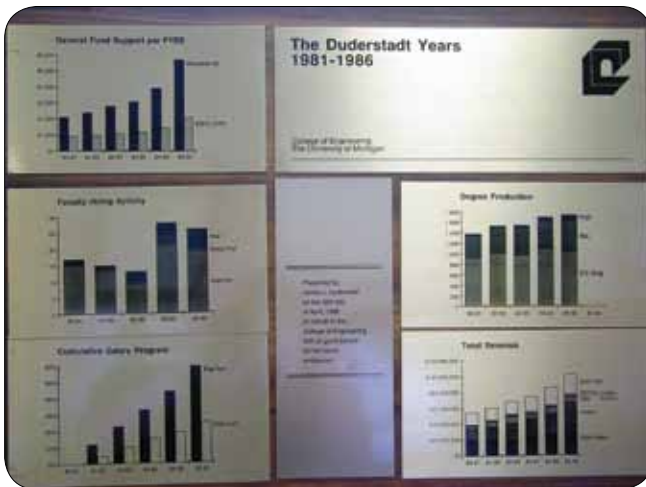
Anne's long-standing friendships with the spouses of the deans of Michigan's other schools and colleges provided a wonderful opportunity to build new bonds



Provost Billy Frye and Jim



Anne with Astronaut Jim McDivitt
and Development Chief Brad Canale



A plaque displaying the charts we used to increase
University funding of Engineering by 40%.



College of Engineering's thank you to
the new Provost and Provostess

with these units. She used her presidency of the Faculty Women's Club in 1984 to strengthen relationships, forming a network of women leaders that would prove invaluable as the Duderstadts moved up the ladder to more senior positions in the University.

A Task Accomplished

During the brief five-year tenure in the Engineering Dean's Office, the young deans team (with Anne and her friends as partners) was able to rebuild and re-energize the College. They completed the thirty-year-long effort to move the College to the University's North Campus, recruited over 140 new faculty, doubled PhD production, tripled sponsored research support,

and boosted the reputation of the College from an also-ran to one of the top engineering schools in the nation. (By the time Chuck Vest moved on in 1990, it had risen to 5th in the nation for undergraduate studies and 4th in the nation for graduate studies.) Strong ties were established with industry, including the effort to build one of the most advanced computer systems in the nation, the Computer Aided Engineering Network or CAEN, with the help of industry and the leadership of Dan Atkins and Dick Phillips.

Working with such a young, energetic, and talented team to rebuild the College of Engineering was an exhilarating experience, but by the mid-1980s, the Duderstadts' leadership team was beginning to wonder what they would do for an encore. Indeed, the College



Farms north of Ann Arbor



1960s Eero Saarinen Plan for North Campus



1970s Early Construction



1990s Major expansion with the Media Union



2000s The Engineering Campus is complete.



2020??? The North Woods Master Plan

Transforming the University of Michigan's North Campus

had undergone such dramatic change, that Jim and Anne worried that the solidification of its gains might require a different leadership style than the “Go for it” approach of the Duderstadt years.

Of course, there had been probes from elsewhere: a provost position at Virginia, a dean position at Caltech possibly leading to its presidency, even a probe about the Yale presidency (amusing for a “gearhead”). There also had been inquiries from industry about senior executive positions, such as the head of Ford Scientific Laboratory or Los Alamos. But, in the end, Anne and Jim both believed that their home was Ann Arbor, and their institution should remain the University of Michigan.

Chapter 4

Provosting

Once again, fate seemed to intervene. Following Provost Billy Frye's decision to return to his alma mater, Emory University, as its provost, President Harold Shapiro launched a search for a new provost that eventually found its way to Jim's doorstep. This experience should have served as a warning of what was to come on the next rung up the ladder of academic administration. The selection of a provost was usually a tightly guarded prerogative of the president, since the two must serve as a tightly knit team in leading the University. But Harold Shapiro decided instead to launch a major consultative process, complete with a broad-based faculty search committee assisted by an executive search consultant. For almost a year, this committee met with members of the University community and interviewed a number of candidates both internal and external.

A final decision was made during the week of spring break in 1986. Anne and the family had already left for a week at Walt Disney World, while Jim attended a meeting of the National Science Board in Washington. He was called out of the meeting for a phone call from Susan Lipschutz, Shapiro's assistant, informing him that he would be offered the provost position and asking him to fly back to talk with Shapiro. Hence, rather than flying on down to Orlando, he flew back to Ann Arbor to accept the offer (again, without any negotiation).

When he called Anne about the position, she was not happy, since she knew all too well how difficult the role of provost would be. Her experience with University leaders through groups like the Faculty Women's Club led her to conclude that the position of dean was the best administrative job in a university, and that moving into the central administration would be stressful. How right she was!!!

Looking back, the Duderstadts both realized that

this last assignment was probably their downfall as a member of the faculty family. Even as dean, one still retained considerable credibility as a faculty member. Jim was still able to do research, direct research projects, and supervise graduate students—although he usually met with them during noontime while jogging through the University's arboretum. Anne was able to maintain her network of friends while serving on various University advisory boards.

Anne and Jim tried to bring the same energy, excitement, and confidence about the future to their new activities in the provost's role that they had brought to the leadership in the College of Engineering. Within a few months Jim had not only launched a major set of planning activities involving every school and college of the University, but also launched a series of initiatives that would later define his presidency: a major effort to increase the racial diversity of the campus community (the Michigan Mandate), a series of initiatives designed to improve the undergraduate experience, an aggressive plan to improve the capital facilities of the University, a far-reaching effort to achieve leadership in the use of information technology, efforts to rebuild the natural sciences, the restructuring of several key professional schools (including Dentistry, Library Science, and Education), and a major effort to modernize the University's technology infrastructure (that would eventually lead to the Internet).

Anne Rises Again to the Challenge

Anne remained a prominent participant in University activities during Jim's years in the role of dean, provost, and president of the University. Serving as president of the Faculty Women's Club, was probably the ideal preparation for her later role as First Lady of



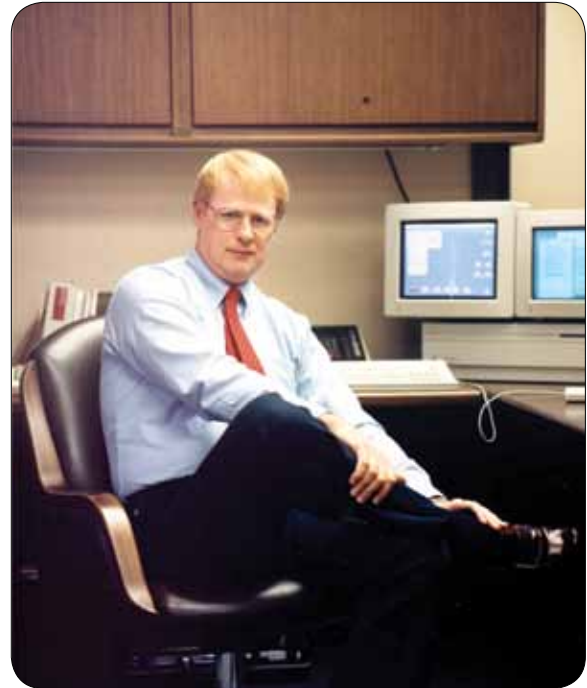
The new Provost and Provostess

the University, since she developed strong friendships with faculty and spouses across the University. In the process, she developed a strong sense of what was necessary to glue the campus together as a community. And it goes almost without saying that she also developed an exceptional ability to design and manage complex events.

Anne's long-standing friendships with the spouses of the deans of Michigan's other schools and colleges provided a wonderful opportunity to build bonds with these units. She move to strengthen these relationships, forming a network of women leaders that would prove invaluable as the Duderstadts moved up the ladder to more senior positions in the University.

Anne brought the same energy, excitement, and confidence about the future to new activities in the provost's role that she had brought to the leadership in the College of Engineering. She launched a similarly wide array of events for students, faculty, and staff to draw together the campus community. Within a few weeks following Jim's selection as provost, Anne had already established a new University tradition to honor newly promoted faculty each spring.

One of Anne's early efforts involved a series of monthly dinners held at Inglis House to bring together 10 to 15 faculty couples from across the University. Here



The first UM Executive Officer from Engineering

the intent was to provide faculty with new opportunities to reach beyond their disciplines, to meet new people, and develop new relationships. It also provided the Duderstadts with a marvelous opportunity to understand better what was on the faculty's mind. The logistics in designing and conducting the Provost faculty dinners, which were to become a University tradition, were considerable. This not only involved working with catering and clerical staff to design and conduct these events, but also developing a database capable of supporting the invitations to these monthly dinners.

Anne also took the lead in developing an array of events for other constituencies. For example, there was growing concern about the vast separation that existed between the Athletics Department and the rest of the University. This separation was depriving student-athletes of many of the important experiences that should have been part of their education. So too, it placed coaches in the awkward position of being decoupled from the rest of the institution. Since the Athletic Director, Don Canham, was approaching retirement age, it was clear that building new bridges of cooperation and respect between the Department and the rest of the University could be of great benefit to achieving a smooth transition in leadership.



Preparing for Provost events



Dinners to honor faculty at Inglis House



Provost events for deans



Honoring student athletes



Our first Rose Bowl (we lost...)

Anne decided to take on as a personal challenge the task of “mainstreaming” Michigan athletics. She began by arranging a series of events where student-athletes and coaches were brought together in various academic settings—museums, concert halls, and such. The goal was to stress that student-athletes were students first, and that coaches were, in reality, teachers. In the process of arranging and hosting these events, the Duderstadts began to realize that the isolation among sports programs was just as serious as the chasm between the Athletic Department and the rest of the University.

Students and coaches enjoyed the opportunity to meet participants from other sports programs. And Jim and Anne began to build relationships with coaches and Athletic Department staff, both through attending sports events and by getting to know them personally.

Anne also launched a series of events for the deans and executive officers of the University, including a kickoff potluck in September, a holiday reception, and a spring “thank God we made it through the year” dinner. Anne made a point of scheduling each of these events in a different part of the University, to introduce the University’s leadership to its remarkable diversity, e.g., the Museum of Art, the Museum of Natural History (“Dine with the Deans and the Dinosaurs”), the Law Club, the Music School, the new Chemistry Building, the new Solid State Electronics Laboratory, and the Clements Library.



Acting President

As the activities of the Provost Office accelerated, the Duderstadts were also asked to take on additional responsibilities. Even during normal times, the provost position at Michigan was a particularly challenging one because of its broad range of responsibilities, since the provost not only serves as the chief academic officer of the University but also as the University’s chief budget officer. In this sense, the provost was also second-in-command and thereby empowered to serve as acting president in the event of the president’s absence. Such a situation arose late in 1986 when Harold Shapiro took a brief sabbatical leave, spent partly in England and partly in New York, working at the Ford Foundation. During this period, Jim served both as Acting President and as Provost and Anne became, in effect, the interim “First Lady”. The responsibilities in the role of acting president began almost immediately, after only six months as provost. In late November, Michigan upset a heavily favored Ohio State team to win the Big Ten Conference championship and a trip to the Rose Bowl. Jim and Anne suddenly realized that they would have the opportunity not only to attend our first Rose Bowl but to lead the expedition to Pasadena in the Shapiros’ absence. In late December, they were plunged into the weeklong series of events that swirl about the Tournament of Roses experience. Part of the difficulty was that nobody knew what was expected of them—or, indeed, of anybody else. Perhaps the only experienced hand was Don Canham himself, and he was not sharing

his information.

The Rose Bowl trip was a harbinger of things to come. Jim and Anne were to learn that as long as they served in the leadership position at Michigan, they would never again have a normal Christmas holiday. Every year, the Michigan football team was destined to be invited to a bowl game somewhere. And, as part of the contract between the bowls and the Big Ten Conference, the president was required to attend a series of promotional events in the days preceding the bowl. So, like the football coaches, each Christmas holiday the Duderstads would pack up their daughters—if they could convince them to go along—and trek off to bowl country somewhere.

However, once they had been trapped in the immense gravitational pull of the black hole of the central administration, it was impossible to escape. Within a few months after descending into the depths of the provost's office, Harold Shapiro announced his decision to leave for Princeton. Looking back, the Duderstadts realize now that they were probably doomed to sink to the bottom of the academic ladder—to the presidency itself.

Chapter 5

Into the Presidency

When Harold Shapiro offered Jim the position of provost at the University, he also asked him to commit to serve for at least five years. Michigan provosts frequently had been lured into university presidencies. Jim agreed, but with the understanding that Shapiro would also stay for that period. Imagine Anne's and Jim's surprise in 1987, when the day before Spring Commencement—and the completion of their first year in the provost position—Harold pulled Jim aside at a reception to reveal that he and Vivian had accepted the presidency at Princeton. This not-altogether-unexpected announcement set off a chain of events that were eventually to sweep Jim and Anne into the Michigan presidency. But the period from Harold's announcement in spring, 1987 to Jim's inauguration in fall, 1988, was one of the most challenging of their lives.

Leading Behind the Scenes

When Shapiro's announcement became public, two things happened almost immediately that dramatically changed the Duderstadt's lives. First, there was a very rapid transfer of power from Harold Shapiro to Jim. Although Shapiro was determined to serve until the end of the year—in part to see through the completion of the current fund-raising campaign—it was also clear that he immediately was seen not only as a lame duck, but one destined to fly off to another pond. Anyone either on or off the campus who needed a decision or a commitment that would last beyond Shapiro's final months came to Jim, as not only the second-ranking officer, but also one who would be in place to honor the commitment after Harold's departure.

The second major change in Jim's and Anne's lives was the recognition, both on their parts and on the part of the University community, that they were

now viewed as leading candidates to replace Harold and Vivian—whether they believed this would actually happen or not—and whether they wished it to happen or not.

The Presidential Search

The search for and selection of a university president is a complex process, most similar to a political campaign. The search is surrounded by an unusual degree of public interest, both within the university community and beyond. Various constituencies attempt to influence the search with their particular political views and agendas. While some view the most important challenge of selecting a new president as sustaining or enhancing academic quality as top priority, others are more concerned with the implications of new leadership for peripheral activities (e.g., the university's athletic program), service activities, or perhaps even the university's stance on controversial political issues (e.g., affirmative action or gay rights). Local news media frequently treat the search as they would a political race, complete with leaks and speculation from “unnamed sources”. The search is generally long—frequently at least a year—and often distracted by legal issues and constraints, such as sunshine laws. But the selection of a university president has one important distinction from a political campaign: those most affected by the outcome have no vote.

The Duderstadt's had to accept two new facts in their situation—that they would, in reality, be playing the role of both provost and “behind-the-scenes president-in-effect”, and that they would be continually under the microscope as a presidential candidate. This made for a very difficult period in their lives. In fact, they later concluded that if they had known the trials and



Saying goodbye to the Shapiros...

tribulations they would face during the extended interregnum of the presidential search, they probably would have decided that the best course would have been to simply make a Sherman statement and pull back from the search.

By early fall it became apparent that the search process was simply not moving ahead rapidly enough to have a new president selected and ready to go by the time Shapiro left for Princeton. The Regents turned their attention to the selection of an interim president, and they—and the University—were fortunate in being able to convince Robben Fleming to return for a few months. Jim and Anne were delighted by this choice, since they had great respect for the Flemings. Fleming was identified as the interim choice in the fall, which gave him an opportunity to come up to speed on the many issues affecting the University. It also provided Jim with ample opportunity to work with him and develop a close relationship that would be essential to operating smoothly through the transition.

While Fleming recognized that in many ways Jim would be running the University behind the scenes, their relationship was such that if he felt that Jim was headed in the wrong direction, he would tell him immediately so that they could re-evaluate, and if necessary, make course corrections. Working with Bob Fleming also gave Jim an opportunity to learn from his extraordinary people skills, particularly in handling adversarial situations.

While Jim and Anne enjoyed working with Bob and Sally Fleming, the first half of 1988 continued to



...and welcome back to the Flemings

be very difficult for them. The task of maintaining the momentum of the University during the transition period was difficult. The newspapers carried continual speculation about the presidential search, including various rumors about the list of candidates.

In late fall Jim received a phone call from the search consultant that one of the Regents wished to meet with him next morning at the Inglis House. So the next day, Jim went out to Inglis House, prepared for either possibility. He was met by Paul Brown and Tom Roach. After about 15 seconds of chitchat, they said that they were authorized by the Board of Regents to offer Jim the presidency. Not being one to beat about the bush, Jim replied immediately that he and Anne had made a personal commitment that if they were going to remain in the search until the end, it would be with the understanding that if offered the position, they would accept it. But then Jim also said that there was another party that had to confirm this decision—Anne—since the presidency was a two-person position. He felt it important that they make a similar request to Anne. They agreed and called Anne to invite her to join them at the Inglis house meeting.

Anne had also realized that the Inglis House meeting could go either way. When Jim asked her to come out to join Jim, she expressed some relief—but also some anxiety. Nevertheless, she went over the Inglis House, and together, Jim and Anne agreed to accept the presidency. They felt they really had no choice!

In general, there was a very positive reception to the selection, both on the campus and in the media.



The Duderstadt Team



The Duderstadt Team



Yet another partnership

The Duderstadts were well known to the University community, and there seemed to be a sense of confidence in the direction that they would lead.

Tinker, tailor, soldier, sailor; rich man, poor man, beggar man, thief,...and university president!

In an effort to better explain how Jim and Anne saw the commitment they had made in accepting Michigan's offer of the presidency, it is useful to review briefly the nature of the job itself...actually for both of them, since it was clearly a two-person job, for both the president and his or her "significant other", the politically correct term used at the time for the spouse.

Many people would probably regard a university presidency as the ideal career, where one is highly admired, heavily pampered, and leads a life of luxury comparable to that of an English lord. To be sure, university presidents have many exciting experiences and meet some fascinating people. However, those contemplating such careers for the perks and luxuries should take caution, because not only are these few and far between, but they are accompanied by some serious drawbacks.

True, a university president may live in a large mansion, but for many presidents, this is more a place of work than a pleasant residence. With the increased public scrutiny of such roles, many presidential families

have found themselves assuming roles of caretakers and even servants in the presidential residence, in addition to their responsibilities as hosts for university events. What about all of those perks like a box at the football games and center-row orchestra seats at concerts and theatrical events? To the president, an athletic event is a working assignment with the primary objective of raising money from donors or lobbying politicians for the university's interests. Who had the time to watch the game while entertaining, persuading, and cajoling potential donors or lobbying politicians?

The university president also has a broad range of important responsibilities that might best be termed symbolic leadership. In a sense, the president and spouse are the first family of the university community, in many ways serving as the mayor of a small city of thousands of students, faculty, and staff. This public leadership role is particularly important when the university is very large. As the university's most visible leader, the president must continually grapple with the diverse array of political and social issues and interests.

To be sure, a university presidency can be a very satisfying assignment. One gets to meet many interesting people, and they are working on behalf of an important social institution. But the presidency is certainly not a lifestyle for the rich and famous, as Chapter 10 will demonstrate.

A Partner in Leadership

Although unwritten in the university contract for a president, there has long been an expectation that the president's spouse will be a full participant in presidential activities. Much like the presidency of the United States or the governorship of a state, a university presidency is really a two-person job, although generally only one partner gets paid and recognized in an employment sense. At many universities, including Michigan, the "First Lady" of the university is expected to play an important role not only as the symbolic host of presidential events—and perhaps also as the symbolic mom of the student body—but in actually planning and managing a complex array of events, facilities, and staff. These responsibilities include hosting dignitaries visiting the campus; organizing almost daily events for faculty, students,

and staff; and managing entertainment facilities, such as the President's House or the hospitality areas of the football stadium., and most important, helping to build support for the institution. This partnership nature of the university presidency is particularly important in today's era of fund-raising, political influence, and campus community building. Yet the partner's role is rarely recognized formally in terms of appointment or compensation—at least in public universities—although participation by the spouse is clearly expected by governing boards and university communities alike (much as the American public expects of the president's spouse in the Washington White House). The role of the presidential spouse is an archaic form of indentured servitude that goes with the territory at most universities.

Looking across the higher education landscape, there are several approaches that presidential spouses can take to this challenge. Perhaps the simplest approach is a passive one—to just sit back and enjoy life as royalty. Here, the idea is to simply show up when you are supposed to, smile politely at guests, and let the staff take care of all the details, while you enjoy the accoutrements of the position. Of course, since the perks of today's university presidency are few and far between, such a royal lifestyle has become a bit threadbare on many campuses. Moreover, giving the staff total control over presidential events can sometimes lead to embarrassment, if not disaster. But the *laissez-faire* approach is certainly one option.

The other extreme would be a take-charge approach, in which presidential spouses decide that rather than accept a merely symbolic role (with their calendar and activities determined by staff), they will become a more active partner with the president. Not only do these spouses assume major responsibility for planning, managing, and hosting presidential events, but they also sometimes become important participants in institution-wide strategy development in such areas as fund-raising and building the campus community.

A third approach that is increasingly common today is simply to reject any involvement whatsoever in presidential activities (as if to say, "A pox on you! I'm not a 'first' anything!") and pursue an independent career. Although this is understandable in an era of dual-career families, it also can be awkward at times



Hosting major events (dinner for President Ford)



Greeting distinguished guests (the Dalai Lama)



Planning major events



Renovating the Inglis Highlands estate



Launching UM's History and Traditions Committee



Representing the UM (with the "60 Minutes" cast)

The many roles of the First Lady.



Anne Duderstadt in her many roles as a university first lady: arranging events, managing caterers, greeting guests, and even cheering on the football team.



Executive Officer Team

in view of the long tradition of university presidencies. In reality, many spouses with professional careers do double duty, participating fully in the presidency while attempting to maintain their careers, at considerable personal sacrifice. This may be particularly true, for example, of a “First Gentleman”, since many universities are now led by women. While many male spouses have independent careers, some have joined in partnerships with their presidential mates in advancing the interests of their university.

However, in their earlier leadership roles as dean and provost, the Duderstadts had long approached university leadership positions, whether as dean, provost, or finally as president, as true partnerships. To be sure, Anne faced a formidable challenge of being thrust into the role as the university’s First Lady, responsible for the myriad of events, facilities, and staff associated with the president’s role in institutional development. Beyond the responsibility for creating, designing, managing, and hosting the hundreds of presidential events each year, Anne would manage several major facilities—the President’s House; the Inglis Highlands estate, and the reception and hosting areas at Michigan Stadium—as well as a large number of staff.

Anne believed that since the image of the university, as well as the president, would be influenced by the quality of an event, it was important that the hosts (i.e., the President and First Lady) be involved in key details of planning the event. Furthermore, she realized that running these many events on automatic pilot would inevitably lead to significant deterioration in



Deans Team

quality over time. She also realized that by raising the expectations for quality at the presidential level, there would likely be a cascade effect in which other events throughout the university would be driven to develop higher quality standards. The challenge was to do this while simultaneously reducing costs. In effect, Anne launched one of the university’s early total quality management efforts in the arena of presidential events. While she was able to recruit and lead a talented staff, she also participated in all aspects of the activities, from planning to arrangements, from working with caterers to designing seating plans, from welcoming guests to cleaning up afterward. No job was too large or too small, and her very high standards were applied to all.

While Anne’s direct involvement in all aspects of presidential events was perhaps unusual, there remains today an expectation that the presidential spouse will be a partner in advancing the interests of the university. There is a certain inequity in the expectation of such uncompensated spousal service, and this expectation is an additional constraint placed on those seeking to serve as university presidents. But it is important to understand that even in these times of dual careers and the ascendancy of women to leadership roles, the university presidency remains a two-person job.

Anne played a particularly critical role for the University in her new role as “first lady” in the presidency. She not only manages both the staff and the facilities in two major locations, the President’s House and the Inglis House Estate, but she also led the renovation projects for both facilities and also streamline and greatly improve both the management of staff and

events associated with the President's residence.

The range of size and complexity of events was unusual. Anne planned and managed events ranging from small, intimate dinners for donors to receptions for hundreds in the President's House and weekly football tailgate events. After each season, she would carefully go over all of the expenses and see where cost could be cut without sacrificing quality. Anne planned her projects very carefully, taking on only a few matters at a time, and was not satisfied until they had met her standards. Whether it was a major renovation project such as the President's House or Inglis House, or a major University event, or the documents and websites she created to portray the University's history, Anne's standards were very high. And just as Jim's spinning plate style kept the University in high gear, the quality Anne achieved in her projects had a major impact on the standards for activities across the campus.

Anne became involved in a number of leadership roles to be described in later chapters, ranging from stimulating a major effort to capture, archive, and articulate the history of the University to a significant role in launching the largest fund-raising effort in the University's history at the time.

Of particular importance was the role Anne played in guiding and supporting the many activities of the Executive Officers and Deans of the University, shaping them into the teams necessary to address the many challenges facing the University.

A Heritage of Leadership

The Duderstadts were always very conscious of being part of another very important Michigan family comprised of former presidents and first ladies of the University. They were particularly fortunate in having several of the former presidential couples living in Ann Arbor—the Hatchers, the Flemings, and the Smiths, with the Shapiros only a phone call away. This gave the Duderstadts access to almost a half-a-century of experience and wisdom.

This conscious effort to involve the partners of former presidents in the life of the University was intended not only to take advantage of their experience and wisdom, but to better establish a sense of continuity. Jim and Anne realized that each presidency built on the

accomplishments of its predecessors, and they wanted to make certain this was recognized throughout the University.

The Duderstadts made it a point not only to seek their advice and counsel of earlier Michigan presidents and partners whenever they could, but to also involve them as completely in the life of the University as they wished. They made certain that former presidents were invited to all major campus activities such as dinners, receptions, commencements, and VIP visits. They followed the Shapiro's lead by regarding the viewing area in the Michigan Stadium as the plural "Presidents' box", not simply the "President's box", and not only invited their predecessors, but actively involved them in football weekend activities. In fact, the Hatchers had not been to a Michigan football game since they retired in the 1960s, and they thoroughly enjoyed once again being part of the activities. Anne and Jim also invited the former presidents to make use of University facilities such as Inglis House whenever they were involved in University activities. They directed the staff of the President's Office to always support their various activities, whenever this would be helpful to them.

Jim and Anne enjoyed immensely the friendship of the Hatchers, Flemings, Smiths, and Shapiros. There was a bond that only those who serve in these roles can understand. Even after Allen Smith passed away, they felt it very important to keep Alene Smith involved in University activities. And when they had the chance to honor the Shapiros by naming the newly renovated Undergraduate Library after them, Anne made a great effort to design events both for the Shapiros and their families to convey a sense of the University's appreciation for their efforts.

In 1992, the University hosted a special event to mark its 175th year by inviting the past Michigan presidents to participate in a roundtable discussion in the Rackham Auditorium. The discussion was hosted by Bob Warner as University Historian. Following the public event held in the Rackham Auditorium, the Duderstadts hosted a private dinner for the presidents at the President's House. It was quite a wonderful experience as they compared their experiences over a half-century of leadership. Anne and Jim felt privileged to be present at this remarkable event, which reminded them once again about how much they owed former



Anne and Jim had the very great fortune to develop strong friendships with earlier presidential couples: Harlan and Anne Hatcher, Robben and Sally Fleming, Allen and Alene Smith, and Harold and Vivian Shapiro.



They enjoyed immensely the opportunities they had to host events with the former Michigan presidents and to remain close friends long after their years of service.

presidents and first ladies in shaping the institution that they now led.

It also convinced them once again about just how important efforts were to capture, understand, archive, and make available the history of this remarkable institution and the important role that their predecessors had played in building the University.

Chapter 6

Living in the White House



Like many universities, Michigan requires its president to live in the President's House. This ancient facility, located in the center of the Michigan campus, is the oldest building on the university campus, built in 1840 as a home for professors and later enlarged and modified over the years by each of Michigan's presidents, until it became one of the largest and most distinguished-looking houses in Ann Arbor. Like most residents of Ann Arbor, Anne and Jim used to drive by the stately Italianate structure at 815 South University and wonder what it must be like to live there. From the outside, it looked elegant, tranquil, and exactly like what one would expect as the home for the university's First Family—the "White House" for Ann Arbor.

Yet, as Jim and Anne were soon to learn after accepting the Michigan presidency, the external appearance of the house was deceptive, to say the least. Indeed, their first visit to the house after being named as Michigan's next president was during the course of a massive renovation project. The front yard looked like

a battlefield, with trenches all around. As they entered the house, they noticed a large toilet sitting quite prominently in the dining room. The interior of the house had a rather threadbare look. The plaster walls were cracked and stained by the not-infrequent leaks in the roof and plumbing. The carpet, drapes, and furniture dated from the 1950s. The wallpaper was taped together in many places. While earlier presidents had decorated the house with some of their own art and furniture, this had been largely replaced by rented furniture during the interregnum between presidencies. The age of the President's House posed a particular challenge, since rare was the day when something did not malfunction or break down. This disruption by repair projects turned out to be a perpetual characteristic of living and working in a house designed for the mid-nineteenth century but used as if it were a modern conference center.

The President's House at Michigan was one of the original four houses constructed to house faculty when



What we saw...what we got!

the University moved from Detroit to Ann Arbor in 1837. While the other three houses were used in various ways and eventually torn down, the house at 815 South University became the residence of the University's first president after moving to Ann Arbor, Henry Tappan. It became a custom for the president to live in the house, and over the years the house expanded in all directions.

For example, James Angell refused to move to Ann Arbor until the University installed indoor plumbing. President Ruthven, an enologist, added a conservatory room that could house the cases for his collection of snakes. The rather simple two-story structure acquired additional rooms, wings, and even a third story. By the 1980s, the house had grown to a 14,000 square foot complex. As they were fond of telling dinner guests, you could find comfort in any direction, up or down, since the house had nine bathrooms!

But this random expansion led to challenges. First, the house had never been designed as a family home but rather as a public facility. Indeed, essentially all of the first floor of the house was public space—living room, dining room, dining porch, sunroom, library, and kitchen. Most of the personal living of the President was in a rather small apartment on the second floor (bedroom, sitting room, and bath). Several other rooms on the 2nd and 3rd floor were used as family/guest bedrooms, studies, and laundry facilities.

The house had evolved to accommodate the imperial presidential style of a time long past. At one time live-in staff had served the President. Prior to their presidency, the house continued to enjoy an extensive

staff including a facilities manager, a full-time cook, an upstairs maid, cleaning staff, and gardening staff. Yet this was a pattern that could simply not be continued in the more egalitarian atmosphere of the 1990s.

Hence, when staff turnover between presidencies allowed restructuring, Anne believed it more consistent with the time to shift to the use of part-time cleaning help (actually provided one day per week by Inglis House staff), gardening staff (again provided by the Inglis House gardeners), and the use of caterers for all entertaining. In essence, the Duderstadts chose to live in the house alone, accepting full responsibility for maintaining the private space in the house, cooking for themselves, and arranging for whatever special maintenance was necessary, which was an ongoing challenge.

Renovation

The age of the house posed a particular challenge, since rare was the day when something didn't malfunction or break down. This was complicated by the fact that during earlier presidencies, the University had attempted to modernize the house by adding air conditioning, modern appliances, and such, but without a major overhaul of the mechanical and electrical infrastructure. In fact, during the interim period prior to their presidency, the University tore into the house to install a very complex air-handling system, along with a fire protection sprinkler system and handicap access. Unfortunately, these systems were not only far

too complex (since one of the design objectives had been to provide individual temperature control for each room in the house), but they resulted in a total overload for the stately 150-year-old structure. When inspecting the stucco surface on the exterior of the house several years after we had moved in, workmen noticed with alarm that the massive weight of the HVAC equipment installed in the attic was overloading the house structure and causing the walls to shift. The Duderstadts had several delightful weeks as dozens of construction workers roamed about the house, jacking walls back into place and installing braces.

While well intentioned, the installation of handicap access facilities was also a disaster. The doorway for the first-floor handicap bathroom was designed in such a way that the first wheel-chair visitor who used it got trapped inside. The handicap access ramp to the side door rapidly became one of Ann Arbor's most popular skateboard areas.

But there was one positive result to the extensive work done in the house prior to the Duderstadt's presidency. Since so much of the house was torn up for the new HVAC and sprinkler systems, the University had budgeted funds to patch things back together again after the heavy construction. In fact, the members of the University's Interior Decorating staff were having a field day, picking out not only new carpets but ornamental items such as silver tea services and custom fireplace screens for the house.

At this point Anne, as First Lady of the University, stepped in and brought the restoration project to an abrupt halt. It was apparent that the University staff were simply going to renew the existing interior of the house, which essentially dated from the 1950s. Since Anne had a strong interest in historic preservation, she wanted to first assess the opportunities to return the house to a more elegant and timeless design.

Actually, this turned into one of those "teachable moments" that educators so enjoy. First, it provided a case study in how University staffs relate to the First Family. "Don't you worry about these things. We've maintained the President's House for decades, and we know just how it should look. So why don't you folks take a long trip someplace, and when you return it will all look just like new!" Well-intentioned paternalism. Coupled with a good dose of "Well, I told you so..."

and "Mrs. Duderstadt is not going to get her way with 'our' house!"

However, this event also gave Anne an opportunity to demonstrate the Duderstadt style: "Just because it isn't broken, it doesn't mean that it's right! Humor us. Let us try it a different way, and see if we can improve things." And with this statement, Anne took over the leadership of the renovation of the President's House. With the help of some of the Plant Department people—the carpenters, electricians, painters, and plumbers who were to become some of the Anne's best friends through their frequent visits to the house—Anne stripped the old carpets and wallpaper and exposed the true majesty of the house. Original quarter-sawed oak floors. Hand-crafted trim and molding. And, interestingly enough, when all the new designs were complete and bids were received, the cost of this restoration was actually less than the amount budgeted originally simply to replace the carpet.

The restoration project was greatly enhanced by the efforts of several of Michigan's leading furniture manufacturers. A century ago, Michigan was the nation's leading source of quality furniture, and many of these fine old companies were still in existence. Anne persuaded several of them to donate furniture for the public spaces in the President's House.

Of course, one is never completely finished in the renovation of a residence as old as the President's House at Michigan. The vibrations from each new construction project on campus would cause cracks to appear in the plaster walls. The plumbing and electrical equipment would frequently fail. An unusually cold winter or hot summer could cause havoc. But the renovated interior of the house was both elegant and welcoming. In fact, long-time visitors to the President's House told us that it had never looked so good!

Perhaps the best way to understand the renovation of the President's House is through a comparison of views before and after the renovation on the following pages.

Working in the White House

At Michigan, the Duderstadts were expected—indeed, required by contractual obligation—to live in the 14,000 square foot President's House in the center



The University decided to update the HVAC system in the house by tearing it apart;
Anne stepped in to supervise the renovation of the interior - a year later



The President's House - Before and After



The President's House - Before and After



The President's House - Before and After



The President's House - Before and After



The President's House - Before and After



The President's House Team (from left to right):
Carole LaMantia, Judy Dineson, Anne, Joan Kobrinski,
Barbara Johnson, Jim, Inge Roncoli, Rose Abercrombe,
Kurt Szalay

of the campus, the "White House" to the rest of Ann Arbor. But in a public spotlight in which the local newspaper routinely led attacks on the president for excessive salary (although the Michigan president's salary ranked at the bottom of the Big Ten and below almost 100 of the University's faculty), it was clear that the Duderstadts needed to be creative in how they handled their personal lives.

The first problem was staffing. Certainly there was no shortage of staff or funding associated with presidential events and facilities. In fact, the staffing pattern Anne inherited was the following:

- Assistant to the President for events
- Secretary to the First Lady
- Facilities and Grounds Manager
- Manager, Inglis House
- Cook, President's House
- Cook, Inglis House
- Housekeepers, President's House (2)
- Housekeeper, Inglis House
- Gardeners (4)

in addition to staff in the Office of Development who did much of the events planning and management. Although it took several years of natural attrition and job redefinition, Anne rebuilt this team as follows:



Rose, Inge, Joan, and students

- Events and Facilities (Barbara Johnson)
- Consultant on Catering (Judy Dineson)
- Housekeepers (both houses): (Inge Roncoli
and Kurt Szalazy)
- Gardeners (Joan Kobrinski and staff)

By merging the management of the President's House, Inglis House, and presidential events, Anne cut the number of staff in half and the operating budget even further. Key in this strategy was the use of local caterers to handle most of the events. By developing close working relationships with the best caterers in Ann Arbor, but then also having them compete against one another in terms of quality and price, Anne and her team were able to get exceptionally high quality at highly competitive costs.

The range of size and complexity of events was unusual. Anne planned and managed events ranging from small, intimate dinners for donors to receptions for hundreds in the President's House or a bowl game to weekly football tailgate events for many hundreds of guests every home game. After each season, she would carefully go over all of the expenses and see where cost could be cut without sacrificing quality.

The Duderstadts soon realized that the only way they could walk this tightrope between cost containment and quality of events was to accept personal responsibility for many of the roles that had been handled earlier by staff. They shopped for their own groceries and cooked their own meals, so that they

could dispense with a cook. They did our their laundry and cleaned their living areas in the President's House, so they could reduce housekeeping expenses. They used their own furniture for those areas where they lived and augmented University furniture in public areas of the house with their own items to make the house a home. They drove their personal car for most of their trips. And Jim stopped using the University driver for trips about the state and began to drive himself. In fact, the Duderstadts even paid for their own moving expenses when they moved into the President's House and once again when they moved out eight years later.

Needless to say, this parsimonious style did impose additional time, labor, and financial burdens on Anne and Jim. It also led to a rather strange life, in which they lived alone in a gigantic house that had been maintained throughout most of its existence by professional staff—a manager, cook, servants, gardeners, etc. Yet, in this way Jim and Anne managed to reduce very significantly the operating expenses of the house. And, perhaps more important, they removed any possibility that they could be targeted for living a life of luxury at the expense of the public (although that didn't stop the local newspaper from trying to create the false impression that they did).

The Plant Department

As first family, Anne and Jim had the opportunity to meet a great many wonderful people working for the University. However, the one group that developed a particular respect and fondness for were those folks, who like them, helped take care of the President's House.

This was not an easy task. The age of the house, coupled with the fact that it had evolved over the years into something far beyond its original design, meant that it continually surprised its residents. Rare was the month when some element of the complex heating and cooling system didn't break down, despite the fact that Plant Department staff checked the systems on a regular basis. And, one could depend that on the coldest day of the year the heating system would malfunction, just as would the cooling system on the hottest day of the summer. Anne remembers going into the bathroom adjacent to the rear study on a cold winter day and finding that the sink had frozen over with ice.

But there were other surprises. One day in the winter, just before the Duderstadts were to take an extended trip, Jim went down into the basement early one morning to exercise and found about a foot of water covering the floor. Upon further inspection, he found a flood of water gushing down the rear stairway to the outside from a broken irrigation pipe. Fortunately he had caught the problem within an hour or so after the pipe had broken. But, had we left on the trip before finding the break, the entire basement would have flooded.

But the Duderstadts were used to floods in the President's House. Once a leaking pipe required tearing out most of the pantry wall. Another time, misplaced lawn sprinklers flooded the music room, although sparing the piano.

But, on each occasion, the Plant people—Bill, the plumber; Bob, the painter; Louie, the alarm man; Craig and Mark, the HVAC team; Steve, the computer guy; even Rosemary, the bug lady (...the exterminator...)—appeared promptly on the scene and handled the problem. Indeed, they took as much pride in maintaining the house as they did, and Anne developed a warm friendship with them.

One of the most dedicated, talented, and creative teams was the gardening staff led by horticulturist, Chuck Jenkins, Joan Kobrinski, Rose Abercrombe, and a group of talented women students. Although the house was in the center of the campus, it did have relatively extensive grounds. And because it was so visible, the maintenance of its grounds and gardens was important to the University.

They encountered a situation with the house grounds very similar to the renovation of the House itself during the interregnum between presidents. The Grounds Department developed an elaborate plan for the grounds—Italianesque gardens, a gazebo, walkways—all very elegant, and all VERY expensive. Fortunately, Anne caught this before they moved ahead with it. Not only was it quite inconsistent with their approach to the house—just as the original renovation plans of the University interior design staff had been—but it would have exposed them to great criticism. Indeed, university presidencies have been toppled because of excessive expenditures on the president's house.



The president and spouse as hired help: organizing events, preparing meals, cleaning up, refinishing furniture, baking the presidential pies—whatever it takes.

Instead, Anne asked the very talented team of Inglis House gardeners, under the direction of Joan Kobrinski, to come up with an alternative plan that would be more consistent both with their own tastes and modest expenditure limits. The gardeners came up with a wonderful plan, at a very modest cost (...almost nothing...). Later, this same team rebuilt the elaborate English gardens on the Inglis House estate, again at almost no additional cost.

In summary, Anne always had wonderful experiences in working with the University staff who were responsible for maintaining the President's House and Inglis House. Perhaps her only frustration was with the layers of bureaucracy and management that sometimes smothered the best intentions of the tradespeople. On many occasions the house would suddenly be surrounded by a dozen cars and trucks and supervisors, usually to inspect a rather minor problem. She had to be particularly careful that such minor repair problems didn't mushroom into gigantic construction projects—and costs—because of the well-intentioned but over-zealous efforts of staff. Some examples illustrate.

When Anne was interested in reactivating the ornate water fountain at Inglis House, she was first told that this would necessitate a several thousand-dollar project to dig up the fountain and replace the plumbing. She felt it best to defer this expenditure. Fortunately, later Joan Kobrinski found that a 5-cent washer accomplished the same task.

The relatively simple-sounding task of repairing some of the stucco and then repainting the exterior of the President's House threatened to mushroom into a \$300,000 summer long saga. Not a good thing. This one they deferred to the next presidential transition.

The heating for the President's House, like for most of the central campus buildings, was provided by steam directly from the University power plant. The pipes carrying this steam crisscrossed the campus in an elaborate network of tunnels, connecting every building. These tunnels, decades old, were sometimes the focus of student hijinks, since they were large enough to accommodate people. Years earlier, the steam tunnel to the President's House had been sealed off with an iron grate for just this reason. However, during they last years in the presidency, they were told that the steam tunnel running to the rear of the President's

House was about to collapse, and that since it was lined with asbestos, it would be better to construct a new tunnel from the street and rebuild the piping in the basement of the house. Yet another major expenditure that required not only digging up the front yard of the house, but taking the basement out of commission for two months. Not surprisingly, this was another project left for the next president...

Knock, knock!...Who's there?...

One of the running jokes at the President's House concerns who shows up at the door. As indicated earlier, Anne and Jim lived quite alone in the house—all 14,000 square feet of it. Rarely were any staff members available to answer the doorbell. We were the maid and the butler.

Actually, it is more correct to say "doorbells", since that was part of the problem. Three different doors were routinely used by visitors. But these were used almost randomly, with University maintenance staff coming to the rear side-porch door, friends to the front side door, and the curious (or distinguished guests) coming to the front door. Although each doorbell had a characteristic ring, even after eight years, it was hard to remember which ring was for which door. Frequently, when expecting guests, we would find ourselves running from door to door, trying to see whether anyone was there.

The second difficulty had to do with the size of the house. If the Duderstadts were in their upstairs living quarters, it was very difficult to get down to the first floor to answer the door in a timely fashion—particularly in the evening. In fact, it was sometimes difficult to even hear the doorbell in some parts of the house, particularly in the rear study.

But the most serious challenge was safety. Since the house was so visible—similar to the White House in Washington—people with an ax to grind with the University or just mad in general, would be drawn to the house as a symbol of their anger. All too frequently, those showing up at the house posed some security risk. And one need only note the dangers experienced by presidents at other universities...UC-Berkeley, Iowa, Minnesota...to realize the hazards posed by unexpected visitors.

Hence, Anne suggested adopting the practice of simply ignoring most doorbells in the evening, unless we were expecting someone or could determine who was at the door. For example, if a group of students dropped by singing Christmas carols, or a group of students would appear at the front door to celebrate an important athletic victory, Anne or Jim would generally go down to greet them. But if it were an unknown caller, we reasoned that anyone who really had a need to see us would know enough to call first—or contact Campus Safety and have them alert the House. It is likely that many callers went away disappointed or frustrated. But in these days of public risk, it was only prudent to be safe.

Because they did not answer the door in the evening, and because most of the lights on the ground floor were dark—unless the Duderstadts were entertaining—a myth developed that the President didn't really live in the house at 815 South University. In fact, one of the first questions Anne would inevitably be asked when meeting with students would always be "Do you really live in the President's House?" "Yes, Virginia, we do indeed. After all, as 'Mom and Dad' of the campus, we couldn't very well leave 35,000 students all alone at night, now, could we?" ...

During the daytime Anne and Jim were a bit more venturesome in answering the door, since we were usually on the ground floor working. They could also see more easily who was at the door. Yet, here too, there were surprises. Every once in awhile a student would ring the doorbell to ask if he or she could tour the house. In fact, one year the Michigan Daily published a short article saying it had been a long tradition that the President and First Lady would be happy to give any student a personal tour. All a student had to do was ring the doorbell...

From time to time alumni attending various reunions would show up at the house. Sometimes it was to remember a tea they had attended there during their undergraduate years. On other occasions, they just wanted to visit the house they had never managed to see when they were students. They were always very nice, but we rarely had the opportunity to do more than greet them and explain the situation.

The President's House also attracted its share of the curious. For example, one afternoon a polite



Bouncing the Prez after a victory over Notre Dame.

man appeared at the side door to ask whether the Duderstadts had ever thought about listing the house for sale. He was from out-of-town, and while he was driving through he noticed the house and was interested in buying it. While they were at first tempted—it had not been a good week—they instead graciously explained that, no, it is indeed owned by the people of the State of Michigan, and they did not think the University would be interested in parting with it.

Of course, there were some more delicate situations. One afternoon in the spring they found a young woman who had handcuffed herself to the ironwork on the front porch in order to protest the grade she had received in a class. Although it was a delightful, warm spring day, they were a bit nervous by this highly visible protest, because it was Commencement weekend. Anne made certain she was comfortable, and then had some University counselors see if they could put her at ease. Eventually, Public Safety officers sawed off her handcuffs. But, a short time later, she appeared with her small child across the street, to continue the protest. After a few hours she eventually left.

While protesting students rarely targeted the house directly, there were occasions when demonstrations against one tyranny or another would show up on the doorstep. Since many of the protest marches were down South University, right in front of the house, it was common for groups to stop to give the President a few blasts as well. Perhaps the most annoying such incident occurred during the protests over establishing a campus police and a student disciplinary policy.



Burying student rights in the front yard!

Chanting “No cops, no code, no guns!”, several hundred students marched up to the front porch, installed a podium, complete with sound system, and then began a series of speeches about how the president was trampling all over the student body. As was typical in such newsworthy events, television camera crews from the Detroit stations set up shop right across the street from the house so that they could film every fascinating minute. Then, the students decided to demonstrate their anguish by symbolically “burying” students’ rights on the front yard, digging up graves, and placing crosses. (The next day the Grounds Department came to the rescue and repaired the sod.)

Finally, as night approached, about one hundred students set up tents on the lawn and spent the night. Needless to say, this was one of those times when we were delighted to have the refuge of our personal home in Ann Arbor. In fact, the only people that were in the President’s House during this fascinating series of events were two campus safety officers, to make certain the house was protected.

On a more jovial note, the house sometimes became the focal point of the celebrations following cosmic athletic events. For example, when Michigan kicked a last second field goal to beat Notre Dame down at South Bend, there was an explosion of thousands of undergraduate students out of the dormitories and into the streets to celebrate. This surging mass of singing humanity first worked its way down South University to the commercial area—where the bars were located. But since most of these students were underage, there

wasn’t anything to do there, so they surged back and massed in front of the President’s House. When the Duderstadts went out to greet them, several grabbed Jim in their joy and began to bounce him around on top of the crowd, much like “passing students up” in Michigan Stadium. A bit scary, but understandable.

On other occasions of similar out-of-town athletic victories—winning the NCAA Hockey Championship or making the NCAA Basketball Final Four, thousands of students would show up in front of the house. Sometimes they would chant with great respect and awe for the presidency, “Come on out! We know you’re in there, Dude!” And, while perhaps it was not the most distinguished way to respond, going out and leading them in a chorus of “The Victors” seemed the thing to do.

Stresses and Strains

Security was another particular challenge. Since the house was so visible (similar to the White House in Washington), people with an ax to grind with the university or just mad at the world in general would be drawn to the house as a symbol of whatever angered them. All too frequently, those showing up at the house posed some security risk. Since Anne and Jim were usually alone in the house, they had to be very careful in how we handled access. They were advised by campus security not to answer the door during the evening, unless we were expecting someone or could determine who was at the door.

Certainly one of the most disconcerting aspects of a major university presidency—particularly a university located in a small town—is the intensely public life one must lead. To Ann Arborites, the residents of the President’s House were every bit as much public figures as those in Washington’s White House. Every aspect of the presidential family’s lives was subject to public scrutiny, particularly by the local media. While they eventually got used to this public visibility in Ann Arbor, it frequently was disconcerting when folks would come up to Anne or Jim elsewhere (e.g., in California or Washington or London or Paris) and ask, “Aren’t you the president of the University of Michigan?” While were hosting an alumni group on a trip one fall to Egypt, a young man approached me in front of the Sphinx to ex-

claim, “Hey, it’s President Duderstadt! Mr. President, do you know who won the Michigan-Illinois game yesterday?” (Jim did. Michigan didn’t.)

It is little wonder that many of today’s university presidents believe that the stresses of the modern presidency are simply too intense to add the burden of requiring the president and family to live in a ceremonial university house and therefore be on duty 24 hours a day, seven days a week. Some universities are moving away from requiring presidents to live in a president’s house and are instead allowing them to purchase—and, in some cases, actually helping them to finance—their own home a short distance from the campus. This gives the president’s family some measure of privacy. It also allows them to maintain equity in rapidly inflating real estate marketplaces.¹

The Home Away from Home

As noted earlier, the Duderstadts lived in the President’s House alone, without regular staff, they provided for themselves much as they had in their “real home” in Ann Arbor. They shopped for their groceries, cooked their own meals, cleaned their own quarters...and furthermore, spent a good deal of personal time and energy maintaining the President’s House itself. Although the President’s House has evolved over the decades into an elegant public space suitable for the many formal events associated with the presidency, it is also the home of the president’s family. Each family has added its own special touches to make the house their home.

Fortunately, the Duderstadts decided early in the presidency to keep their own house as a refuge for those times when they needed an escape from the headaches of living in the President’s House. They not only kept the house fully furnished and operational, but they actually maintained it as their official residence (for mail delivery and such) throughout our tenure in the presidency. The peace and quiet and simplicity of our old home was very reassuring—and only ten minutes away.

One of the wisest decisions the Duderstadts made early in their presidency was to maintain their own house in south Ann Arbor just as it was prior to moving to the President’s House. After all, they had lived in



The “real” President’s House

this house for almost 20 years. They had raised our daughters there. And although small and cozy—it was less than one-seventh the size of the President’s House—it was just right for them. Hence, they decided to continue to keep the house fully operational, even as they moved from it to the President’s House. They kept it fully furnished. They maintained their personal mail delivery to the house and picked it up every day. They contracted for yard and snow maintenance and installed a sophisticated security system.

As a result, Anne and Jim found their old house was warm and waiting as a refuge, whenever they wanted—or needed—to escape from the President’s House. This proved to be a godsend. Whenever they needed to get away from the stress of the presidency, which was only intensified by living in the “public housing” of the President’s House, they only needed to hop in our car and drive over to their old home for a few nights. The peace and quiet and simplicity of their own little house was very reassuring and only ten minutes away.

Of course, there were some complications. Since the private living quarters in the President’s House were essentially unfurnished, and since they did not want to move the furniture out of their own house, they had to buy enough furniture so that they could live at 815 University—at personal expense. This meant duplicate beds, living room furniture, as well as all of the other essentials of life—televisions, stereo systems, and such. Later this duplication was to prove a particular challenge when they left the presidency—and left behind the challenge of maintaining two houses.

Yet confusion was always a challenge. Clothing went back and forth on a random basis, frequently confusing the Duderstadts as to just where the appropriate dress for an event was located. Both Jim and Anne found themselves making frequent trips to their “real” home, trying to find something or checking to make sure everything was in order. The neighbors understood and tolerated this strange behavior of their neighbors without concerns. They knew being president of the University of Michigan was a strange occupation indeed!

But there were also other complications. Since they spent most of the time in the President’s House, they rarely had food in their own house. So whenever they would escape from the President’s House, they first had to stop by the grocery store—or live on fast food for awhile. They also had a challenge with clothing. They could always throw enough clothing together for a weekend in their own house. However, over time, clothing would gradually migrate back and forth from the President’s House to their house, so that soon they became totally confused about just where the suit or dress someone needed was located.

But, despite the expense of duplication and the occasional confusion of finding food and clothes, maintaining their own residence as an escape was absolutely essential to their ability to tolerate the public life of the presidency. It would have been very difficult, if not impossible, for Jim and Anne to live only in the President’s House, with no refuge, as did the Shapiros, the Flemings, and many of the other Michigan presidents who preceded them.

Many other presidents at other universities share these views. Most believe that the stresses of the modern presidency are simply too intense today to add the burden of requiring the president and family to live in a University house—and therefore be on duty 24 hours a day, seven days a week. In fact, most universities are moving away from requiring presidents to live in a “president’s house”, and instead allowing them to purchase—and, in some cases, actually helping them to finance—their own home, a short distance from the campus. This gives the president’s family some measure of privacy. It also allows them to maintain equity in the rapidly inflating real estate marketplace.

But during their tenure in the presidency, the

Duderstadts were still required to make the President’s House their home, and so they did. They moved over many of our personal things—clothes, books, knick-knacks, and such. And they added another personal Duderstadt touch by scattering a variety of stuffed animals at strategic points about the President’s House, including three very large, stuffed bears.

Eight Years of Life at 815 South University

The Duderstadts lived in Ann Arbor’s White House for the eight-year period of their stint in the presidency. And while they never really felt at home in the house, they did everything they could to restore and maintain the elegance of the facility.

During Jim’s tenure as president, however, the Duderstadts were required to make the President’s House our home, and so they did for the term of their presidency. While they never really felt at home in the President’s House, they understood well that it went with the territory. Over time they eventually became accustomed to living in a highly public mansion many times larger than any family would need and with the continual exposure both of their activities in the house and their coming and going. Key to tolerating this strange existence was the extraordinary quality and support of their staff and the belief that their roles were important to the University.

When Anne and Jim finally moved out of the President’s House on July 1, 1996, they made certain that it was left in spotless condition for the next president. Despite the inevitable repair projects that would continue, they were confident that they had left the President’s House in perhaps the finest condition of its long history (just as they hoped they had left the university). They personally took an extensive series of photographs to record the interior and exterior of the house.

Of course, without someone to watch over the estate, changes occur. And within a week after the Duderstadts moved out, the Plant Department had moved a backhoe in, excavated the entire front yard to install a new steam tunnel, and torn the basement apart. Fortunately, Jim and Anne had returned their keys to the President’s House to the University by that time, and their only memories of the house are those of the



Making the President's House a Home



Soon after the Duderstadt's departure

elegant, pristine condition as they left it. And since they were rarely invited to visit the house by subsequent presidents, memories would have to suffice...

Been there...done that...no need to return...

Chapter 7

A Matter of Style

Each presidency is characterized by a distinctive style that, over time, tends to affect—or infect—the rest of the institution. The way one approaches the challenge of leadership, the nature of working relationships with students, faculty and staff, the spirit of teamwork among other University leaders, even the character of events, all contribute to this perception of style.

Since both Anne and Jim had grown up in a small, Midwestern farm town, they generally tended to approach their roles in an informal, unpretentious, and straight-forward fashion. In fact, they viewed themselves very much as commoners thrust for a time into the complex and demanding roles of public leadership.

In their earlier leadership roles as dean and provost, the Duderstadts had long approached university leadership positions, whether as dean, provost, or finally as president, as true partnerships. To be sure, Anne faced a formidable challenge of being thrust into the role as the university's First Lady, responsible for the myriad of events, facilities, and staff associated with the president's role in institutional development. Beyond the responsibility for creating, designing, managing, and hosting the hundreds of presidential events each year, Anne would manage several major facilities—the President's House; the Inglis Highlands estate, and the reception and hosting areas at Michigan Stadium—as well as a large number of staff.

Anne believed that since the image of the university, as well as the president, would be influenced by the quality of an event, it was important that the hosts (i.e., the President and First Lady) be involved in key details of planning the event. Furthermore, she realized that running these many events on automatic pilot would inevitably lead to significant deterioration in quality over time. She also realized that by raising the expectations for quality at the presidential level, there

would likely be a cascade effect in which other events throughout the university would be driven to develop higher quality standards. The challenge was to do this while simultaneously reducing costs. In effect, Anne launched one of the university's early total quality management efforts in the arena of presidential events. While she was able to recruit and lead a talented staff, she also participated in all aspects of the activities, from planning to arrangements, from working with caterers to designing seating plans, from welcoming guests to cleaning up afterward. No job was too large or too small, and her very high standards were applied to all.

While Anne's direct involvement in and attention to in all aspects of presidential events was perhaps unusual, at many universities (and the nation itself) there remains an expectation that the presidential partner remains be an active participant in advancing the interests of the institution.

Advancing the Institution

Anne faced a formidable challenge when she was thrust into the role as First Lady, responsible, in effect, for the myriad events, facilities, and staff associated with the president's role in institutional development. She inherited an important legacy from the contributions of early first ladies of the university. Each had brought to the University a unique style, but all had been totally committed to this important role.

However, because of the long interim period between the Shapiro and Duderstadt presidencies, presidential events and activities had been largely on automatic pilot, assigned to staff but without strong supervision or standards. As a result Anne had to rebuild the capacity of the University to support the quality necessary for supporting major initiatives such as the Campaign for Michigan, and to do so with a close



Anne Duderstadt in her many roles as a university first lady: arranging events, managing caterers, greeting guests, and even cheering on the football team.

eye to cost-effectiveness.

Here she faced a major challenge the first fall in the presidency, since Harold Shapiro had arranged for the national meeting of the American Association of Universities to occur at Michigan. Anne had to move rapidly to find appropriate spaces, arrange for meetings, plan meals and entertainment for the 50 university presidents and partners at this meeting. Needless to say, this was a particularly challenging effort, but its success created many of the links with other university presidents that would be extremely important to the Duderstadts in their activities in the presidency.

The fall was always a very busy times with athletic events (including hosting the guests in the Presidents' Box at football games, welcoming back deans and executive officers, handling an array of development activities, and all the while putting in place the key

staff and policies that would guide these activities. Fortunately Anne's roles in the Office of the Dean and the Provost activities prepared her well to take on these new responsibilities. Anne also had to prepare to host VIPs such as governors, U.S. Presidents, and even a god (the Dalai Lama). But by the time of the Christmas holidays, both Anne and Jim were reaching the exhaustion stage.

Yet, as would happen every year of their presidency, the Michigan football team would be invited to a New Year's bowl game (usually the Rose Bowl), and on Christmas day they the Duderstadts would have to pack and head for the airport to meeting their weeklong array of activities required of the president at the bowl.



Hosting guests at the President's House: faculty groups, athletic teams, distinguished visitors, governors, presidents, and even a god (the Dalai Lama)



The annual Christmas reception at the Clements Library, with many University leaders including Robben and Sally Fleming, Harlan and Ann Hatcher, Deans John D'Arms , Peter Steiner, Joe Johnson, Chuck Vest, Bob Warner, and Marge Levy, and other leaders such as Doug Van Houweling, Paul Spradlin, Bob Kalmbach, and family members including Kathy, Susan, and Big Al...

The Inglis Highlands Estate

Of particular note here was Anne's leadership in the renovation and use of the Inglis Highlands Estate. The estate had been given to the University in the 1950s, originally for the purpose of serving as the president's residence. But, since most presidents continued the tradition of living at 815 South University, the estate was used as a guesthouse for distinguished visitors and important events. Although the manor house and grounds were regarded as one of the most elegant estates in Michigan, over many years of University use with inadequate funding, the facility had deteriorated quite significantly. When the Regents approved the project, Anne began work with the same team that had helped renovate the president's house.

The Inglis Highlands estate had been given to the University in the 1950s, originally for the purpose of serving as the president's residence. But, since most presidents continued the tradition of living at 815 South University, the estate was used as a guesthouse for distinguished visitors and important events.

The estate comprises eight and one-half acres north of Geddes Avenue adjacent to the University Arboretum. The house, built in the style of an English country mansion, was constructed in 1927. The ground floor of the House consists of the principal entryway, a large library, restrooms, and service facilities. The first floor contains a combination living and dining room, kitchen, pantry, breakfast room, and a three-car garage. The master bedroom, two guestrooms, and maids' quarters are on the second floor; and on the third floor is a two-bedroom suite. The property also includes a caretaker's cottage, a greenhouse workshop, and extensive English gardens.

Although the manor house and grounds were regarded as one of the most elegant estates in Michigan, over many years of University use with inadequate funding, the facility had deteriorated quite significantly. The furnishings had become dilapidated, and the carpets threadbare. (In fact, the house had been carpeted with leftovers from the Holiday Inn company, courtesy of one of the regents.)

During a routine inspection of the facility in 1989, staff determined that the slate roof of the house was near collapse. When the University decided to launch

a \$300,000 project to replace the roof, Anne suggested that they add into the budget another \$200,000 to renovate the interior, in the hopes that the house could be used more frequently. When the Regents approved the project, Anne began work with the same team that had helped renovate the president's house.

Once again, the aim was to return the manor house to its original grandeur, with beautiful oak floors, wood paneling, and tiles. Since it was important to convey a sense of the history of the estate, Anne collected and displayed photographs of the original owners, the James Inglis family, in the public areas of the house.

A parallel project was launched with Joan Kobrinski and the gardening staff (mostly students) to rebuild the formal English gardens and other landscaping on the 8-acre estate. Although the personal effort was considerable, Joan Kobrinski and her team were able to bring the project in, under budget, and with a quality standard that remains exceptional to this day.

In fact, after a weekend at the estate, Mike and Mary Wallace wondered if Anne might be interested in consulting with some of their friends in New York facing similar renovation challenges. (Anne declined, noting that two mansion renovations were enough for one life...)

Yet, while an important facility for hosting distinguished guests, over 80% of the use of the Inglis Highlands Estate was by academic units. They would host dinners to honor outstanding achievements by their faculty and students or to recruit new faculty. Various academic planning groups used the facilities as their retreat for important discussions. So, too, the president, executive officers, deans, and Regents would depend heavily upon the Estate for important meetings to discuss University policies and plans in an appropriate environment.



The Inglis Highlands Gardens 1990s



Inglis House in the 1950s, 1970s and 1990s after the renovation



Inglis House in the 1970s/1980s and 1990s after the renovation



Inglis House in the 1970s/1980s and 1990s after the renovation



The Inglis Highlands Gardens 1990s

The Glion Colloquium

During their years in the Michigan presidency and for two decades afterwards, the Duderstadts were asked to play a leadership role in a remarkable international forum for university presidents and partners, the Glion Colloquium, created by Luc Weber, former Rector of the University of Geneva. This “Davos-like” event brought together university leaders from around the world every two years in Glion-Above-Montreux, Switzerland, to consider the changing responsibilities, challenges, and opportunities facing their institutions. Asked to prepare papers on a major issue for discussion in advance, these higher education leaders meet for several days to discuss how their institutions face these issues, while enjoying the wonderful Swiss hospitality of the Hotel Victoria high above Lake Geneva.

Although begun initially as a dialog between European and American universities, over the years these discussions expanded to include leading universities from around the world. While these institutions demonstrated to some degree the great diversity among cultures and environments around the globe, the Glion Colloquium also has revealed the many similarities characterizing their challenges and opportunities.

The Glion Colloquium established itself as an influential resource in addressing both the challenges and responsibilities of the world’s research universities. During its eleven conferences over 200 leaders of higher education, business, and government have participated in the Glion Colloquium to consider topics such as the rapidly changing nature of research universities, university governance, the interaction between universities and society, collaboration between universities and business, the globalization of higher education, and how universities prepare to address the changes characterizing our times. For as co-chairs for many of these conferences Anne and Jim had had the privilege of working closely with Luc and Marianne Weber to help support the Colloquium, by helping to invite key university leaders from around the world, helping to raise the funds necessary to support its meetings, and working to assist the Webers as hosts for the complex array of events characterizing each Colloquium.

During these years the Glion Colloquium had given the Duderstadts not only an increasingly global perspective of higher education but also an appreciation of both the great diversity and similarities among these world-class universities and their leadership. The Colloquium has also provided them with a sense of just how much of the character and quality of today’s American universities are due to the influence over centuries of the great universities of Europe and Asia.



The view from the Hotel Victoria



The view from the Hotel Promenade



The Hotel Victoria



Marianne and Luc Weber



Luc and Marianne preparing for the meeting

Preparing for the Glion Colloquium at the Hotel Victoria at Glion-above-Montreux



Luc and Marianne Weber welcoming the guests



The opening lecture



The round-table work sessions



More discussions



Still more discussions



The participants in the Glion Colloquium

The work sessions begin



Luncheons on the Hotel terrace



Luncheon discussions



Evening discussions over dinner



Discussions on the terrace



More discussions



And a final raclette dinner

Where the real work is done...over wonderful Swiss meals.



A visit to Ecole Polytechnique Lausanne



A visit to meet the president of Nestles



An excursion to the Castle Chillon



Inside the Castle Chillon



A tour of the Large Hadron Collider at CERN



Jim and Homer Neal honor Tappan's home in Vevey

Each Glion Colloquium had tours for the participants

Chapter 8

Lifestyles of the Rich and Famous



One of the most fascinating aspects of a major university presidency involves the people that one meets...and, indeed, hosts on behalf of the University. During their presidency, the Duderstadts entertained several U.S. presidents, numerous distinguished guests from the academy, corporate leaders, celebrities, and even a god.

The responsibility for creating, designing, managing, and hosting hundreds of presidential events each year fell to Anne as First Lady of the University. Fortunately, her experience both as a leader of the Faculty Women's Club and as "deanette" and "provostess" prepared her for these roles. Nevertheless it was a considerable challenge, after over a year of transition, to upgrade the quality of events while reducing their costs. It was also a challenge to change the expectations for the role of

the president and first lady in these events. During the transition period, the development staff had essentially taken over total control of events in both the President's House and Inglis House. The president and first lady were expected to appear to host events, to greet guests, and to make a few remarks, but they were not included in the planning or design of the events themselves.

Yet Anne believed since that image of the University—not to mention the president—would be influenced by the quality of the event, it was important that the hosts, the president and first lady, be involved in key details of the event. She also realized that by raising the expectations for quality at the presidential level, there would be a cascade effect in which other events throughout the University would develop higher quality standards.



President Gerald and Betty Ford (1994)



President George and Barbara Bush (1991)



Leonard Bernstein (1989)



The Dalai Lama (1994)

The President's House

The first image that many distinguished visitors to the University have is the President's House. As noted in earlier chapters, Anne spent very considerable time in renovating and restoring this house, the oldest building on the campus. While perhaps a difficult place to live, the house was a very impressive place to visit.

Usually on special occasions, the flags would fly at the front door to greet guests. In the front entryway, guests were sometimes invited to sign the guest book, although usually this would occur at the end of the event. At large receptions or events, the guest book would be placed in one of the side rooms. A quick glance through the book indicates the remarkable variety of guests to the President's House.

The President's House was very large, 14,000 square feet, but it was also very constrained in the types of events it could accommodate. By using the entire first floor area, receptions of up to 200 people could be hosted, typical of holiday receptions and student receptions. However, the layout of the house limited formal dining events to groups of 18 in the dining room, with perhaps an additional 10 on the rear dining porch for less formal occasions. Usually, when Anne entertained a group for dinner, the Duderstadts would greet each guest at the door and usher them into the living room for refreshments and conversation.

Dinner would be served in the formal dining room, with Anne and Jim typically seated at the center of the table so that they could interact with as many guests as possible. After dinner, the group would be invited



Ready for guests in the President's House



Entertaining presidents, governors, and even coaches.



Judi Dinesen and Anne



Inge Roncoli and Kurt Szalay

into the living room for more conversation. Finally, they would accompany guests to the door to wish them on their way.

This sounds simple, but the logistics of these events were usually far more complex. Each event took a great deal of planning and preparation, from invitations to menus and caterers to preparation of the house. Since Anne believed that their guests were being invited to their home, she gave each event her special attention.

There were always some special challenges. Parking was always a real problem in the Central Campus area. Although Anne usually arranged for parking on South University in front of the President's House, if the permits were put up too early, students rapidly filled up the street. During times of student unrest, the President's House was also a prime target for student

demonstrations, particularly if an event was underway.

The large receptions were also a particular challenge, since among the crowds of a hundred or more, there would sometimes be uninvited guests that floated in with the crowd. Anne always tried to be gracious in these situations, but it could sometimes be awkward.

After each event, Anne would stay downstairs, working with the catering staff, until the house had been cleaned and everything had been put away. Needless to say, most events in the President's House led to very late evenings for her.

Hosting events in Inglis House was a far easier matter. Although these events took just as much personal planning and preparation, since they were not in their home, they could limit their participation. They would usually arrive 30 minutes or so before the first

guests, to check the preparations, table settings, and other details. The Duderstadts would host the event as if the guests had been invited to their home (as, indeed, Inglis House was originally intended to be). After the last guest left, Anne would check with the staff to make certain everything was in order, and then leave to return to the President's House.

A word here about entertaining Regents in both the President's House and Inglis House: Although Inglis House was usually reserved for Regent activities during the week of a Regents meeting—both to accommodate regents traveling from farther distances and the Thursday evening dinner—there was always a bit of sensitivity. Several of the Regents developed a personal sense of ownership for the estate, occasionally insisting that the University put their family up in its rooms or host parties for their personal friends. This was always a delicate matter, since while the Regents were indeed the governing board of the University and technically could demand such services, the risk to the University—and the Regents—could be significant if it was learned that they were using University facilities and staff for personal activities. Since the Duderstadts believed that the president might also be subject to such criticism, in their eight years in the presidency, they never utilized Inglis House for personal purposes.

Interestingly enough, several of the Regents had the same attitude about the President's House. In fact, early in Jim's presidency he had to put his foot down when two Regents insisted that they be served breakfast in the President's House each morning before the monthly Regents meeting. Since the house had no cook, this would have meant that Anne would have had to cater and host these events. From time to time, one Regent or another would demand that a special event be hosted in the President's House, regardless of the overload this would cause on its occupants.

Hence, even though the President's House was intended to be the home for the family of the president, both the needs of the University and the demands of its governing board frequently made it more a place of servitude.

VIPs in the House

The President's House was also an important place

for University ceremonies. Here the Duderstadts hosted numerous dinners and receptions for distinguished guests of the University. For example, the evening before Michigan retired Gerald Ford's football jersey number, they had a small dinner for President and Mrs. Ford, attended by Governor John Engler and the real celebrities, Bo Schembechler and Steve Fisher.

Anne occasionally had luncheons and dinners to honor or cultivate important donors, including many leading corporate CEOs. From time to time Anne would also have small, informal dinners, such as when they invited John Engler down to Ann Arbor just for a get-acquainted visit prior to his run for the governorship.

The Duderstadts also had visits from numerous celebrities. For example, they had a reception for Leonard Bernstein following his "70th birthday concert" with the Vienna Philharmonic. Bernstein would only agree to a post concert reception on the condition that it would be a small affair with about 30 students. Anne was just recovering from bronchitis and a hacking cough that prevented her from attending the concert. However she was on hand to host the reception at the President's House. The guests, mostly from the School of Music's conducting program, began to arrive around 11:00 pm. Bernstein held court for a bit backstage after the concert and kept inviting people to the reception, and the guest list grew to about 60. Anne ended up pulling everything she could find out of the freezer and cupboards to feed the extra guests.

Bernstein didn't arrive until 12:30, and after a couple of large Scotches, he warmed up to the students (who were drinking punch, of course). At one point he went to the piano and began to play some of his Broadway compositions, singing along with lyrics a bit more bawdy than one is used to hearing. At about 2:30, Bernstein decided to go out on the town, and off he went, followed by a dozen students, looking for a bar.

The Duderstadts hosted a number of other musical performers. After a May Festival concert featuring the Leipzig Gewandhaus Orchestra, they hosted a reception and presented its conductor, Kurt Mazur, with both a sweatshirt and a basketball from the recent NCAA championship.

Many celebrities were key volunteers for the Campaign for Michigan. Mike Wallace agreed to be one of the co-chairs of the Campaign, and he played



From left to right: Kurt Masur, , James Galway, Leonard Bernstein, Andre Previn, James Earl Jones, Leonard Bernstein with Students, Jonas Salk, Hillary Clinton, President Clinton, President and Mrs. Ford, Bill Cosby, the "60 Minutes" crew, Mike Wallace, Charles Moore, Toni Morrison, William Seidman, and Joyce Carol Oates.



Tea with His Holiness, the Dalai Lama, at the President's House.

a critical role not only in the New York fund-raising efforts, but also in hosting the major kickoff events for the Campaign. He also made a tremendous contribution to fund the residence housing the Michigan Journalism Fellows program, named Mike and Mary Wallace House.

James Earl Jones was an important leader of the efforts on behalf of Michigan's School of Music, while the Countess Albina Duboisvouvray and Margaret Towsley were among the most generous donors.

In 1994, the University had the privilege of hosting Dr. Jonas Salk, in recognition of the 40th anniversary of the announcement of the successful tests of the Salk vaccine. Many of Salk's former collaborators visited the campus for the event, sponsored in part by the March of Dimes, along with a large number of polio survivors.

One of the more interesting events hosted in the President's House was a reception for the Dalai Lama, who was visiting the campus to receive the Wallenberg Medal. Of course, the Dalai Lama is the most revered figure in Tibetan Buddhism, regarded by the faithful as the 14th reincarnation of Siddhartha and as a living god. This visit was particularly meaningful to Anne and Jim, since the year before they had led a delegation of alumni and faculty to China and arranged to spend several days in Tibet on the trip. They had seen first-hand the extraordinary importance of the Dalai Lama. Yet even with this background, they were still overwhelmed by his humble, kind, and humorous nature—and his wisdom, of course.

The visit itself required some careful planning, since the Dalai Lama does not eat or drink after noon. Anne arranged for a small "tea ceremony" offering a choice of tea or hot water, so that we could first meet and chat with His Holiness for several minutes before introducing him to the many guests. He was charming, and the discussions ranged from theoretical physics to Tibetan flowers.

He presented Anne with the traditional Tibetan silk scarves, and then, after a receiving line, Jim rode with him to Crisler Arena for the Wallenberg Lecture. It was quite an occasion.

Presidential Commencements

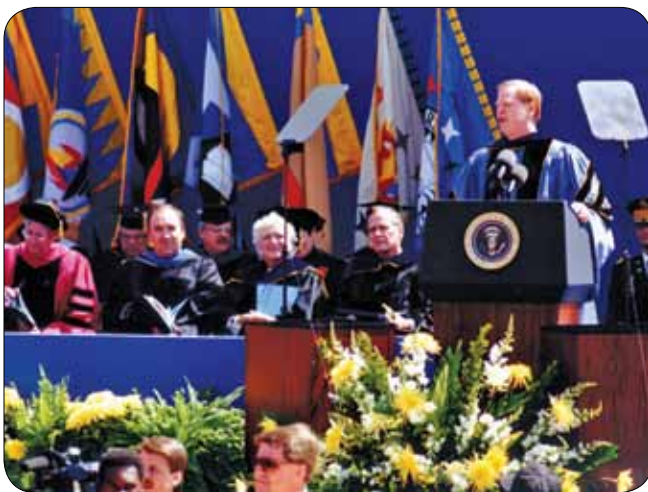
Because of Michigan's prominence as an institution,

not a year passed without numerous "command performance" events, involving distinguished visitors. Many of these involved commencements in which the University awards honorary degrees to famous leaders. On some occasions, these took on national importance, such as when the University gave honorary degrees to President George H.W. Bush and Barbara Bush and to First Lady Hillary Clinton. In both cases, the honorees actually spent only a short time on campus—arriving just before and leaving just after the commencement ceremony. However, preparing even for this short visit was a Herculean task.

The Bush Commencement was a particular challenge. The University routinely invited sitting presidents of the United States to deliver commencement addresses, but since so many other universities did the same, Michigan rarely received a positive response. In fact, in modern times the only other "presidential" commencements were Lyndon Johnson's "Great Society" speech in 1964 and Gerald Ford's speech in the late 1970s. However, in March, 1992, the day after the president addressed Congress to signal the end of the Gulf war, Jim received a call from the White House saying that President and Mrs. Bush would be delighted to receive a honorary degree and that the President would also give the commencement address.

Beyond the fact that this was less than 60 days prior to the commencement, Michigan faced another challenge. The only venue large enough to accommodate such a presidential commencement was Michigan Stadium, and it was in the midst of a massive renovation. In fact, the University was in the process of installing natural turf and lowering the field by eight feet to improve sight lines. At the time of the White House call, the field was a large hole in the ground.

But University staff stepped forward as if this were their own version of Operation Desert Storm. They ordered enough plywood to cover the field, and with the efforts of thousands of people, managed to have the stadium ready by the May commencement. The security logistics were also complex, since Secret Service folks took over Ann Arbor a couple of weeks before the event. Ironically, there was an incident the week before commencement in which a disturbed former employee methodically shot out all the windows of the Fleming Building with an M-15 assault rifle in the



A Presidential Commencement: Awarding an honorary degree to President and Mrs. Bush

middle of the night, just missing a security guard. But the Secret Service concluded that this was a random event unrelated to the president's visit and allowed us to proceed.

The commencement itself was quite an event. Over 70,000 attended, under blue skies. (When the White House staff was asked what to do in the event of rain, they responded with "He gets wet...and YOU get wet!"...)

Everything went as planned, and Anne and Jim breathed a sigh of relief as the presidential cavalcade drove off afterwards. However, later that afternoon after President Bush returned to Camp David, he went for a short jog and experienced heart palpitations—the first sign of what was later diagnosed as Graves syndrome. Ironically enough, when he gave the Michigan commencement address his popularity, following the Gulf War, was at an incredible 92%.

The University was well experienced for such command performances when Hillary Clinton accepted Michigan's invitation in 1995. Again it was a marvelous day with 50,000 in attendance. When the First Lady approached the podium and saw the size of the crowd, she soon set aside her prepared remarks and gave one of her campaign trail talks on health care reform and other issues of the administration. But the students loved it, and again everything was a success.

Commencements were always a three-ring circus—make that a 17-ring circus, since each of Michigan's many schools and colleges also had individual ceremonies, frequently with their own distinguished speakers. Anne and Jim usually hosted a luncheon or dinner just prior to the spring and winter commencements for the honorary degree recipients. During their presidency, the Duderstadts had the opportunity to honor—and to meet—some of the great figures of our times.

There were a variety of other presidential experiences of note. Periodically the Gerald Ford Library would host a major policy seminar, sometimes in cooperation with the Carter Center in Atlanta.

Dining with the Queen

Actually, there were occasionally pleasant surprises and enjoyable experiences associated with being the president of a major university. Anne and Jim

had such an experience in spring of 1990, just after they had honored President and Mrs. Bush at Spring Commencement.

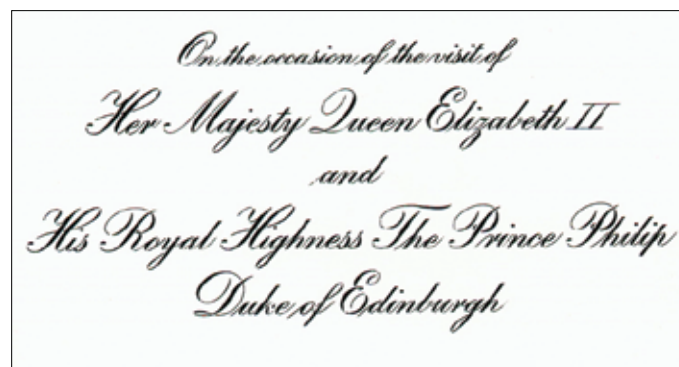
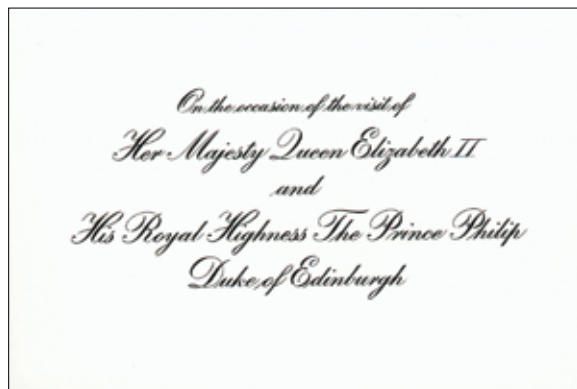
Jim was attending a National Science Board meeting in Washington, just prior to traveling on with Anne to Boston for the inauguration of their friend and former provost, Chuck Vest, as president of MIT. Jim's secretary, Nona Mustard, called the hotel to inform them that the White House had called Ann Arbor with an invitation to dinner with Queen Elizabeth II and Prince Philip the following Tuesday. Jim's first response: "What queen? THE queen?" "Yes." Anne asked, "What do we wear?" Nona said that the copy of the invitation the White House faxed her said "Black tie with decorations"... Wow!...(Nona was a Scot, so she was not impressed...)

Jim and Anne both decided that this was truly a command performance, so they asked Nona to pull together whatever information she could on protocol at such state affairs. They also realized that they were probably substitute invitees. The state dinner with the Queen was the hottest ticket of the year in Washington, and to be invited with less than a week remaining meant that someone else had canceled out (...probably Secretary of State James Baker who was on an emergency trip to the Middle East...), and they had been substituted in part out of appreciation for the Spring Commencement.

The next challenge was dress. Jim's part was easy. He did have a black tie—but no decorations. Anne's was more difficult, since this affair required a floor length evening gown—not part of the normal president's spouse wardrobe. This was made more difficult by the fact that they were headed up to Boston for Chuck Vest's inauguration and would not be back in Ann Arbor until Sunday. But surely Boston must have places where one could find such a gown.

While they went on to Boston, Nona began to gather protocol material. For example, when greeting the Queen, you never look at her unless she looks at you. You address her with "Your majesty"...and the Prince with "Your royal highness".

The MIT inauguration was fun, with lots of Michigan folks in attendance. In fact, someone (they blamed Jim, but he hadn't been so imaginative) hung an enormous banner over one of MIT's buildings overlooking the inauguration reception saying "The University of



From MIT's inauguration of Chuck Vest to a state dinner with the Queen and President Bush

Michigan at Cambridge”.

All of the Boston bigwigs were there—Ted Kennedy, Bill Weld—since, as the Vests were told later, they were essentially being coronated as “the king and queen of Boston”.

The next day Anne and Jim started shopping rounds for the evening gown. After trying several of the more obvious places—Nieman Marcus, Saks, etc.—they finally found a small dress shop in Copley Place that had a gown that Anne thought would work. However, like most evening gowns, it would require extensive alteration, and the shop said Anne could have it ready in a couple of weeks. Anne explained the situation, the royal affair just four days away, and that they would be leaving for Ann Arbor early Sunday morning. Amazingly enough, the store believed them and said that they would have the dress ready the next morning. And sure enough, they kept the schedule, Anne picked up the dress (and the bill—which was a bit of a shock to one who primarily shopped with the Lands End catalog), and headed back to Michigan.

The next couple of days were spent reviewing whatever the Duderstadts could find out about protocol and such. Jim had a prior commitment to speak at a Detroit Alumni Club luncheon on Tuesday, so they were not able to fly down to Washington until that afternoon. As they boarded the plane, whom should Anne spot in the first class section but Governor John Engler and his wife Michelle. She started to say, “Are you going to...” and they said, “Yes, would you like to ride along with us? We have a limousine.”

That solved the next problem. Although the Duderstadts were staying at the J. W. Marriott, only two blocks from the White House, attending such an affair requires making a certain entrance. Somehow it didn’t seem right just walking up the drive to the West Wing entrance. Fortunately, the Englers had experience, and they had already arranged for the use of a limousine. They were staying in the same hotel, so this made it rather easy.

So at 6:30, off Jim and Anne went, in black tie (but without any decorations) and expensive evening gown, accompanying the Governor in his limo, to meet the Queen! After being checked through security, they entered the lower area of the West Wing and walked down the corridor. When they turned the corner, they

ran into a large group of newspaper photographers who had been stationed to capture the famous. They started flashing away, but they soon realized it was not for the Duderstadts but rather Henry Kissinger who was right behind them. As they passed up the stairs to the East Room, a White House attaché handed each guest a dining card with their table number.

The other guests were gathering in the East Room, a large stately room designed for such occasions. There were roughly 100 people already gathered in the room. There were no nametags, but looking about the room Jim and Anne soon realized why. Everyone there—except the two of them—really needed no identification. They began to look around the room and whisper to each other “Isn’t that?”... and usually it was. It was a very eclectic collection of folks. Since the state dinner was billed in part as an opportunity for the Queen to honor the leaders of the recently completed Operation Desert Storm victory, there were several military leaders such as Generals Colin Powell and Norman Schwarzkopf. There were also a number of political leaders and Washington types—Speaker Tom Foley, the Governors of Michigan and Ohio, Henry Kissinger. Also present were several corporate CEOs—Red Poling of Ford and John Akers of IBM. The usual group of Hollywood figures were also there, e.g., Morgan Freeman, Bill Blass, and Jesse Norman. And then some interesting new folks like Ken Burns, a former graduate of Pioneer High whose documentary on the Civil War had just appeared on television. Jim and Anne appeared to be the only university folks.

At precisely 7 pm, the doors opened, *Ruffles and Flourishes* was played, and the President and the Queen entered the room, followed by Mrs. Bush and Prince Philip. They quickly formed a receiving line, and everyone marched dutifully by with their carefully rehearsed “Your majesty” and “Your royal highness”. After the receiving line, the guests were then subtly herded down the hall to the state dining room.

Here there was a bit of surprise. The room was set with round tables of 8 to 10 guests, and Anne and Jim were each assigned to separate tables. Jim looked across the room and saw Anne motioning toward him. At first he thought something might be wrong with Anne’s dress (a typical male reaction). But instead, she walked over and said “I’m sitting at the table with the Queen



President and Barbara with Queen Elizabeth and Prince Phillip (1991)



The dining room of the President's House (1991)

and the President!"

When she had arrived at her table, she was first puzzled since there appeared to be no other guests. Then, as she walked around the table looking at place cards, she realized why. Her table was indeed the "Royal Table", with President Bush, the Queen, and then an array of guests including Arthur Annenberg, Angela Lansbury, and such. Anne was seated between Red Poling, CEO of Ford, and Arnold Palmer, directly across from the Queen! (Although she noted that the very large floral centerpiece prevented her from speaking directly to Her Majesty, even if it would have been allowable.)

The dinner itself was in the Washington style, with each course served from large silver trays, enjoyable, particularly, since at Jim's table there was one of the Queen's Ladies in Waiting who had a very relaxed and irreverent attitude toward such state occasions. Anne got a bit weary talking to Arnold Palmer about golf, but being seated with the President of the United States and the Queen of England kept the adrenaline levels high. The last course was an elegant royal carriage made of chocolate and filled with pistachio marguise. Anne's

head table ate their served portion of the marguise, but Jim's table devoured the entire chocolate carriage.

After dinner the guests were escorted back to the East Room, which had been set up for a concert by Jesse Norman. They sat with the Governor of Ohio and talked about—what else—Michigan vs. Ohio State football! Following the concert, the guests gathered in the hall corridor to talk and listen to the Marine Corps orchestra, and then at roughly 10:00 pm, all of the guests were politely herded along to the exit and their cars.

The next day the Duderstadts flew back to Ann Arbor, to resume life as commoners. They did manage to make the list of guests printed in the New York Times, and the responses were predictable. Many of their presidential colleagues wondered why they had invited the president from MICHIGAN...and not Harvard or Yale. One of the Regents sent Jim a letter offering us the use of his fashion consultant, so that Jim could develop "an appropriate wardrobe" suitable for such occasions.

But the Duderstadts returned to life as normal, at the bottom of the heap that represents the place of the president at a major university...



Anne dining with Queen Elizabeth II and President Bush
(with Angela Lansbury, Arnold Palmer, and other notables)

Chapter 9

Serving the Michigan Families

The contemporary university is much like a city, comprised of a bewildering array of neighborhoods and communities. To the faculty, it has almost a feudal structure, divided up into highly specialized academic units, frequently with little interaction even with disciplinary neighbors, much less with the rest of the campus. To the student body, the university is an exciting, confusing, and sometimes frustrating complexity of challenges and opportunities, rules and regulations, drawing them together only in cosmic events such as fall football games or campus protests. To the staff, the University has a more subtle character, with the parts woven together by policies, procedures, and practices evolving over decades, all too frequently invisible or ignored by the students and faculty.

In some ways, the modern university is so complex, so multi-faceted, that it seems that the closer one is to it, the more intimately one is involved with its activities, the harder it is to understand its entirety. It is easy to become lost in the forest for the trees. Clark Kerr once portrayed the community of the multiversity as connected only by a common concern for parking.

The University of Michigan is also a diverse community of many families: faculty, staff, and students; but also deans and executive officers and office staff and former presidents and partners. As president and first lady, Anne and Jim were not only members of all of these families, but they were also expected to support and protect them, to understand their concerns and their aspirations, and to advance their causes. Although the diversity in needs and expectations pulled them in many directions, it was these families, these people, who made the University such a wonderful community and sustained their efforts. This pastoral role is among the most important and challenging, yet also the most rewarding, aspects of university leadership.

Students

In the early days of American higher education, many college presidents played a direct role in student life, knowing each student by name and following their progress, much as would the headmaster of a preparatory academy. Yet from its earliest days, Michigan's presidents followed a different path. They sought to build not simply a college but instead a great university where faculty scholarship and professional education would be placed on an equal footing with the training and socialization of young adults. Both Henry Tappan and James Angell were strongly opposed to such college traditions as dormitories and rigid discipline. They believed that students should be treated as adults, living independently in the community, rather than subjected to a common and carefully prescribed living experience. Later attempts to impose the collegiate model at Michigan, such as those by C. C. Little, met fierce resistance from both faculty and students alike—and continue to do so today.

Beyond this striking difference in educational philosophy, the size and diversity of such large universities as Michigan, with tens of thousands of students spread across hundreds of different disciplines and professional majors, dictates much of the presidential role with respect to students. Certainly, the president may have significant impact on the student body through involvement in key policy areas, such as admissions, student conduct, and student extracurricular activities (including, of course, intercollegiate athletics). But much of the president's direct interaction with students involves symbolic activities—for example, presiding over such student events as convocations, honors ceremonies, and, of course, commencement.

Yet this is yet another area where the partner of the presidential team plays a particularly significant role, since because of their many roles in building and nurturing communities, they frequently have both a deeper understanding of the needs of students. Anne placed a particularly high priority on these responsibilities, not only attentive to the needs of students but striving to welcome them to the University and creating opportunities for them to build supportive communities. Indeed, her e-mail name, “madude”, signified the importance of this role.

Although their calendar was always overloaded by the usual responsibilities of the presidency, Anne and Jim tried to find opportunities to meet students and listen to their concerns and their ideas. Anne would arrange meetings at the President’s House for various student groups throughout the university year.

Usually at least once a month Anne would arrange to have meals with students in residence halls or attend their receptions. Although the days of open student receptions in the President’s House had long since ended in the face of unpredictable student activism, Anne did host a large number of special events for students: receptions for honor students, student leaders, and student-athletes; dinners to honor special accomplishments; graduation events, etc. One of the most enjoyable events each year was an elegant dinner hosted each summer at Inglis House for the student leaders participating in Leadership 2017. Anne worked closely with VP Student Affairs Maureen Hartford’s effort to build a sense of teamwork throughout student organizations. She arranged the reception in the Inglis House gardens and dinner so that students were given the same treatment as wealthy donor prospects. Afterwards she let the students have the run of Inglis House and then, by popular request, took a series of pictures of the group (including what came to the obligatory photo of students leaders trouncing on the president.)

The Faculty

Of course, as members of the Michigan faculty family for over three decades, it is not surprising that Anne and Jim would give these members of the University community high priority. In fact, during

Jim’s inauguration address, he began with the statement: “It is sometimes said that great universities are run by their faculties, for their faculties. Clearly the quality of our institutions is determined by the quality of our faculty—by their talents, their commitments, and their actions.”

The remarks above were addressed to the faculty of the University of Michigan in a particularly heartfelt manner. Unlike many university presidents these days, the Duderstadts had spent their entire careers at the same institution they would lead. Hence, in a very real sense, Jim regarded himself first and foremost as a member of the Michigan faculty, on temporary assignment as Michigan’s president. Anne, too, was a member of this family, working for the University faculty through her roles in the Offices of the Dean and the Provost. Most of their friends were part of this faculty community.

But there was a certain dilemma here, since the further Jim rose up the administrative ladder, from dean to provost and eventually to president, the more suspect the Duderstadts became to their faculty colleagues. Yet this was not surprising, since faculty resist—indeed, deplore—the command/control style of leadership characterizing the traditional pyramid organizations of business and government. In fact, many sought careers in academe in part because they knew here they would have no “supervisor” giving direct orders or holding them accountable. Faculty members could do what they wanted, when they wanted. They had total freedom, as long as they were capable of strong teaching and scholarship in their field.

To be sure, in reality a university is very much a bottom-up organization, a creative anarchy, a “voluntary” enterprise. Nevertheless, leadership plays a critical role even in the university, just as it does in other social institutions. If one examines major accomplishments of the institution—the excellence of a program, its impact on society—invariably one will find a committed, forceful, visionary, and effective leader. Perhaps it is a principal investigator, or a department chair, or even a dean. Indeed, in some cases—as astounding as it may sound, the leadership may even be provided by a member of that most sinister of all academic organizations, the dreaded “central administration.”



Hosting student events (including those for student leaders at Inglis House)



Pastoral care for the faculty family

But once again Anne played the key leadership role in responding to the needs of this Michigan family. She had provided leadership since her arrival in Ann Arbor for the Faculty Womens Club, created to provide social activities that would bring faculty couples together. In her role as partner to the Dean, she worked tirelessly to create activities that would bring College of Engineering faculty members and partners into communities. As provost, she had taken the lead in designing and hosting events to honor faculty members when promoted or honored with University awards. Of particular note was the monthly dinners she hosted at Inglis House for faculty couples, drawing them together to meet one another and build broader faculty communities.

However, encouraged in part by her daughters then in graduate school at the University, Anne pushed hard with key faculty members such as Carol Hollenshead to help create the Michigan Agenda for Women, a bold effort to place women faculty and staff in positions of influence within the University. It soon led to appointments such as Edie Goldenberg as Dean of LS&A and Rhetaugh Dumas as Executive Vice President for the University Medical Center. Indeed, within a few years after Jim stepped down as president, Michigan would appoint its first woman president, Mary Sue Coleman.

The Deans

The University of Michigan is known throughout higher education as a “deans’ university”. Because of its size and highly decentralized organization, deans of its many schools and colleges have unusual freedom and authority, albeit with considerable responsibility and accountability. Most of the progress made by schools over the years can be traced to the leadership of their deans—although, of course, the same can usually be said for the consequences of any shortcomings.

Although some academic units such as the College of Literature, Science, and the Arts or the School of Medicine rival major universities in their size, financial resources, or organizational complexity, for most University of Michigan schools and colleges, both the size and intellectual span is just about right to allow true leadership. To be sure, a dean has to answer in both

directions, to the provost from above and their faculty from below. But their capacity to control both their own destiny and that of their school is far beyond that of most administrators.

The deans themselves form another family, occasionally in competition with one another, but more frequently working together. A good provost and president make it a point to provide many opportunities for deans and their spouses to socialize together, to build friendships and bonds, since these, in turn, glue together the University. Once again Anne took the leadership role to build and nurture the Deans communities while at partner at both the provost and presidential level, since these in turn would glue together the University

Perhaps because of Jim and Anne’s own experience as members of the “deans’ family,” Anne and Jim were always on the lookout for new ways to involve the deans more intimately in the leadership and life of the university. Each fall Anne would arrange a “kickoff” picnic for the deans at Inglis House, and then at the end of the academic year with a similar picnic to celebrate for the end of the academic year. An elegant holiday dinner was hosted for the deans at the President’s House, usually with a surprise visit by Santa Claus.

In her role in the Office of the Provost, Anne also arranged a series of dinners for the deans at various venues about the University to give them a broader perspective of its activities. For example, she hosted a “Dining with the Deans and Dinosaurs” event at the Musuem of Nature History. On another occasion, she arranged with the School of Music to have a dinner on the stage of one of the new performing studios, demonstrating the new technologies enabling musical events.

Executive Leadership

Anne and Jim took similar pride in the quality of the executive leadership team of the University, which they believed to be one of the strongest in the nation, both during Jim’s administration and throughout the university’s earlier history. The Executive Officers were also a family, although, but unlike the deans, they were characterized by great diversity in roles and backgrounds: some were line officers; others were in



Entertaining the deans



Entertaining the Executive Officers



Entertaining the Regents



The Presidential staff: Office, President's House, and Inglis House



Celebrating the staff

staff roles. Although many of the executive officers at most universities come from outside the academy (e.g., business and law), Michigan had a very unusual situation during Jim's years as president, since all of its senior officers had academic roots, most even with ongoing teaching and research responsibilities. This not only provided the leadership team with a deep understanding of academic issues, but gave Jim and Anne important flexibility in breaking down the usual bureaucracy to form multi-officer teams to address key issues, such as federal research policy, fund-raising, resource allocation, and even academic policy—issues that would be constrained to administrative silos in other universities.

Of course, it was sometimes difficult to hold together such a group of strong personalities. Teamwork was essential, but it was also sometimes a challenge when strongly held and differing views existed. Anne worked hard to develop social events to pull the executive officer team together. They always kicked off the fall term with a potluck, hosted a holiday dinner in the President's House (complete with Santa Claus), and numerous informal dinners and gatherings throughout the year. Other opportunities such as football weekends, bowl events, and basketball tournaments were used to bring the group together.

The Regents

The UM Board of Regents comprised yet another family requiring pastoral care by the president. Although most of the University's governing board members were dedicated public servants with a strong interest and loyalty to the university, there were among some members, as with any family, occasional disagreements—indeed, long-standing feuds—that might last months or even years. But this was not surprising for a governing board that owed both its election and its support to highly partisan political constituencies.

Although Anne and Jim tried to be attentive to the concerns of both current and past board members, their position was complicated by the fact that they were occasionally viewed by some regents as hired hands, totally subservient and submissive to their particular requests and occasional whims. Although every effort

was made to treat the Regents with respect, concern, and attentiveness, the great diversity among the attitudes of individual regents toward the role of the president and the first lady made the task extremely complex, as it had been for our predecessors over the years. Most presidents of public universities know these challenges well.

The Staff

Students and faculty members tend to take the staff of a university pretty much for granted. While they understand these are the people who “keep the trains running on time” and who provide them with the environment they need for teaching and research, most view staff as only the supporting cast for the real stars, the faculty. When staff come to mind at all, it is usually as a source of complaints. To many faculty members, such service units as the Plant Department, the Purchasing Department, and the Office of University Audits are sometimes viewed as the enemy.

Yet with each step up the ladder of academic administration, Anne and Jim came to appreciate more just how critical the staff was to both the functioning and the continuity of the university. It became clear to them that throughout the university, whether at the level of secretaries, custodians, or groundskeepers or the rarified heights of senior administrators for finance, hospital operations, or facilities construction and management, the quality of the university's staff, coupled with their commitment and dedication, was actually just as important as the faculty in making Michigan the remarkable institution it has become. In some ways, it was even more so, since unlike many faculty members, who view their first responsibilities as to their discipline or perhaps their careers, most staff members are true professionals, deeply committed to the welfare of the university as their highest priority, many dedicating their entire careers to the institution. Most staff members serve the university far longer than the faculty, who tend to be lured away by the marketplace. This was impressed on Jim and Anne twice each year, when the president would host a banquet to honor staff with long-term service—20, 30, even 40 years. In a very real sense, it is frequently the staff who provided, through years of service, the continuity of

both the culture of the university and its commitment to excellence. Put another way, the staff perpetuate the institutional saga of the university as much as do the students, faculty, or alumni.

Beyond their skill, competence, and dedication to the university, there was also a remarkable spirit of teamwork among staff members. Indeed, Anne and Jim worked closely with the staff as partners. In fact, the Duderstadts began to view our presidential roles as more akin to those of the staff than the faculty, in the sense that their first obligation was always to the welfare of the university rather than to their personal academic discipline or professional career.

While intensely loyal to the university, staff also require pastoral care from the president, particularly during difficult times, such as budget cuts—sometimes involving layoffs—or campus unrest. Anne always gave the highest priority to events that demonstrated the importance of staff to the university and rhwie strong support for their efforts. She made it a point to attend or host staff receptions, for example, to honor a retiring staff member or celebrate an important achievement. While both Anne and Jim understood well the central role of faculty in determining the quality of academic programs, they felt it was important that the president always be seen, in word and in deed, as committed to the welfare of the entire university community—students, faculty, and staff—in a balanced sense.

Anne benefited from a remarkable team supporting presidential events and facilities. Barbara Johnson and Judi Dinesen handled the complex challenges of diverse events and facilities needs with skill and competence. Inge Roncoli and Kurt Szalay kept the President's House and Inglis House running efficiently and provided hospitality to our guests. And first Chuck Jenkins and then Joan Kobinski and their team of gardeners made both the President's House and Inglis House grounds showplaces for the University.

Beyond their skill, competence, and dedication to the University, there was also a remarkable spirit of teamwork. Anne had an usually close and informal relationship with the staff. In a very real sense, they were a part of the presidential family.

A Heritage of Leadership

Anne and Jim were always very conscious of being part of another very important Michigan family comprised of former presidents and first ladies of the University. They felt themselves particularly fortunate in having several of the former presidential teams living in Ann Arbor—the Hatchers, the Flemings, and the Smiths—with the Shapiros only a phone call away. This gave them access to almost a half-a-century of experience and wisdom.

Anne made a strong commitment to involving the former presidents and partners in the life of the University. This not only continued to take advantage of their experience and wisdom, but to better establish a sense of continuity. She realized that each presidency built on the accomplishments of its predecessors, and she wanted to make certain this was recognized throughout the University.

Both Anne and Jim made it a point not only to seek their advice and counsel whenever they could, but to also involve them as completely in the life of the University as they wished. Anne made certain that the former presidents and partners were invited to all major campus activities such as dinners, receptions, commencements, and VIP visits. They followed the Shapiro's lead by regarding the viewing area in the Michigan Stadium as the "Presidents' box", not simply the "President's box", and not only invited former president couples, but actively involved them in football weekend activities. In fact, the Hatchers had not been to a Michigan football game since they retired in the 1960s, and they thoroughly enjoyed once again being part of the activities. Anne also invited the former presidents to make use of University facilities such as Inglis House whenever they were involved in University activities. She directed the staff of the President's Office to always support their various activities, whenever this would be helpful to them.

Anne and Jim enjoyed immensely the friendship of the Hatchers, Flemings, Smiths, and Shapiros. There was a bond that only those who serve in these roles can understand. Even after Allen Smith passed away, they felt it very important to keep Alene Smith involved in University activities. And when they had the chance to honor the Shapiros by naming the newly renovated



Anne and Jim had the great fortune to develop strong friendships with earlier presidential couples: Harlan and Anne Hatcher, Robben and Sally Fleming, Allen and Alene Smith, and Harold and Vivian Shapiro.



They enjoyed immensely the opportunities they had to host events with the former Michigan presidents and to remain close friends long after their years of service.

Undergraduate Library after them, Anne made a great effort to design events both for the Shapiros and their families to convey a sense of the University's appreciation for their efforts.

Through Anne's leadership, in 1992 the University hosted a special event to mark its 175th year by inviting the past Michigan presidents to participate in a roundtable discussion in the Rackham Auditorium. The discussion was hosted by Bob Warner as University Historian. Following the public event held in the Rackham Auditorium, the Duderstadts hosted a private dinner for the presidents at the President's House. It was quite a wonderful experience as they compared their experiences over a half-century of leadership. Anne and Jim felt privileged to be present at this remarkable event, which reminded them once again about how much the University owed former presidents and first ladies in shaping the institution that they now led.

It also convinced Anne once again about just how important her efforts were to capture, understand, archive, and make available the history of this remarkable institution.

The Duderstadt Family

Of course, there is yet one other Michigan family of particular importance to the presidency: the president's family itself. Although their daughters Susan and Kathy were away at Yale and Harvard during the early years and then later chose not to live in the President's House when they returned for graduate school at Michigan, they were very much part of their lives during their tenure.

The Duderstadts had always been an exceptionally close family. Both Anne and Jim took great interest in their daughters' activities as they grew up. They rarely missed a parent's orientation at school, a swim or gymnastics meet, a music recital or a theater production. They were thrilled by their daughters' academic success, although there were times when they worried that Susan and Kathy worked too hard and tried to do too many things.

Both daughters were rather sophisticated from their own high-profile experiences at Yale and Harvard, and while they were proud and supportive of their parents

in the presidency, they took things with a grain of salt. They put up with the press, although sometimes with tongue-in-cheek, as when Susan perched on the couch for their official cover photo in the President's House for one of the local newspapers.

They also brought the same spirit of humor to lighten the stresses that sometimes characterized their lives. Not to say that these were not intense at times. Both faced major challenges at Yale and Harvard and then in their graduate studies and careers afterwards. But both had a good sense of humor and helped make the President's House a home.

Anne and Jim actually learned a good deal from their own experience as parents of college students that proved of use in their leadership role at Michigan. They certainly developed a sense of empathy for poor, struggling (not to mention broke) parents as they moved their new college students into their dorm rooms during the Big Dropoff. They learned to suffer through their mood swings as they adjusted to their undergraduate colleges—"I hate my roommates."; "I'm sure they made a mistake in admitting me because I'm going to flunk out."; "Every one else goes out every night, and I just sit home alone.", and so on. They enjoyed traveling back East for parents weekends and commencements.

Susan was very social and involved in organizations such as the Yale Glee Club, but she chose a particularly intensive academic sequence, beginning in Yale's famous Directed Studies program and then later majoring in Molecular Biophysics and Biochemistry. Following graduation, she returned to Ann Arbor to enroll in a joint five-year M.D. and M.P.H. program, since she was interested both in medical practice and policy. She also was rapidly captured by her interests in Michigan's Gilbert and Sullivan Society, and was generally in the chorus in each of their performances throughout her Michigan education.

Although Susan chose to live across the street from the President's House in the Martha Cook Residence Hall—in fact, with a five-year tenure, she was one of the longest surviving "Cookies"—she was frequently in the President's House with her friends. As her M.D. program became more involved, Anne and Jim would frequently see her collapsed on the couch after an all-nighter in her clinical work. It was a great experience for Jim to participate in awarding Susan her M.D. at



The Duderstadt daughters, remaining active despite the occupations (and preoccupations) of their parents.

commencement.

Kathy had an even more challenging academic experience than Susan. Because of her strong ability in science—she was both a Westinghouse Science Talent Contest winner and a National Merit Scholar—she began her studies at Harvard in astrophysics. Yet, even her AP work at Pioneer High School had not prepared her adequately for the intense pace of Harvard physics. After a couple of rough years, both academic and socially (although she continued her athletic interests by competing in varsity track—the heptathlon—and crew), she decided to take some time off her junior year to catch her breath. Although she first thought about just taking a job for a term (e.g., a truckstop waitress in Texas), her parents convinced her to enroll in the fall program at Michigan’s campus in Florence. As it turned out, this was one of the best things that she could have done. She made some friends, thoroughly enjoyed a term of wandering about the art museums of Florence and later Europe, and learned about “life” from the Italians. She returned convinced that a Harvard education was too valuable to waste on science, and transferred into English Literature—and was thoroughly happy.

However, Kathy also had an intense social commitment, so it was not surprising when she signed up for the Peace Corps following graduation. She claims that one of the key questions asked in their interview was, “If we accept you as a Peace Corps Volunteer, and your parents object, what will you do?” Apparently she gave them the right answer, but she never would tell us what it was. When the Peace Corps notifies you, they send you a letter with your proposed assignment and give you five days to accept. In Kathy’s case, they assigned her as one of the first group of 30 to go to Eastern Europe, to Hungary, to build an English Language teaching infrastructure. In fact, just before boarding the plane to Budapest, Kathy participated in a White House Rose Garden ceremony (where President Bush mispronounced her name—but at least he tried).

While Kathy was very glad she became a Peace Corp volunteer, she also found the experience quite stressful and lonely at times. But it accomplished the task of giving direction to her life. After experiencing first hand the incredible environmental damage in Eastern Europe, she decided to return to her earlier interests in science and do graduate work in global change.

Since Michigan had one of the leading departments of atmospheric science, she applied and was accepted to its Ph.D. program.

On those rare occasions when they could be a normal family, the Duderstadts had many of the usual family experiences. Christmas was always an enjoyable time—except that it came to an end the day after Christmas when they had to take down the tree, pack the bags, and head off for a bowl game. Anne and the staff would put up the tree and Jim would assemble Jim’s electric train. Susan and Kathy would usually be back—from college or their graduate work—so the house would generally have people in it. (Although on a couple of occasions they were in Europe over the holidays.)

Toward the end of their presidency, they had Kathy’s wedding in the house in the Clements Library, (only daughters of Presidents are allowed to marry in Clements) with the reception in the President’s House. This gave them one of the very rare opportunities to get the entire Duderstadt family together for a portrait. Although they had stepped down from the presidency when their daughter Susan was married the following year, she chose to use her beloved residence hall, Martha Cook, as the site for her wedding, right across the street from the President’s House.

Preserving University Communities

A university consists of a collection of diverse communities of many families: students, faculty, staff, and students; deans and executive officers; office staff and even presidents. While Michigan enjoys an intense loyalty among these families, it can also be a tough environment for many. It is a very large and complex institution, frequently immersed in controversial social and political issues. Senior academic and administrative leaders not only become members of these families but also must assume responsibilities to understand, support, encourage, and protect these communities, to understand their concerns and their aspirations, and to advance their causes.

Changes in academic communities tend to occur slowly, particularly in the faculty, student, and staff cultures, because of its complexity and diversity. Fundamental academic values—academic freedom, intellectual integrity, striving for excellence—still

dominate the faculty culture, as they must in any great university. Yet today fewer faculty members look to the University for long term academic careers and instead became nomadic, moving from institution to institution in an increasingly competitive academic marketplace.

Student communities change more rapidly, dependent in part on the nature of the student body. For example, fraternities and sororities have become more important as the student body has come from wealthier backgrounds (particularly those paying out-of-state tuition). So, too, student communities are more sensitive to challenges facing our society, e.g., conflicts, inequities, diversity, and the challenges of finding a job after graduation.

Anne inherited an important legacy from the contribution of her predecessors both to preserve and build new communities for the students, faculty, and staff of the University. Each had brought to the University an unique style, but all had been totally committed to this important role. Early in her tenure she took on the challenge of major renovation of the two primary ceremonial facilities of the University, the President's House and the Inglis Highlands estate.

Beyond the array of facilities development, Anne also built a strong staff that supported her many activities to build communities throughout the University. And, as the quality of the events hosted by the President and executive officers increased, there was a strong ripple effect across the campus, resulting in an increase in quality in all areas. Yet, even as the standards for the quality of University events increased, Anne also was unrelenting in her expectation that costs be kept under control. She sought these same objectives--excellence and efficiency--in a broad range of other projects: presidential events, football weekends, bowl events, fund-raising, etc.

Throughout their years in the presidency, the Duderstadts sought not only to lead the University but to create a broad understanding that they viewed this as a "public calling", a role through which they served those varied communities of faculty, students, and staff that comprised the institution. In a sense, Jim and Anne tried to make it clear to everyone that they worked for the University of Michigan, that they could be trusted, and that they were determined both to protect and advance the institution. The Duderstadts believed they

were very much servants of the University's' diverse array of families.

Chapter 10

Understanding the Past to Chart the Future

Anne and Jim both believed it was very important to keep in mind the historical context for leadership. Institutions such as the University of Michigan have existed for centuries and will continue to do so, served by generation after generation of leaders. To serve the University, any Michigan president must understand and acknowledge the accomplishments of his or her predecessors and build upon their achievements. Each president must strive to pass along to his or her successor an institution that is better, stronger, and more vital than the one they inherited. Indeed, this strong tradition of improvement from one presidency to the next had long been the guiding spirit of its leaders. Anne symbolized this continuity by displaying photographs of all of the presidents and first families of the University in the central hallway of the President's House. She also made a concerted effort to keep former presidents and first ladies actively involved in the life of the university.

Yet, also like their predecessors, the Duderstadts had

unique objectives that would characterize their period of leadership. While being sensitive to the traditions of the University, they also believed that Michigan would have to change to serve a rapidly changing world. Their role was to prepare the University for this future of change.

Ironically, to launch a change agenda, one must first look to the past, to understand better the unique character, strength, and traditions of the institution.

History and Tradition

Although Jim and Anne viewed themselves as change agents, preparing the University to face a challenging and quite different future, they also believed it important that this effort build on those traditions and values from the University's past. Here, part of the challenge in making this connection between the past, the present, and the future was the degree to which the slash-and-burn activism of the 1960s and 1970s had



The portraits of Michigan's presidents in the entry hall of the President's House



Reconnecting the University with its past

essentially decoupled the University from its past. In their efforts to reject “the establishment”, students and many faculty and staff almost took pride in ignoring the University’s earlier history and traditions.

Anne took a particular interest in the history of the University, reading the biographies and writings of past presidents and University historians and developing a deep appreciation for Michigan’s remarkable history and traditions and its impact on higher education. She sensed the importance of developing a greater awareness of this history among students, faculty, and staff.

Perhaps because of their experience with Yale and Harvard through their daughters, Anne and Jim took great interest in how these institutions managed to preserve and appreciate their remarkable histories and pass their traditions down through generation after generation of students and faculty. They believed that the University of Michigan had just as distinguished

a history as any private university. In fact, Michigan had time and time again provided the model for the evolution of higher education. But this recognition had simply not been woven into the University culture. Hence the challenge was to take a series of steps to better connect the University with its remarkable past.

They were joined in this effort by several distinguished and committed faculty members: Bob Warner, former Dean of Library Science and Director of the National Archives; Nick and Peg Steneck, through their years of effort in both preserving University materials and teaching a course on the history of the University; Fran Blouin, as Director of the Bentley Historical Library; and Carole LaMantia as staff from the President’s Office. The first step suggested by Anne was to create a formal University History and Traditions Committee, appointed by the president and staffed by the Office of the President.

Next, Anne persuaded Jim to establish the position



Anne led the effort to renovate two historic University facilities:
the President's House and the Inglis Highlands Estate.

of University Historian, and Bob Warner was appointed by the Regents as the first holder of this title. In this role, he would also chair the History and Traditions Committee.

Certain early steps had already been taken. For example, even while Jim was provost, Anne had recommended establishing base funding for the Stenecks' course on the history of the University, since this had always been at some risk due to changing funding whims in LS&A. She also pushed to give the Bentley Library a more formal role and fund it at an additional base level of \$500,000 per year to serve as archive for the University's historical materials, and guidelines were established for historical documentation and preservation.

One of the most important efforts of the History and Traditions Committee was historical preservation. Anne led the effort to restore and preserve the Detroit Observatory, one of the earliest university scientific facilities in America and key to the early evolution of the research university. This particular project illustrated the effort required to preserve such important facilities. Anne led the effort to raise the roughly \$2 million necessary to renovate and endow the facility. She enlisted the support and interest of key members of the University administration including the Vice President for Research, Homer Neal.

In turn, Homer appointed one of his most talented staff members, Sandy Whitesell, to direct the project. Her love of historical preservation coupled with her

knowledge of working with University staff was idea for this project. Working closely with Sandy, Anne played a major role in the effort to raise the funding and complete the restoration. She and Sandy researched historical photographs in the Bentley Library to display throughout the building. They worked together in the hard task of cleaning the facility to ready it for University groups. On May 21, 1999, after five years of meticulous restoration, the University of Michigan's Detroit Observatory was rededicated.

Anne became involved in an array of other historical projects. She helped to arrange for a gift of historical materials from the ancestors of one of the early students of the University, and then assisted in the design of a major exhibition gallery for this gift in the new Heutwell Visitor Center. This display featured a re-creation of the first student dorm room.

Sometimes these efforts involved documenting the importance of a particular site or facility on campus and placing an appropriate historical marker, for example, the President's House or the East University plaza (the eastern boundary of the original campus).

A process was launched to obtain personal oral histories from earlier leaders of the University, including Harlan and Anne Hatcher, Robben and Sally Fleming, Allen and Alene Smith, and Harold and Vivian Shapiro. The University's 175th anniversary provided a marvelous opportunity to host a symposium involving the living presidents of the University.

Anne was also involved in the effort to create a



Working closely with Sandy Whitesell, Anne played an important leadership role in raising the funding and priority for renovating the Detroit Observatory.

number of publications on the University's history. The Stenecks were commissioned to update the popular history of the University by Howard H. Peckham, *The Making of the University of Michigan*. One of Anne's most significant projects was to develop a seasonal photographic essay of the University that would serve for advancing the interests of the University with key donors in the Campaign for Michigan.

After the Duderstadts left the presidency, it was natural that one of the activities within their new center, the Millennium Project, would become an effort to document the history of the University of Michigan. This was an immense project for Anne, spending much of her time collecting information and then creating designs and websites to provide public access to the University's history. The early contributions were a series of books that utilized the powerful technologies of desktop publishing and digital photography both to contribute to major historical milestones such as the 150th anniversary of engineering education at Michigan and the evolution of its campus over the past two centuries.

In addition, Anne and Jim were able to utilize the unique resources of the Duderstadt Center to develop new ways to present this history, including three-dimensional virtual reality simulations of the Michigan campus in various eras, a highly detailed computer model of the historical evolution of the campus (Mort's Map), and an array of web-based databases intended to document the contributions of the University's thousands of faculty members, students, and staff.

Additional Challenges

Initially Anne faced many challenges similar to those Jim experienced in leaving the presidency, since several of the projects where she had been heavily involved were no longer available to her, e.g., guiding the renovation of important historical projects such as the Detroit Observatory, the President's House, and the Inglis Highlands estate. She was also removed as a member in the History and Traditions Committee, an organization she had helped to launch in the 1990s. Unfortunately this committee was later disbanded, just as the University was approaching its Bicentennial Year.

To be sure, Anne remained heavily involved in other

important organizations such as the Faculty Women's Club, where she took the lead in developing a modern computer support system for its members including a website and member databases. But it was also clear that her strong interests in the history of the University would require a somewhat different approach to compensate for the lack of support.

Both the mission of the Millennium Project and its location in the Duderstadt Center provided a unique access to rapidly emerging digital technologies that were ideal for supporting her projects. Anne recognized that the challenge of capturing the rich history of a complex, consequential, and enduring institution such as the University of Michigan is considerable. To be sure, there are numerous scholarly tomes and popular histories of the institution, its leaders, and its programs. Yet the history of the University required much more. In fact, Michigan's history, those characteristics evolving over time that have determined its distinctiveness and shaped its impact on society, assume the form of a saga requiring many forms of narratives, words, images, music, and even digital simulations!

One of the purposes of the Millennium Project was to explore the use of emerging digital technologies in the development of new approaches to instruction. Anne's first effort was to develop a more interactive way to explore and understand the history of the University's campus. But she first needed to gain a better understanding of the history of the Michigan campus itself. So she turned to Fred Mayer, University Planner, and Paul Spradlin, Director of Plant Extension (new construction), both of whom immediately replied: "You need to look at Mort's Map!"

Mort's Map and Campus History

During the 1960s, Myron Mortensen, the chief draftsman of the Plant Department, had researched the history of every building on the campus and drawn a very detailed map showing the historical evolution of the Ann Arbor campus from its origin to the 1960s. Using "Mort's Map", Anne worked with undergraduate engineering students in the Millennium Project to develop a web version of this map that enables one to use a timeline display and accompanying narrative to describe the evolution of the campus throughout its

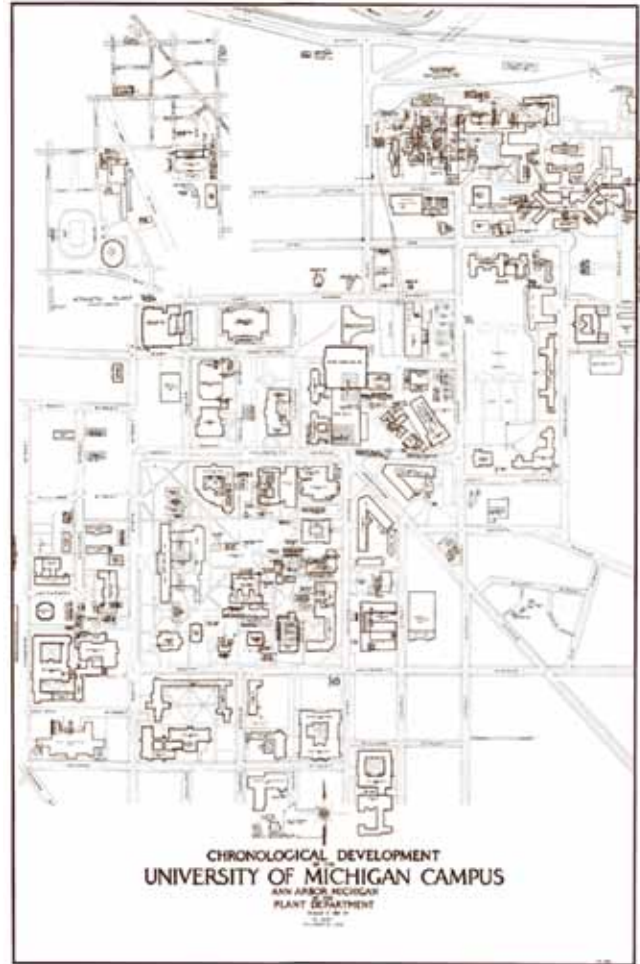


The Web Portal for Campus History

history. She then linked the digital maps to hundreds of historical photographs from the Bentley Library to illustrate the evolution of the campus. The Mort's Map website can be found at:

<http://umhistory.dc.umich.edu/mort/>

But Anne was interested in going beyond this. During her years in the presidency team there had been a significant effort to develop digital representations of the contemporary campus that could be used in campus planning. In fact, the Plant Extension Department, under the leadership of Paul Spradlin and University Planner Fred Mayer, had assembled a quite sophisticated team (including the use of programmers in Russia) to build these digital representations of the campus. Her goal was to build similar digital models that would describe the historical evolution of the campus, beginning with the earliest campus in 1836. She sought to explore several of these approaches, including a comprehensive 3D digital simulation of the campus and its evolution, virtual reality simulations, digital video and DVD-based materials, and sophisticated database methods for organizing and searching through scholarly materials. Working with Plant Department staff, Anne's students were able to create a 3D virtual reality version of the campus for earlier eras that allowed both navigation as well as the development of videos. The website containing both the digital version of Mort's Map as



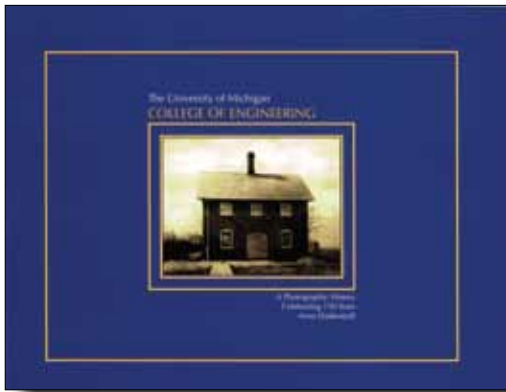
Mort's Map (by Myron Mortensen)

well as the 3D simulations can be found at the website:

<http://umhistory.dc.umich.edu/>

Unfortunately President Bollinger's appointment of a new VPCFO resulted in a massive turnover in the Plant Department, including many of those involved in the digital campus work, resulting in the termination of this University project and the loss of most of its software. While Anne's work still remains, much of the other digital work of the Plant Department was purged, resulting in a tragic loss for the University.

Anne next turned to a more traditional project to learn how to use the University's archive of historical photographs to develop books describing the evolution of the College of Engineering, which was preparing to celebrate its 150th of engineering education in 2004. Rather than simply writing the text and selecting the



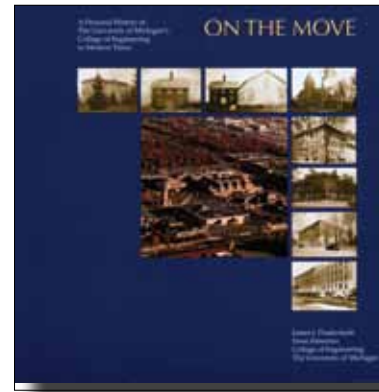
A Pictorial History of the
College of Engineering

appropriate photographs for an experienced designer, she decided to master the process of digital design by learning to use Adobe's Creative Suite of applications: InDesign, Photoshop, Illustrator, Acrobat, etc. She then worked closely with the University Printing Service to design and develop her first major book on University history:

A Pictorial History of the College of Engineering

<http://catalog.hathitrust.org/Record/003884452>

Drawing on the resources of the Bentley Historical Library, University publications such as the Michigan Technician, the Michigan Alumnus, and The University of Michigan: An Encyclopedic Survey, but also on the vast writings, personal papers and photographs of two Engineering Deans, Mortimer Cooley and Jim, Anne was able to create a pictorial history of the University. Although this photographic essay was focused on the evolution of the campus of the College of Engineering, it also attempted to introduce the people and events that contributed so much to the College's history. It stitched together images with the words of members of the Michigan family who participated directly in the building of the College. This photographic history not only documented and honored the remarkable achievements of the College of Engineering during its century-and-a-half of leadership in engineering education but has provided a resource to guide those who will determine and benefit from its activities in the future.



On the Move: A Personal History of the
UM College of Engineering in Modern Times

Following Anne's lead, Jim also mastered Adobe's Creative Suite sufficiently to develop a personal history of his years as Dean of Engineering, a period that covered the move of the College of Engineering from the Central Campus to the North Campus of the University.

On the Move: A Personal History of the University of Michigan's College of Engineering in Modern Times,

<http://catalog.hathitrust.org/Record/003884451>

Anne extended her skills to Apple's iBook Author software so that she could transform these books into interactive iBooks that could be downloaded directly from the Millennium Project website:

<http://milproj.dc.umich.edu>

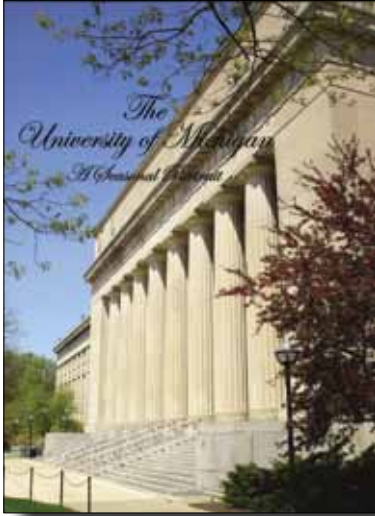
Anne's next project involved a massive effort to assemble historical photographs to develop a book describing the history of the entire Michigan campus, including not only its buildings but as well the activities of its students, faculty, and staff. To learn more about how to handle the design and color schemes necessary for such a project, Anne decided to first use technology to create a more modest book of contemporary photographs (mostly taken by Jim) to illustrate the appearance of the campus during the changing seasons. This was similar to a book she had helped design during the Duderstadt presidency that she used as gifts to visitors, but in this case she did



To produce a high quality photographic volume concerning the history of the College of Engineering required mastering many skills, including the collection and arrangement of historical photographs through digital scanning and then careful edit using digital tools such as Photoshop. The actual layout of the book required desktop publishing skills (in this case, InDesign, Illustrator, and Acrobat). The next stage involved working closely with the printers. The final stage involved boxing and shipping the final copies to hundreds of readers, including the faculty of the College of Engineering.



The production of the “photographic saga” of the history of the University was considerably more complex, involving thousands of illustrations, extensive historical research, and the use of the full power of the Adobe Creative Suite to design, layout, and produce the final digital files for the printers (in this case, a high-quality commercial printer, University Lithoprinters, Inc.). Since the final digital files were over 60 GB in size, the computing requirements for this project were considerable. From initial concept to final product required roughly three years of continual effort! (Jim provided a small cake to celebrate success!)



The University of Michigan:
A Seasonal Portrait

the entire project herself: design, photographic layout, digital development (again using InDesign), and finally working with the University Printing Services to produce the final project.

The University of Michigan: A Seasonal Portrait

<http://catalog.hathitrust.org/Record/005121919>

Anne also produced several important photographic books concerning the President's House and the Inglis Highlands estate of the University, both because of her personal activities with these two historical buildings as well as because of the role that she played in their renovation. These books can be downloaded from the HathiTrust website.

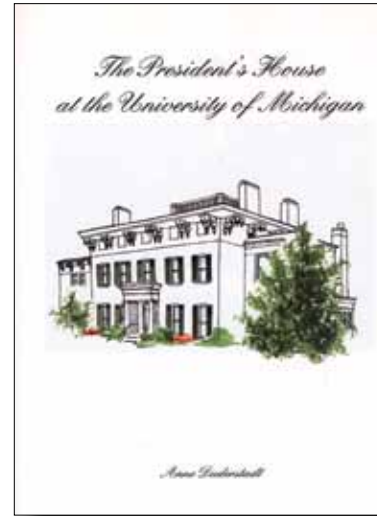
The President's House of the University of Michigan

<http://catalog.hathitrust.org/Record/003494187>

The Inglis Highlands Estate of the University of Michigan

<http://catalog.hathitrust.org/Record/011706>

Both books have been rewritten and are now available in iBooks format from the Millennium Project Website:



The President's House of
the University of Michigan

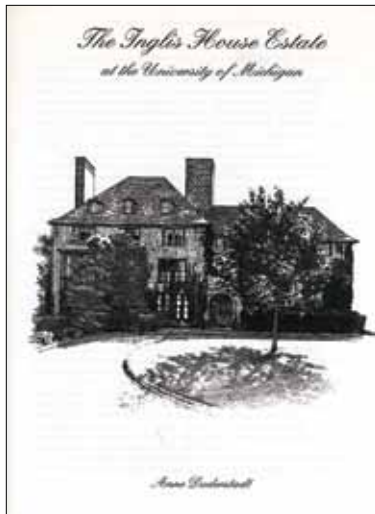
<http://milproj.dc.umich.edu>

With this experience, Anne turned back to the "Michigan Saga" book. The scale of this history project was immense, not only consisting of over 1,000 high definition photographs, many of which she scanned herself, along with text that generated over 60 GB of data, pushing the limits of the Millennium Project computers. In fact, by the end of the project, Anne was using the most powerful computer in the complex. She worked closely with one of Ann Arbor's leading commercial printers, University Lithoprinters, to complete the project, including spending a day and night supervising the final printing runs to make certain that the design format and colors were correct. The entire project took over three years.

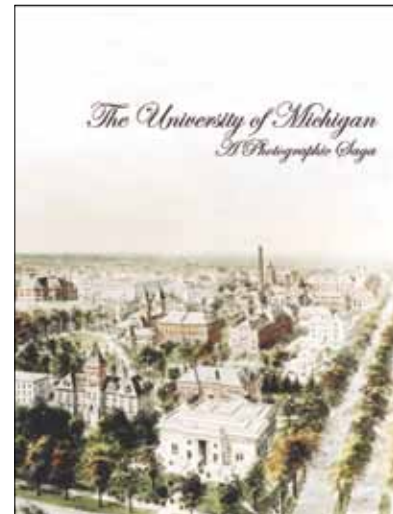
A Photographic Saga of the University of Michigan

<http://catalog.hathitrust.org/Record/005399524>

Although this project made extensive use of the photographic assets of the Bentley Historical Library, it also involved digitizing materials from many other Michigan publications and resources, including *the Michigan Alumnus* magazine, *the University of Michigan: An Encyclopedic Survey*, and student publications including *the Michigan Technic* and *the Michiganensian*



The Inglis House Estate



The University of Michigan:
A Photographic Saga

yearbook. Books and articles written by Michigan faculty, students, and alumni were also of great value. In particular, the letters, diaries, and various papers of faculty and students provided a glimpse of what life was like in the early years of the University.

Of great value in reconstructing the early history and evolution of the Michigan campus was Mort's Map, that provided the footprints of all of the buildings that existed on the campus from the 1840s through the 1960s.

This photographic saga provides vivid evidence of the profound impact that the University of Michigan has had on the evolution of higher education in America and hence upon its state, the nation, and the world during the first two centuries of its long and distinguished history."

This book can also be viewed from the Millennium Project website:

http://umhistory.dc.umich.edu/history/publications/photo_saga/Saga.html

Creating New Digital Historical Resources

With one of the largest and most sophisticated university libraries in the world, the University had long provided leadership in providing new forms of access to its 8 million volume collection. During the 1990s it had

led the effort to merge the catalogs of the 11 universities of the CIC (the Committee on Institutional Cooperation of the Big Ten plus U Chicago). As digital scanning technology became more sophisticated, the University worked with the Mellon Foundation to build the JSTOR archive of journals in economics and American history (whose computers were located in the Media Union). Faculty members in its College of Engineering and School of Information worked on a major research project for the National Science Foundation to build a digital library for scientific materials.

Anne and Jim decided to extend their historical projects to demonstrative just how powerful the University's rapidly expanding digital technology environment could be in gathering and providing access to its activities, both present and past. The combination of the University's cyberinfrastructure environment, search engines such as Google, and most important of all, the leadership of the University of Michigan Library in digital archiving and distribution, gave Michigan a quite extraordinary opportunity to define the path these knowledge-intensive institutions should take in the digital age. Working closely with both students and staff of the Duderstadt Center, Anne played a leadership role in the development of these important new digital histories of the University.



The UM 1817-2017 Web Portal

The first effort was to design and build a comprehensive web portal to a vast array of historical information about the University of Michigan, including summaries of the histories of its academic programs, visual material concerning its campus and activities, links to hundreds of historical documents, and databases providing both biographical information and memoirs of its faculty, staff, students, and alumni.

http://um2017.org/2017_Website/Entry_Page.html

This website provides an array of links to access this rapidly growing collection of materials designed to be easily searchable and readily available in digital form. Included in these resources are:

- 1) Information about the many thousands of faculty members who have served the university since its earliest years, searchable and available as biographies, memorials, and photographs.

- 2) Histories of the myriad academic programs of the University—schools and colleges, departments and programs, centers and institutes, with a particular focus on the intellectual life and academic impact of the institution.
- 3) The evolution of the Ann Arbor campus of the University through the years, with interactive maps and histories of all of the major buildings and facilities of the University.
- 4) Information on the important role of staff members in the University, both through brief histories and short vignettes illustrating their remarkable talent, dedication, and diversity of roles.
- 5) Student life through the years through an array of historical documents.
- 6) Information about all of the Regents and Presidents of the University.
- 7) Access to an interactive collection of memoirs by contemporary Michigan faculty members concerning the intellectual life of the University.
- 8) A vast collection of historical photographs and video materials made available in digital format.

In many of these efforts, Anne has been using the powerful resources of the HathiTrust, already the largest digital library in the world. We have persuaded the Regents of the University to release copyright control to provide full-text access to all University publications, books and periodicals, which have relevance to the history of the University. These can be found in a special search collection:

<http://babel.hathitrust.org/cgi/mb?a=listis;c=745985614>

The Faculty History Project

The next project was even bolder. Anne led the effort in the development of a database providing information about all of the faculty members who have



The Faculty History Project

been associated with the University of Michigan since 1837, organized by their schools and colleges. Working with a very talented undergraduate, Alex Burrell, who quickly became experienced in programming in Drupal, Anne developed a website capable of accessing information on every faculty member who had ever worked at the University, with dates of appointment, fields, memoirs, and photographs, if available. In fact she personally scanned over 3,000 photographs from the Bentley Library and compiled information on more than 9,000 faculty members.

<http://um2017.org/faculty-history/>

As she noted in the preamble to the website, one can only understand the intellectual impact of the University of Michigan by understanding who its faculty members were (and are) and what they did (and are doing). To appreciate the intellectual vitality of this institution, it is necessary to trace the lives of its faculty members, their contributions, and their circles of discourse. One needs to capture their stories and link them to the University's academic programs, its schools and colleges, departments and institutes.

Yet this is a formidable challenge since many of the University's schools, colleges, and departments have only brief histories on websites or buried away in file drawers. Furthermore those histories that do exist are usually more concerned with buildings or enrollments

or who was dean or chair than the intellectual life or achievements and impact of the faculty."

The broad intellectual span and size of the institution makes it hard to capture its history (or even understand its present nature) through conventional means such as popular histories or occasional papers. Instead it seems more productive to take advantages of the University's exceptional capacity in digital technology to build online resources that would evolve over time to serve those wishing both to understand and analyze not only the University's history but even its intellectual structure and impact today.

This Faculty History Website represented an attempt to begin this effort. The goal was eventually to include every faculty member who has been appointed at the University, working with the University's schools, colleges, and departments to fill in these databases with information such as photos, biographies, memorials, and even video oral histories for more recent faculty members.

The Faculty History Project was a valuable resource for documenting, remembering and celebrating the achievements of Michigan faculty that have made the institution a great university; to use such resources to reaffirm academic achievement and excellence as the cornerstone of the quality, strength, and impact of the university; and to rededicate today's faculty members and University leaders as faithful stewards for the remarkable legacy left by previous generations of Michigan faculty members, accepting the challenge of adding their own contributions to extend this legacy

Today the Faculty History Project has over 9,060 entries for the Ann Arbor campus (with ongoing additions and corrections). It has already become an invaluable tool for understanding the role of faculty at the University, and its open access availability leads to its frequent appearance in Google searches for people with Michigan ties.

The Faculty Memoir Project:

A similar database was created to contain the memoirs of senior faculty members concerning the intellectual life and impact of the University.

<http://www.lib.umich.edu/faculty-memoir/>



The Faculty Memoir Project

The University of Michigan Faculty Memoir Project assembles the memoirs of senior University faculty members concerning both their personal academic work and their reflections concerning the intellectual life of the University more generally. It is intended both to capture the history of the Michigan faculty as well as provide a vivid demonstration of the extraordinary impact that faculty members have had on the quality, strength, and impact of the University throughout its two centuries of service to the state, the nation, and the world.

This website has been designed to enable senior and emeritus faculty members to contribute reflections on their intellectual experiences through an interactive process that allows them to add and edit their biographies, curricula vitae, photographic or video materials, and memoirs, thereby helping build a rich and accessible resource describing faculty contributions to the University and broader society.

The Staff Memories and Memoirs Project:

A similar database has been developed to contain both the memoirs and memories of the staff of the University throughout its history.

<http://www.lib.umich.edu/staff-memoir/>

The University of Michigan Staff Memories and Memoirs Project assembles the memories and stories



The Staff Memoirs and Memories Project

provided by members of the Michigan staff family over their long careers at the University as well as the Memoirs for earlier staff members as they completed their years of service to Michigan. This project is intended both to capture the history of the University from the perspective of its staff while recording the contributions of earlier staff members, thereby providing a vivid demonstration of the great impact they have had on the institution.

In addition to providing a record of the memoirs for earlier staff members, the website also enables senior and retired staff members to contribute directly their memories, stories, and reflections concerning the life of the University through an interactive process that allows them to add and edit their contribution.

Over time it is hoped that this website will become a rich and accessible resource describing the degree to which staff members have influenced the growth, evolution, quality, and continuity of the institution.

The Town-Gown Historical Maps Project

Anne has recently launched another project to develop interactive historical maps of the City of Ann Arbor with links to the historical photographs and descriptions of key buildings. The maps begin with the original platting of Ann Arbor in 1824 and then continue through each decade until the early 20th century. By using the power of iOS technologies to develop a “MapApp”, this powerful technology will be capable of extension to the study of other historical maps. Key in



The Ann Arbor UM MapApp Project



Expanding the Ann Arbor Map to show the campus

her efforts has been the extraordinary collection of the University of Michigan Library's Map Collection and the programming skills of an extraordinary Michigan undergraduate, Nathan Korth.

<http://specular.dmc.dc.umich.edu/map/drag/>

Some Final Thoughts

Anne and Jim believed it important always to keep in mind the historical context for leadership. Such institutions as the University of Michigan have existed for centuries and will continue to do so, served by generation after generation of leaders. To serve the University, any presidential team must understand and acknowledge the accomplishments of their predecessors and build on their achievements. Indeed, this strong tradition of improvement from one presidency to the next has long been the guiding spirit of the University's leaders.



Preserving the Michigan Saga - Presentation to the University of Michigan Retirees
(Photo Collage by Joseph Moffatt)

Chapter 11

Fading Away

The End Game

One of the greatest challenges to the contemporary university presidency is knowing when and how to step aside. Note here the two questions: *when* and *how*. For in many ways, knowing “when to hold and when to fold” is far more straightforward a decision than figuring out how to do it. The challenge is to dismount a bucking bronco without getting trampled in the process. And this was a concern as the Duderstadts prepared to enter their tenth year as members of the central administration.

Of course, one approach is to simply accept a job elsewhere and leave. Some presidents move like gypsies from one university to another, typically staying five years or so at each before moving on to the next. Sometimes, their progression is upward, through institutions of higher and higher distinction. But just as frequently, the transition is sideways or even downward, leading one to suspect, in many cases, that the president has left just before the fall of the ax. Other presidents move into retirement, although this is becoming more of a rarity as presidents end their service at ever-younger ages. Some—although few and far between—return to active faculty roles, although very rarely in the institution they have led.

Ironically, the Duderstadts were forced to think a bit more seriously about their future when two regents of the University of California flew out to visit them over a Memorial Day weekend to discuss the possibility of the UC system presidency. This was probably the only leadership position in the nation more complex than Michigan, with nine major campuses and three national laboratories. This, combined with Anne and Jim’s earlier experiences in California, compelled them to at least consider the possibility of the UC presidency. But they also realized that they had invested far too much



Has the time come?...

in serving the University of Michigan to simply walk away.

There were many factors that eventually persuaded Anne and Jim that the time had come to step aside as president. Since Jim had served in roles both as acting president during Harold Shapiro’s sabbatical and then as provost and “president-in-waiting” for roughly two years prior to being selected for the role of president in 1988, he was approaching the 10-year point in leadership of the university. Jim was already second in seniority among Big Ten presidents (serving as chairman of the Big Ten Conference) and sixth in longevity among the 60 AAU presidents. Hence, as they approached a new

academic year in 1995, it was natural to take stock of how far the university had come and what the road ahead looked like. And, of course, the accumulation of scars from battles fought and doubts from efforts failed continued to accumulate.

Jim had become increasingly convinced that the University needed to undergo a further series of profound transformations and that this period would require sustained leadership for many years. He was concerned about whether he would be able to sustain the energy and drive necessary to lead Michigan through such an extended period.

Another related consideration was the very nature of the activities Jim and Anne saw as necessary for the university in the years ahead. In part because the progress had been so rapid, Jim began to look farther ahead—five years, a decade, even a generation or more into the future. He became increasingly concerned about whether he could build sufficient Regental understanding and support for this bolder agenda. Although many faculty and staff in the university were excited and energized by the boldness of a transformation agenda, many others were threatened. Hence, awareness began to build that the next stage of leadership for higher education might best be accomplished from elsewhere, far from the politics of the presidency and the glare of the media. It was becoming increasingly clear that as Jim challenged the university to change in more profound ways to serve a changing world, they would gradually exhaust Jim's political capital.

After a decade of leading and managing major projects such as the renovation of the President's House and Inglis House and preparing for the launch of the University's first billion-dollar plus fund-raising campaign, her experiences in pushing for the funding a major University history role for the Bentley Library and working with Homer Neal and Sandy Whitsell on saving and renovating the Detroit Observatory, Anne's interests in the University's history had become much stronger.

As fate would have it, another factor became the straw that pushed the Duderstadts to a decision to step down after 8 years at the helm: this was the deteriorating support provided by the university's board of Regents. As a result of the 1994 elections, the board of Regents

had become badly fragmented—in political beliefs (it was composed of four conservative Republicans and four labor-left Democrats), in generation (four young Regents resisted the leadership of more senior members of the board), and in relations with the university (four Regents who were Ann Arbor residents were regularly lobbied by students, faculty, and staff on various agendas).

A badly divided governing board can take a considerable toll on the executive officers, the university, and the president. Roughly one-third of Jim's time was spent dealing one-on-one with various regents because of their inability to trust one another. Regent intrusion into such areas as finance, personnel, state politics, and athletics was particularly excessive, placing added pressure on the executive officers responsible for these areas.

This was the atmosphere surrounding the University administration as Jim and Anne approached their last year in the Michigan presidency. It was the calm before the storm, characterized by both a sense of satisfaction about remarkable accomplishments of the past decade and a growing dread of the damage that, despite the best efforts of several regents to heal divisions among their colleagues, an increasingly divided governing board was capable of inflicting on the institution as some members pursued their political and personal whims.

Finally, Jim and Anne concluded that the best way to stabilize the board, regain control of the agenda, and refocus the university on academic issues once again was to use the visibility of retiring from the presidency and the flexibility of a year as lame duck to regain command. This was not an easy decision (at least as far as timing was concerned), but sometimes the general has to fall on his sword to save his army.

The Lame-Duck Year

During their last, "lame-duck" year in the presidency, the pace of activity certainly did not slow down. The transformation effort moved ahead, as did other major efforts, such as various academic initiatives, the fund-raising campaign, the major capital facilities projects, and the effort to strengthen support of the university from both state and federal government. The effort to

appoint a new provost was put on hold, to preserve the prerogative of the next president. Fortunately, they were able to entice one of the University's senior deans, Bernie Machen, dean of dentistry, to serve in the interim role. Bernie was highly respected by the deans and executive officers, and although Jim's successor, Lee Bollinger, would look elsewhere for his provost, Bernie went on to highly successful presidencies at the University of Utah and then the University of Florida.

Unlike Harold Shapiro's experience, the Duderstadts found that their influence, responsibility, and accountability continued undiminished, with major decisions continuing to the final day as president in the summer of 1996. Since people realized that Jim and Anne fully intended to remain at the university as active members of the faculty and community, they trusted them to do what was best for the institution up until the very end of their tenure.

Anne turned much of her personal attention to providing encouragement and support to the deans and executive officers during the transition. Since most organizations, whether in government, commerce, or higher education, tend to experience a significant turnover in executive leadership whenever the new CEO arrives, she attempted to provide both reassurance and some protection for their leadership team (although the local newspaper once again pounced on these efforts in an effort to stir up controversy).

Of course one of the last responsibilities of leaders is to pass along the institution they have led to their successor in better shape than they received it. Confident that the team they had built and led, the Duderstadts' hope that they would be welcomed back to the University family as Jim rejoined the faculty and Anne would continue her service to the University.

The Duderstadts arranged to move their activities, into one of the last major building projects of Jim's administration, the Media Union. In a sense, Jim and Anne were moving back to the North Campus, where they had begun their Michigan experiences 30 years earlier in Northwood IV and Engineering.

Perhaps symbolic of this return, on the last night of the Duderstadt presidency, Jim snapped a blurred photograph of the moon rising over their new place at Michigan, the Media Union (that eight years later would acquire a new name: the James and Anne Duderstadt



Moon over the Media Union

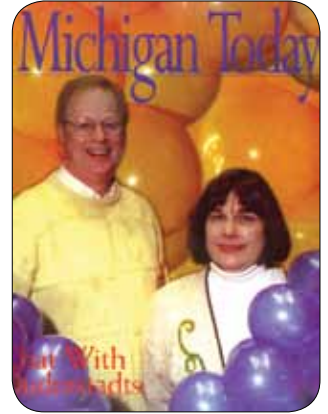
Center, or more simply by the nickname used by the students: "the Dude"!).

Fading Away

The Duderstadts' decision to remain at the University of Michigan following the presidency was rather unusual. Most university presidential searches today end up selecting candidates from outside. While these individuals bring new ideas and experience, they usually do not have the emotional attachment that comes from years of service on the faculty or within the campus community. Hence, when they step down from their presidency, they usually do not remain as part of the university community but rather move on to another institution or retire from higher education entirely.

As noted earlier, Jim and Anne were somewhat unusual in higher education, since they had spent their early careers at the same institution that Jim would lead in the presidency. Of course they had many opportunities to go elsewhere. Yet they turned away these approaches by saying, each time, that their job was not yet complete at Michigan. The commitment to finish what they had started was firm. They did give some thought to life after the presidency, as all presidents should—particularly in a public university with a political governing board—but in the end the Duderstadts were determined to stay at Michigan after the presidency.

In the negotiation associated with Jim's decision to continue for several more years of service following his first five years as president, he followed a pattern set by Harold Shapiro and negotiated a path to return to his



Presidential farewells from alumni, executive officers, deans, faculty, staff, students, and the President's Office team.



The students provided their own documentation:
A quilt of T-shirts of student organizations

role as an active professor, but reporting to the Provost rather than to a particular academic unit. To indicate the university-wide character of the appointment, the regents approved the title *University Professor of Science and Engineering*, noting it was comparable to an endowed chair. This was intended to be similar to the titles University Professor at the University of California or Institute Professor at MIT, indicating that Jim would have an appointment in all of the University's schools and colleges and report directly to the provost. In this way, he could both teach and conduct research in any academic unit of the University and yet also avoid the complexities of reporting to deans that Jim had hired.

There were other interesting aspects of the transition back to the faculty. It was decided to set his post-presidency salary initially at the average of the top three faculty salaries in the College of Engineering and then increase it each year at the University-wide faculty average. Although it is customary in higher education to provide a faculty member serving in a senior leadership role such as dean, executive officer, or president with a year-long sabbatical leave when they step down, Jim felt it was more important to begin his new teaching and research duties immediately. In fact, in over 50

years of service to the University, Jim had never taken a sabbatical leave from his academic duties at the University. Although these cannot accumulate, these forgone leaves have, in reality, provided the University with roughly six years of Jim's service on a voluntary basis, and, of course, a half-century of volunteer service on the part of Anne.

Both Jim and Anne were provided with small offices in a suite in one of the last buildings constructed on the University's North Campus during Jim's presidency, the Media Union. Jim was able to marshal sufficient funds for a small staff and several student assistants for a research project aimed at exploring over-the-horizon topics involving the impact of technology on society, while Anne moved over her work on several University history projects. Since the core of these funds was intended to last only five years, ending in 2001, Jim selected the name "Millennium Project", which actually would continue to survive for the next 20 years.

Here a further discussion is appropriate.

The Millennium Project

The Millennium Project at the University of Michigan was then (and is today) a research center supporting Jim's study and creation of the future through over-the-horizon technologies as well as the major effort led by Anne to collect, analyze, and propagate the important history of the University of Michigan.

Located in the Media Union (today renamed the James and Anne Duderstadt Center), the Millennium Project provided a platform for exploring the impact of advanced technology on social institutions. It also gave both Anne and Jim an opportunity to explore how this technology could be used to capture and articulate the character and history of the University of Michigan in novel new ways.

In some ways, the Millennium Project was designed as the analog to a corporate R&D laboratory, an incubation center, where new paradigms could be developed and tested. Rather than being simply a "think-tank", where ideas are generated and studied, the Millennium Project was a "do-tank", where ideas led to the actual creation of working models or prototypes to explore possible futures. Like the famous Lockheed Skunkworks, every so often the hanger doors

of the Millennium Project would open, and something really new and interesting would be wheeled out and flown away.

Although the Millennium Project was launched in 1996 as a platform for the Duderstadt's further academic activities, with the University providing seed funding for an initial five-year period (to the year 2001, the Third Millennium), the project rapidly evolved to encompass an unusually broad range of scientific, technological, education, and policy issues, supported by both government agencies and foundations.

The Millennium Project has been heavily involved in activities exploring the impact of disruptive technologies such as info-nano-bio technology that evolve exponentially (e.g., Moore's Law). Working through the National Academies, Jim led a major effort (the IT Forum) to assess the impact of information and communications technologies on knowledge-intensive organizations such as research universities, corporate R&D laboratories, and national laboratories. Many of these activities continued through the National Science Foundation and other federal agencies with Dan Atkin's appointment as first director of NSF's new cyberinfrastructure division and his role as chair of the NSF Cyberinfrastructure Advisory Committee.

Jim was particularly heavily involved in studies concerning the future of higher education in general and the research university in particular. These have been coordinated with national efforts (National Academies, ACE, AAU, NASULGC, AGB, Educause), international groups (the Glion Colloquium, OECD), and regional efforts (e.g., Michigan, Ohio, North Carolina, Texas, California, Missouri). Of particular note here was Jim's roles as a member of both the Secretary of Education's Commission on the Future of Higher Education (the Spellings Commission), the Association of Governing Boards' Task Force on the State of the University Presidency, and the National Academies study on the future of the American research university.

Because of his experience with both the National Science Board and the National Academies, Jim remained heavily involved in national science and technology policy. In particular, he chaired a major blue ribbon study by the National Academy of Engineering concerning the federal investment necessary to sustain the nation's technological leadership (a precursor

to the "Gathering Storm" report and the American COMPETES Act); the National Academy's Committee on Science, Engineering, and Public Policy; and serving on the guidance committees for studies of interdisciplinary research and major scientific facilities.

Of final note was a low key effort he called "The DaVinci Project". The University's North Campus contains a formidable concentration of academic programs characterized by the common intellectual activities of creativity, invention, and innovation (e.g., art, architecture, music, engineering, information technology, and design), along with unique commons facilities such as the Media Union, the Chrysler Center, and the Pierpont Commons. The presence of the Walgreen Center for Performing Arts significantly enhanced the character of this academic constellation, once referred to by the North Campus deans as the Renaissance Campus. With the growing priority of the nation given to innovation as the key competency required for economic prosperity and national security in a "flat world", it seemed natural to undertake a major effort to better integrate and support joint efforts among these academic units. The Millennium Project continued to support multidisciplinary student innovation projects with this philosophy.

Largely stimulated by Anne's strong interest in the history of the University of Michigan, the Millennium Project launched a number of activities designed both to better document and elevate the awareness of the important role that the University has played throughout its history. Early efforts involved authoring pictorial histories of both the College of Engineering to celebrate its 150th anniversary, a massive photographic history of the University, several books on important University facilities such as the President's House, the Inglis Highlands estate, and the University campuses through the seasons.

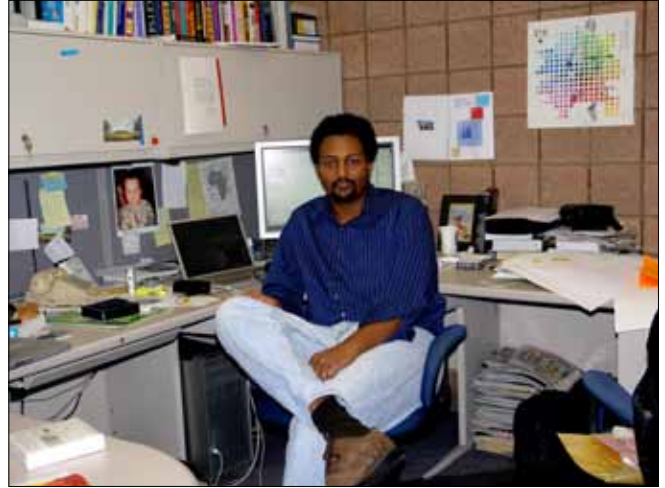
But beyond that, Anne led the effort to utilize rapidly evolving digital technology to describe the history and character of the University. This included interactive websites, 3-D simulations of the University campus during various periods of its history, and various video and photographic media distributed in digital formats. In addition Anne designed and led students in developing a website (actually, a web portal) concerning the history of the University, which



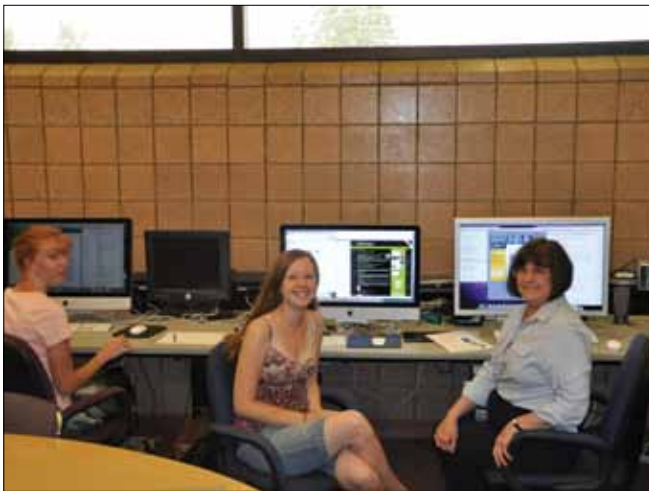
The launch of the Millennium Project



Christine Grant



Dan Fessahazion



Students Molly Wagner and Alex Burrell



Nathan Korth



Lori Castle



Ty Rex



Carole LaMantia



JoAnn Kerr



Liene Karels



Mary Miles



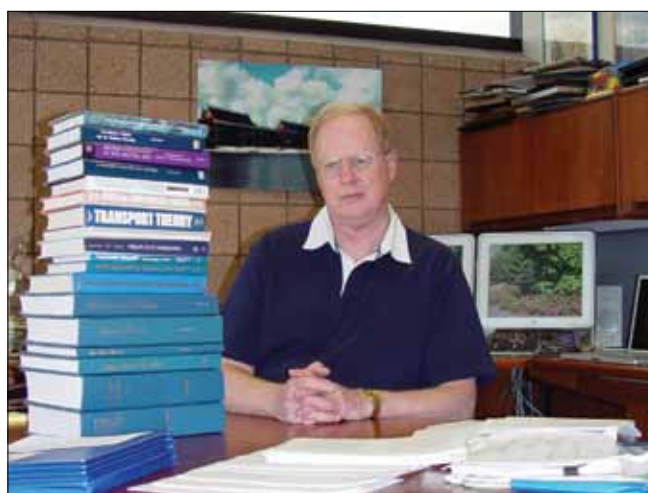
Jim and Frank Russell



Molly, Alex, Anne, and Dan



JJD's Office (always in disarray)



Activities of the Millennium Project



Producing books and reports and websites

is continuously evolving (<http://milproj.dc.umich.edu>). More detail on these projects will be discussed in Chapter 5.

The Media Union (aka the Duderstadt Center)

“Open to all those who dare to invent the future...

For students, faculty, staff, and even our far-flung community of alumni, the Media Union offers a radically new environment for learning, teaching, and performing.

Both a physical commons for the North Campus and a virtual commons for the entire campus—open twenty-four hours a day, seven days a week—the Media Union will initially house:

An on-line library of the future

A laboratory for virtual reality

Interactive multi-media classrooms

High-tech theater and performance spaces

Cutting-edge design and innovation studios

But the most important part of this project is its unpredictability. Creative people will continually reshape its mission and determine its impact.”

(1996 Dedication Brochure for the Media Union)

The opening of the Media Union in 1996 was a significant and tangible commitment by the University of Michigan, in partnership with the State of Michigan, to provide all members of the University community access to some of the most sophisticated and transformational tools of the emerging digital revolution. Conceived as a model for the Library of the Future—or perhaps even the University of the Future—the North Campus deans viewed the Media Union project as an effort to create a physical environment to meet the rapidly changing character of teaching and research for many years to come, in a sense of “... designing a building full of unknowns.”

The University retained the architectural firm descended from the famous architect, Albert Kahn, who had designed much of the University campus in the early 20th century, as well as many of the leading buildings in Detroit. The design team of deans, faculty, and staff responsible for the program of the new facility envisioned it as more akin to the MIT Media Lab for students and faculty of the North Campus academic

programs. It was designed as a high-tech collection of studios, laboratories, workshops, performance venues and gathering and study space for students. Its original program statement in 1993 portrayed it as an Internet portal to the world (since the Internet was still rather new at that time). Although it was designed to provide space for the library collections of the College of Engineering and Schools of Art and Architecture, its function as a “traditional” book-based library was never a major part of the vision. Instead it was a place intended for collaboration and innovation in teaching and learning, a place where students, faculty, and staff could access a technology-rich environment, a place open to all “who dared to invent the future”.

More specifically, the resulting 250,000 square foot facility, looking like a modern version of the Temple of Karnak, contained over 500 advanced computer workstations for student use. It had thousands of network jacks and wireless hubs for students to connect their laptops to work throughout the building or in its surrounding plazas and gardens during the summer. The facility initially contained a 500,000 volume library for art, architecture, science, and engineering when it opened in 1996, although most of these books were later moved to retrievable off-campus storage, since the Media Union was the site of several of the University’s major digital library projects (including the JSTOR project, the first of the national digital libraries). There was a sophisticated teleconferencing facility, design studios, visualization laboratories, and a major virtual reality complex. Since art, architecture, music, and theater students worked side-by-side with engineering students, the Media Union contained sophisticated recording studios and electronic music studios. It also had a state-of-the-art sound stage for digitizing performances, as well as numerous galleries for displaying the results of student creative efforts. To serve the unique needs of students and faculty in these areas, the Media Union was designed to open 24 hours a day, seven days a week, so that students had round-the-clock access to its facilities.

Over the past two decades since it opened, this facility “full of unknowns” has become the home for a large and evolving collection of new information and communications technologies far beyond the resources that any one school or college could acquire

and maintain. The Media Union's collection of digital assets and resources requires constant renewal with the latest versions of software and hardware, and an expert team of professionals who enable U-M users to get up-to-speed and use them productively for innovative research and teaching. Rationalizing significant investments in cutting-edge resources by enabling free access to a shared, expertly-supported collection of assets has enabled a widespread culture of innovation in digital technologies at the U-M. Students and faculty are free both to envision and to lead, hands-on, change in disciplines being transformed by the digital revolution – from engineering, the design arts and medicine, to economics and government.

The Media Union rapidly became one of the most active learning spaces in the University, providing thousands of students with 7x24 hour access to rich resources including libraries, advanced technology, workshops, performance venues, and high quality study and community gathering spaces. The center has evolved into an innovative center for discovery, learning, invention, innovation, demonstration, and deployment utilizing state-of-the-art technologies and facilities assisted by expert staff. In a sense, it serves as a new form of public good, an innovation commons, where students and faculty would come to work together with expert staff mentors to develop the skills and tacit learning acquired through studios, workshops, performance venues, and advanced facilities such as simulation and immersive environments. It encourages experimentation, tinkering, invention, and even play as critical elements of innovation and creative design.

It also invited and enabled the creation of highly interdisciplinary teams of students and faculty from various academic and professional disciplines, providing a Greek Agora, where people could exchange knowledge and create new ideas working with experienced staff.

In 2004, in keeping with a long-standing tradition of naming an appropriate building after each former president, the Media Union was renamed the *James and Anne Duderstadt Center*, or more commonly known to students simply as "the Dude". Perhaps one student best captured the role of the center when asked to explain its purpose as: "The Dude is the place you go to make your dreams come true!"

"The King Is Dead; Long Live the King!"

During their years of university leadership, the Duderstadts had strived to treat their predecessors with great respect and concern. Although Harold and Vivian Shapiro had left for Princeton, Jim and Anne made every effort to acknowledge and honor their predecessors' extraordinary impact on the University. In keeping with long-standing University custom, they arranged to have a major building named in their honor. The Shapiros thought it most appropriate to rename the Undergraduate Library as the Harold and Vivian Shapiro Library, in part because of its central role on the campus and its proximity to the location of the original Department of Economics where Harold had served. Anne helped to arrange a dedication event, inviting their families and friends back to campus.

Of course both Anne and Jim had worked closely with Bob and Sally Fleming throughout their years at Michigan, particularly during the transition period preceding Jim's presidency, and had established a strong friendship. Anne was also a friend of Alene Smith. Hence it was important to make certain that Bob and Sally Fleming and Alene and Allen Smith—and later Harlan and Anne Hatcher, when they returned to campus—were invited to and welcomed at university activities including both formal events such as commencement and convocations as well as informal events the Duderstadts would host for the executive officers and deans (e.g., events to launch the fall term or celebrate holidays).

During their presidency, Jim and Anne had continued an important tradition launched by the Shapiro's by inviting former presidents and spouses to join them in the President's Box at Michigan Stadium, in a sense redefining and naming it as the Presidents' Box for all university presidents. In fact, as the Flemings became older and moved into assisted living, the Duderstadts would take Bob and Sally both to the tailgate events and then to the Presidents' Box, bringing them back home after the game. While it was clear that the Flemings enjoyed this immensely, it was also clear that members of the University community enjoyed seeing them regularly at these events, reinforcing an important link with Michigan's history. Although Harlan and Anne Hatcher were less active in these



Dedication of the James and Anne Duderstadt Center



Dedication of the James and Anne Duderstadt Center

events, the Duderstadts did arrange for Harlan to be present at the basketball game when the great Michigan star, Cassie Russell, had his jersey number retired, since Harlan had been president during his Michigan team's great records.

It was therefore a surprise when Jim and Anne encountered quite different treatment after stepping down from the presidency and returning to their earlier roles in the University community. Actually, they should have recognized that the efforts they had made to involve their predecessors was unusual, at least in public universities, since those of their colleagues who had attempted to remain active on campus following their years of service as president frequently found themselves *persona non grata* to their successors. All too frequently they were viewed as a threat to the new regime (more frequently in myth than reality), and if not successfully pushed off the campus or into retirement, then at least buried and paved over as far as visibility and engagement is concerned.

Jim remembers well the "good news–bad news" advice given him by a colleague who had also returned to the faculty after long service as the leader of his campus. First the bad news: He warned that life would be difficult under Jim's first successor, since in public universities, there is usually a tendency for new presidents to obliterate any evidence of the existence of their predecessors—"The king is dead, long live the king!" A retiring president will frequently be ignored—if not buried and paved over. He noted that loyal staff would be replaced and that programs would be dismantled as the new leader tried to establish his or her own agenda and steer the university in a different direction.

However, Jim's colleague also had some good news. He suggested that Jim's first successor would not last very long, since, like an ocean liner, a university is very hard to turn about, and efforts to attempt this usually end in failure. Second, he believed that life could be quite enjoyable under the subsequent successors, who no longer would have any need to discount the accomplishments of earlier predecessors and hence felt comfortable welcoming them back once again as valued members of the university community. Unfortunately, however, Jim and Anne were to find that none of their successors felt very comfortable in continuing the

relationships the Duderstadts had established with their own predecessors, a message that quickly found its way through the University administration leading to even more isolation from their staff as well.

As one by one, many of Jim's colleagues who have completed successful presidencies and attempted to return to their faculties, most have had similar experiences. Jim and Anne have always marveled at the ability of United States presidents, albeit from vastly different eras and political perspectives, to unite in a "Presidents' Club" to serve the needs of the nation—at least until the Trump administration. For whatever reason, many university presidents have been unable to elevate the interests of their institution to similar priorities over their personal agendas by building strong bonds with their predecessors.

Unfortunately, this same tradition of showing the door or burying former academic leaders also arises at the level of deans and department chairs. This custom is terribly damaging to higher education, since universities try to select the most distinguished of their faculty members to serve in these critical positions. They ask them to sacrifice years of their academic life and other priorities to serve their schools and colleges, and then ask them to step aside after a decade or so without any assistance in helping them to transition back into meaningful faculty roles. Hence as deans or department chairs approach the last years of their tenure as leaders, they are faced with the decision of leaving the university, an institution that they have sacrificed greatly to serve, if they are unable to find another position further up the food chain (unlikely in most cases). This is yet another example of "the king is dead; long live the king" syndrome of higher education.

There was one final disappointment characterizing the Duderstadts return to the Michigan faculty family: the number of their university friends that had drifted away during their 15 years in academic administration. Fortunately they managed to maintain some very close family friends during their leadership years, including some of those from their earliest days at Michigan (including even friends from the Northwood housing days). And Anne's efforts to sustain the Faculty Women's Club in the years following their presidency certainly maintained many friends in this organization.

Years later Jim would suggest that an astronomical

analog to the fate of many ex-university presidents would be “exile to the Oort Cloud,” that region a light-year from the sun, so far away that it was difficult to discern, but for where it is thought that comets may originate. Here former university presidents are all too frequently exiled, doomed to contemplate issues out of sight, out of mind—although they are occasionally able to launch provocative comets back toward the sun to perturb the higher education solar system.

But the Achievements of the Past Remain

As noted at the outside, in 2018 the Duderstadts completed 50 years of service to the University of Michigan, a half century of commitment to an institution that has become their life’s work. And throughout, this commitment of service has always been viewed as a partnership, different to be sure, Jim as a leader in academic, research, administration, and Anne as a leader in community, campus development, university historical, author, and web development roles.

In both cases these many roles were regarded as public service rather than employment responsibilities. Indeed, Jim initial salary as UM salary was only \$120,000, never negotiated, and over the years (by agreement) has increased only at the average faculty salary rate. And Anne, whose impact on the University has certainly been of comparable if not greater than Jim’s has been without appropriate compensation, honor, and even gratitude at times.

Yet the Duderstadts have accepted an important principle conveyed to them by a Michigan president long ago: “There are few institutions in this world worth sacrificing a career to serve...and the University of Michigan is one of those!”

In 1996, the Duderstadts handed off a university that not only benefited from the highest academic program rankings in its history but had become regarded nationwide as a leader and an innovator. Michigan led the nation in the magnitude of its research activities. It had the most successful medical center in the nation. It had achieved national leadership in information technology, playing a key role in building the Internet and later digital libraries. It had become the strongest public university in the nation in financial terms, as evidenced by the fact that Wall Street gave it

its highest credit rating, AAA in 1996 (along with the University of Texas, the only two public universities in the nation to receive this rating). A CBS News segment on the University of Michigan in 1995 observed, “While America has a number of world-class universities, Michigan truly stands in a class by itself.”

More specifically, by the time Jim stepped down, Michigan’s endowment had surpassed \$3 billion, an increase of almost tenfold. The Campaign for Michigan was nearing completion, raising over \$1.4 billion, 40 percent beyond its original goal. The university’s portfolio of resources was far more balanced, with tuition revenue increasing to over \$500 million per year, and private support (gifts received plus endowment payout) had passed \$260 million per year, clearly on track to surpass Duderstadt administration’s goal of exceeding state support by the end of the decade.

The campus environment for teaching and research had been improved significantly. All of the university’s campuses—UM Ann Arbor, UM Dearborn, and UM Flint—were essentially rebuilt, with over \$2 billion of new construction and renovation, all paid for with little debt left for successors. The campuses had also been relandscaped, and new master plans had not only been adopted but achieved. As the quality of the campus was improved, a new sense of pride appeared within the campus communities (particularly among the students), resulting in a dramatic decrease in littering and other activities that defaced the environment.

There was also a significant change in the quality and style of university events and facilities. Both the President’s House and Inglis House were completely renovated. There was a new level of quality achieved in university advancement events. The university had also begun to reconnect itself with its remarkable past, developing a new sense of understanding and appreciation for its history and traditions and restoring historically important facilities, such as the Detroit Observatory. Anne had created a remarkable website containing important historical materials on for the University, including documentation of its faculty and its campus over the years. Moreover she authored several important books on this history, including a pictorial album on its “institutional saga” (or history), the history of the academic units such as the College of Engineering (soon to celebrate its 150th year), and

photographic books introducing visitors to the campus.

But beyond this, Anne focused much of her effort on building communities that would pull together University faculty, staff, students and visitors across this unusually large and complex campus. By using the facilities available to the president such as the President's House and Inglis House and existing organizations such as the Executive Officers, Deans Council, the Faculty Women's Club, the Alumni Association, and other related activities such as performance and athletic venues, she was able to bring people together, establishing bonds with one another to better serve the University

As noted earlier, in her role as Presidential partner, she was able to use her influence to recommit the University to dedicating itself to capturing, archiving, and distributing its remarkable history. Funding a major University history mission for the Bentley Library, investing in major historical sites such as the Detroit Observatory, the President's House, Inglis House, and other historical resources, and supporting the efforts of faculty and students committed to recording and propagating the University's remarkable history were among the many initiatives.

The student body was characterized by a new spirit of leadership and cooperation. Such programs as Leadership 2017 attracted a new generation of student leaders, and fraternities and sororities accepted a new sense of responsibility for their activities. Although initially difficult to implement, the student code and campus police had become valuable contributions to the quality of campus life. This was augmented by a major effort to improve campus safety, including the improvement of lighting, transportation, and security.

Michigan athletics had evolved far beyond its football-dominated history to achieve leadership across a broad range of men's and women's sports. Furthermore, Michigan became the first major university in America to achieve full gender equity in varsity opportunities. The Michigan Mandate and Michigan Agenda for Women had a dramatic impact on the campus, doubling the number of underrepresented minorities among Michigan's students, faculty, staff, and leadership; breaking through the glass ceiling to appoint women to senior leadership positions and creating a new appreciation for the importance of a

diverse campus community.

The external relations of the university were back on track. There were strong teams in place in Lansing, Washington, development, and alumni relations. The university also benefited from what was regarded as one of the strongest leadership teams in the nation at the level of executive officers, deans, and senior administrative staff—although, unfortunately, many of these were to leave early in the tenure of the next president.

Not to say that there were no remaining problems. The Regents still suffered from a political selection process that posed a gauntlet to many qualified candidates. The state's sunshine laws had become increasingly intrusive and were clearly hampering the operations of the University. A scandal was uncovered in the men's basketball program that would plague future presidents. Prospects for the restoration of adequate state support continued to look dim.

Yet in assessing the decade of leadership from 1986 to 1996, it is clear that the university made remarkable progress. It approached the twenty-first century better, stronger, more diverse, and more exciting than ever, clearly positioned as one of the leading universities in the world. During this decade, the University of Michigan completed the ascension in academic quality launched years earlier by Harold Shapiro and Robin Fleming. Its quality and impact across all academic disciplines and professional programs ranked it among the most distinguished public and private universities in the world.

As the strategic focus of the Duderstadt administration shifted from building a great twentieth-century university to transforming Michigan into a twenty-first-century institution, a series of key initiatives were launched in the 1990s that were intended as seeds for a university of the future. Certainly, highly visible efforts, such as the Michigan Mandate and financial restructuring, were components of this effort. However, beyond these were numerous exciting initiatives led by many of the University's most distinguished faculty members and designed to explore new paradigms for higher education.

Fortunately, in 1996, as Jim and Anne approached the end of their years in the presidency, the state of Michigan and America were entering what would

become the most prosperous time for higher education in many years. State support was relatively generous, and a booming equity market (the “dot-com” boom) stimulated strong private giving and endowment growth. The university coffers were filled. A strong leadership team of executive officers, deans, and administrative staff were in place, and numerous important initiatives were running in high gear. Hence, when the Duderstadts stepped down from their leadership roles, the future of the university seemed secure—at least for the moment.

Life Beyond a Presidency

As noted earlier, life after leadership as a university president can take many forms. Of course many enter these leadership roles late in life and hence retirement is a natural option. This was the case with several of Michigan’s presidents, e.g., Angell, Ruthven, and Hatcher. After entering the Michigan presidency at young ages, some left for leadership roles in other institutions, e.g., Haven, Little, and Shapiro. But as one of the youngest of Michigan’s presidents, Jim Duderstadt stepped down with several more decades of activities ahead. Of course, like many presidents of leading institutions, his career had begun with significant contributions in teaching and scholarship. Yet in his roles as provost and president he found himself involved in quite different activities, involving his fields of science and technology to be sure, but far more focused on policy activities such as the National Science Board and National Academies of Science and Engineering. Hence he faced a serious intellectual transition, even after choosing to remain at Michigan.

Anne faced a somewhat different challenge, since her array of roles as partner in the administrative roles of dean, provost, and president were primarily characterized by her leadership and originality, whether it be designing and hosting hundreds of events for an extraordinary array of guests (from faculty and students to donors and politicians to gods, i.e., the Dalai Lama), managing the renovation of important University facilities such as the President’s House and Inglis Highlands Estate, or working to build and strengthen communities of faculties, students, staff, and friends associated with the University.

Yet, her earlier experiences and interests in fields such as history and her skills in writing and design opened up new opportunities to build upon her experience in University leadership to capture and portray the history of this remarkable institution, both in books and increasingly in sophisticated technology based resources. So too, her experiences in building and sustaining important communities for the life of the University would become even more important.

Hence, for both Jim and Anne, adapting to life after the presidency certainly required learning new skills and moving into new activities, but in both cases, these built upon their experiences and knowledge from their past University leadership roles.

Chapter 12

Life after Leadership

So what is life like after leading a University, particularly as a partnership over 20 years as dean and deanette, provost and provostess, and president and first lady for almost two decades? Actually, Jim and Anne have had this experience for the past twenty years, as three more presidents have been recruited (all from the outside) to lead the University, and many of the Duderstadts' former colleagues have left or retired.

Some presidents move into retirement, leaving the campus to spend their remaining years traveling, enjoying golf, fishing, or hunting, and perhaps writing and painting. Others move on to lead yet another university. Indeed some actually make a profession of presiding. A very few presidents move into faculty roles at their institution, sometimes honored and sometimes neglected by their institutions.

Actually, Michigan provides examples of several possible approaches to life after leadership. Tappan and Little left Ann Arbor—actually, were pushed out. Angell and Burton died in office. Hutchens and Ruthven retired in Ann Arbor, remaining close to the University. Hatcher and Fleming left Ann Arbor for other assignments but eventually returned to become honored members of the University community. Two of Jim and Anne's successors, left Michigan, Bollinger to president at Columbia University and Coleman to president of the American Association of Universities.

But the Duderstadts not only remained at the University, but continued to be as active as ever on the faculty and within the campus community, teaching, writing, and leading efforts that contributed not only to the University but to the nation and the world. In part this was because of the young age at which they were drawn into University leadership roles, but it was also due to a deep commitment to the institution that as of 2020 has led to over 50 years of service--indeed, for 25%



Five generations of Michigan presidential teams

of UM's history!

While Jim and Anne have remained deeply committed to the University and have continued to work as hard as ever on its behalf, there have been challenges in their post-presidency roles. In fact, they sometimes referred to these last two decades as "Into the Arb", an Ann Arbor variation of "Into the Woods", Stephen Sondheim's popular musical about the trials and tribulations of fairy tale characters skipping off into the woods, only to find them full of dangers such as wolves, witches, and giants.

So what might be concluded from the experiences of the Duderstadts as they wandered "into the arb" of life after leadership for a university president? Certainly they have continued to view their role at the University of Michigan not only as a satisfying period in their lives, but their efforts to serve the University continue to be important, as their ongoing accomplishments and achievements have demonstrated. Yet certainly there have also been challenges. This final chapter has been

added both to summarize such challenges from their experiences and perspective, as well as to suggest how they might be handled both by the University when addressing both the opportunity and the challenges faced by future leaders as they step aside after service.

Throughout, the Duderstadts continue to view their activities as before, as a partnership still committed to serving the University. Indeed, they, like most other families thrust into these complex roles, find it difficult to imagine how the myriad roles and responsibilities characterizing university leadership could be addressed by a single individual. To be sure, each of these roles was different, yet both were comparable in challenge, responsibility, and importance.

Perhaps this last chapter might also be regarded as a primer for others serving in leadership roles, describing the challenges and rewards in remaining active with a university community after leadership. It also is intended as strong encouragement to future University leaders, whether serving as department chairs, deans, officers, or presidents, to not only remain committed to sustaining the history and character of this remarkable institution, but also the importance of valuing and honoring the efforts of their partners, so critical to these roles.

As Anne observed, "Without an appreciation for the past, there can be no rewarding future!"

A Changing of the Guard

Lee Bollinger Returns

Although the search for Jim's successor had been underway for 10 months when he returned to the faculty in July, 1996, it was not yet complete. Hence the Regents appointed Homer Neal, Vice President for Research, as interim president until a permanent successor could be found. Neal was a distinguished physicist and an experienced academic leader, with strong Washington ties (National Science Board, Smithsonian Regent). Jim had recruited Homer from the provost position at SUNY Stony Brook to chair the Department of Physics, and later appointed him as an VP Research.

The Regents finally named Lee Bollinger, provost at Dartmouth and former Dean of Law at Michigan as Jim's successor. Since Jim had been active in appointing

Bollinger as dean, they had a positive relationship, although not one characterized by frequent interaction. When asked, Jim suggested Nancy Cantor as Bollinger's first provost, but otherwise their face-to-face interactions would be minimal. Bollinger's wife declined any involvement as a presidential partner and instead spent most of her time in her art studio in Dexter with occasional trips to the house they had built in Vermont while at Dartmouth

Bollinger ignored his own limited experience in academic administration by bypassing a faculty search process and instead simply hiring Robert Kasdin, treasurer of the Metropolitan Museum of Art, as the UM's new chief financial officer. Together, Bollinger and Kasdin then began to replace several layers of experienced administrators throughout the University, including the staff of the President's Office. Bollinger's interests were in the areas of architecture and the performing arts rather than in the usual responsibilities such as fund-raising and political persuasion. Instead a decision was made to finance the University through the tuition generated by student enrollment growth (particularly from out-of-state students), launching a two-decade-long process that would take enrollments from 34,000 to over 48,000 students by 2020.

It was clear early in Bollinger's tenure that his real interests were far from leading a public institution of Michigan's scale, and after four years he accepted the presidency of Columbia University (at a salary several times that he was making at Michigan).

Mary Sue Coleman

Following Bollinger's departure, the Regents named Joe White, popular dean of the Business School, as interim president. White provided strong leadership, pulling the University out of the financial problems left by Bollinger and beginning to build quality administrative staffing with Paul Courant named as provost. However the Regents selected Mary Sue Coleman, president of the University of Iowa, as president (with White moving to the University of Illinois as chancellor).

Coleman was an experienced academic leader and continued White's effort to stabilize the institution left behind by Bollinger. During her early years, the University largely recovered from the Bollinger

reign and began to make progress once again. With experienced appointments in critical areas such as the Medical Center, the University resumed the progress that it had made during the Shapiro and Duderstadt administrations, although the tuition revenue generated by the enrollment increase (particularly by out-of-state students) launched by Bollinger continued to provide the primary growth in the University's budget.

While Coleman made considerable progress in gender diversity, her efforts in minority enrollment were blocked by a state referendum banning affirmative action. State support continued to decline, but Coleman's success in fund-raising and the tuition revenue from growing enrollment sustained the progress of the University.

There were, however, several major concerns in the policy arena during the latter years of Coleman's administration. Most important was the weakening of the voice and influence of the University's deans. The rigid application of a 10 year limit on dean service and the increasing tendency to recruit deans from outside (13 out of 16 deans during Coleman's last few years) removed the strong continuity in dean leadership that had characterized the University over much of its history. The Coleman administration ramped up the funding of capital facilities to over \$1 billion per year, not only creating substantial additional operating costs but also significantly modifying the campus.

Perhaps the final concern arising during the latter stages of the Coleman administration was a dramatic increase in a corporate style of management, including efforts to remove many of the staff members away from the academic units they served and relocate them to a "shared services" facility distant from the campus.

Thus, while accomplishing many things during her presidency, there was little regret with her departure after a 12 year tenure to become president of the Association of American Universities, the DC lobbying organization for the nation's research universities.

Mark Schlissel

With the departure of Coleman in 2014, the Regents engaged the use of a corporate search firm to search for her successor. After an extensive search, they decided on Mark S. Schlissel, Provost at Brown University. Schlissel

was an accomplished biomedical scholar, and former department chair at U C Berkeley. His background as an MD-PhD medical scientist was of particular interest to the Regents because of the importance of both the challenges faced by the UM Health Center.

Whether because of limited background experience or personal interest, Schlissel largely ignored the traditional external roles of a university president such as fund-raising and political affairs. Instead his attention was more focused on the internal activities of the university, particularly its academic programs, and academic initiatives began to rain down from the Office of the President.

This practice of presidential initiatives conflicted with the highly decentralized character of the University that had always depended on not only achievement and excellence but new initiatives flowing up from the activities of faculty, students, and staff. Indeed, the role of the University leadership had been to identify such grassroots efforts, with the assistance of the deans, and then "fertilize and help them grow" by providing resources. The Michigan culture had always given priority to "bottom-up" rather than "top-down" initiatives.

Not surprisingly, there were growing pains with these many initiatives of a new president. It was soon apparent they contributed to still further growth in staffing, expense, and influence of the central administration, at a time when the faculty was already very concerned about their eroding influence during the past two decades.

Inclusion vs. Exclusion

Perhaps because both Jim and Anne were "raised as Michigan family members" from their first months on campus, they had quickly developed a very strong admiration and appreciation for the achievements of earlier University presidents and their partners, including Harlan and Anne Hatcher, Allen and Alene Smith, Robben and Sally Fleming, and Harold and Vivian Shapiro. As the Duderstadts gained more experience with the University, they came to know these leaders personally, meeting with them frequently and gaining an increasing respect for their achievements even as they learned from them many of the most

important characteristics of the University. They soon became not only Jim and Anne's teachers in the arcane arts of university leadership but also their friends.

It was therefore a bit of a shock when each of the Duderstadts' three successors as presidents of the University not only largely ignored them, but actually excluded them from many of the activities that had involved earlier presidents (at least during their own experiences in leadership positions). Jim had few interactions with Bollinger, Coleman, or Schlissel. Anne's efforts in pulling together and archiving University history were ignored, and she was taken off the History and Traditions Committee, which was later discontinued by Coleman. Indeed, on several occasions their successors moved to target for elimination facilities that had not only been very important to the University but had also been mainstays of the Duderstadts' tenure at Michigan such as the Ford Nuclear Reactor (and Michigan Memorial Phoenix Project) and the Fleming Building for Jim and the Inglis Highlands Estate and President's House for Anne.

How to understand this stark difference between the treatment by their successors and the respect and engagement they (and their predecessors) had provided earlier Michigan presidents? Perhaps it was because the Duderstadts came to their leadership roles as insiders, with many years of University experience that led to developing strong relationships with their predecessors. In contrast their successors were external candidates with little experience with Michigan. The exception, of course, was Lee Bollinger, who actually led a rather isolated existence at the Law School both as a faculty member and dean before he left for the role of provost at Dartmouth.

This conscious effort to exclude former presidents from participation in campus life not only was a sharp departure from University practice over most of its history but puzzling in view of the close relationships past presidents have had with both the current with Michigan's past presidents and the Regents (going back to Ruthven, Hatcher, Fleming, Shapiro, Duderstadt, and Bollinger). Whether it was simply a misunderstanding of past practice of the University by new leaders (and Regents) from elsewhere or manipulation by University staff (i.e., court politics), it was damaging to both the honor that should be shown those who had served in

these roles and to the history of the University.

The Duderstadts' isolation might have been due in part to newcomer insecurities that led the new leadership to view their predecessors as threats rather than regarding them as colleagues as Jim and Anne had regarded their predecessors. This treatment could also have been due to staff who sometimes used the transition among presidents to solidify their own power. However, whether because of ignorance or insecurity or politics, Jim and Anne's isolation from the new regimes was a modest inconvenience compared to the disregard exhibited by their successors for the history of the University.

Purging the University of its Past

During the 1940s through the 1990s a very considerable effort was made to develop resources to capture, analyze, and display the history of the University. Major publications such as the University Encyclopedic History dated from the 1940s and the UM history by Howard Peckham in 1963 updated by the Stenecks and reissued. During the 1980s and 1990s major additional resources were provided. Anne persuaded Jim as provost to provide permanent base funding for the Bentley Library to serve as the University's historical archive. She also persuaded the University to create a History and Traditions Committee along with the position of University Historian. Major historical sites were maintained and improved such as the Detroit Observatory and Inglis Highlands Estate. Furthermore, major efforts were directed at using the increasing computer networking leadership of the University to capture and distribute this history electronically through websites that included technologies such as virtual reality maps developed by the Plant Department, web-based archives such as the Faculty History Project, and Campus Maps projects. However, once again, with the arrival of the Bollinger administration, the Plant Department effort was dropped and the website development was largely sustained only by students working with Anne in the Millennium Project.

Over the past two decades the neglect of University history has almost acquired the character of an intentional effort to erase the history of the University so that new administrations could work with a blank



History and Traditions Committee



Ford Nuclear Reactor



Inglis Highlands Estate



Fleming Administration Building

Recent losses of critical University resources

slate. Perhaps the most dramatic illustration of this were many of the misguided efforts to celebrate the University's Bicentennial in 2017, with a series of "pop-up" campus displays by a soon-to-be-departed faculty member intended to highlight failures or "stumbling blocks" of the University, incorrectly described by the designer of the exhibits. In fact, the modest celebrations conducted during the year were limited in historical content.

Of course, all was not lost, since there remains a controversy over the University's founding date, whether being 1817 as a small primary school in Detroit, 1821 when the first board of Regents was appointed, or 1837 when the first college was built in Ann Arbor or 1841 when the first students enrolled. Perhaps the

University can just ignore the misinterpretations of the 2017 Bicentennial and re-celebrate its achievements in a more appropriate manner on one of these later dates.

However, as long as the history of the University is viewed as unimportant or perhaps even a threat by future administrations, the University path ahead will be hindered by the lack of knowledge of the road it has taken before.

The Challenge of Community

With new leadership comes new ideas, priorities, agendas, and people, which, over time, lead to the appearance of new cultures and characteristics. This was certainly true for the administrations of the post-2000

years, which established new priorities for engagement and outreach that created new communities. Yet, it was also the case that many long-standing and valuable communities were discontinued, in part because of a lack of understanding or respect for the long-standing traditions of the University, but also at times because these existing communities were considered threats to the new leadership. Radical changes in University communities also happened due to new people joining the University with limited knowledge or respect for its long-standing traditions.

This philosophy of breaking apart communities that were certainly not broken has occurred in many areas, usually by those unfamiliar or uncaring about University values and traditions. The academic and pastoral role of deans for the faculty community was broken apart by demanding highest priority given to the whims of wealthy donors. Resources that support faculty activities were discarded, such as replacing the University Club in the Michigan Union by an Au Bon Pan fast-food court, removing faculty facilities from the Michigan League, and first restricting the Inglis Highlands estate for fund-raising purposes and then selling it rather than returning it to academic use. Clearly the practice of “breaking the unbroken” continues and poses a constant threat and requires a sustained battle to protect important University traditions.

Many of the events designed to build leadership teams among the deans, Executive Officers, and Regents disappeared during the early years of the new century. No longer do the Regents and Executive Officers gather for dinner and discussions at Inglis House during their monthly meetings. So too, the fall, holiday, and spring events for the deans and executive officers hosted by the president have disappeared. With the withdrawal of Inglis House for faculty and academic events during the fund-raising campaigns of the 2000s, the monthly faculty dinners by the provosts and the many events to honor distinguished achievements by faculty have also vanished.

But there is another important reason why academic communities have weakened and even disappeared at the University: the increasing absence of academic leadership partnerships. over the past two decades. One of the themes of this book is the importance of these leadership partnerships in which the partners of

university leaders at the level of the president, executive officers, deans, and department chairs have been key to building and sustaining the communities critical to the faculty and staff of the University.

To be sure, such partnerships have become more difficult to sustain in an era of two-career families and broader family responsibilities. Yet the role of partners in building and sustaining Universities communities becomes no less important if more challenge to achieve. It demands more attention to bulding and sustain commuity resources such as the University Club in the Michigan Union, the Inglis Highlands Estate, and faculty clubs such as the Faculty Women’s Club and emeritus faculty organizations. The elimination and erosion of many of these over the past 20 years has seriously neglected faculty communities at Michigan.

A Partnership in Academic Leadership

For over a half-century, Anne and Jim Duderstadt have accepted the responsibility to faithfully continue the two century long traditions of leadership to serve the University of Michigan as partners in almost every conceivable way: faculty member, community organizer, administrator (dean, provost, president), institutional advancement officer, facilities manager, host and , hostess, and historian.

From Northwood IV Family Housing to the President’s House to the Duderstadt Center...and finally to “The Arb”, experiencing the satisfaction of frequent achievement and the frustrations of occasional neglect. Yet looking back over these years of service, for the most part they regarded their commitment *For the Love of Michigan* (the title of their first book concerning the Duderstadt Presidency) as highly rewarding and impactful.

They also realized that their achievements could only have been achieved through the true partnership they formed to serve the University.

To be sure, many university leaders simply do not have the opportunity to take this team approach. Their partners may have their own opportunities and responsibilities that compete with the time and effort required for a partnership in academic leadership. Yet, the University of Michigan has been fortunate to have benefited from such leadership partnerships throughout

its history, e.g., James and Sarah Angell, Hutchins, and Nina Burton, Ruthven, Harlan and Ann Hatcher, Robin and Sally Fleming, Allen and ...Smith, Harold and Vivian Shapiro, and Jim and Anne Duderstadt.



"Into the Woods"
Jane Schwadron, Grade 6, Oyster River Middle School

Appendix A

Authors, Books, and Websites

As noted earlier, over their many years serving the University, the Duderstadts had developed a strong interest in the history of the University and a commitment to do whatever they could to both preserve and document it. Anne provided leadership during the years of their presidency in creating policies and resources to support these activities. In the years since their presidency, she became quite actively involved in not only learning more about the University, but authoring a number of books and other resources such as websites to archive and distribute this research.

Even during his years in administration as dean, provost, and president, Jim continued to be a prolific writer, transitioning from textbooks to policy documents associated with his various leadership roles to books concerning his perspectives developing from various national and international leadership roles.

Fortunately, both of the Duderstadts had the extensive resources of the Millennium Project and the Duderstadt Center to assist in these activities. They

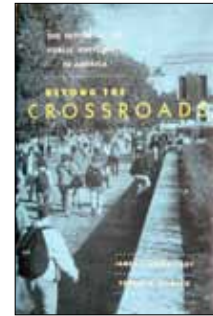
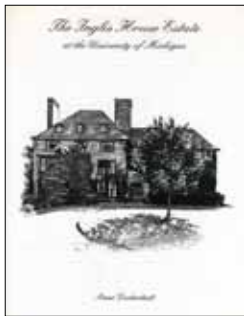
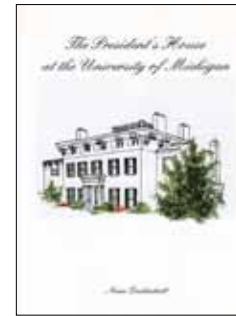
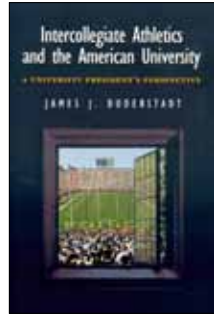
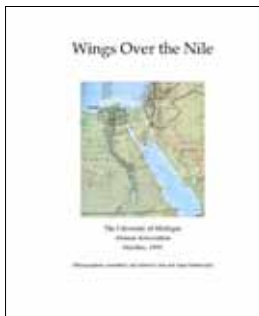
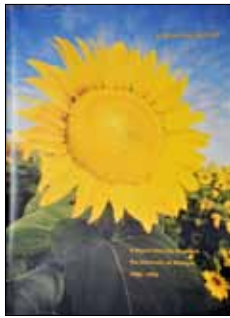
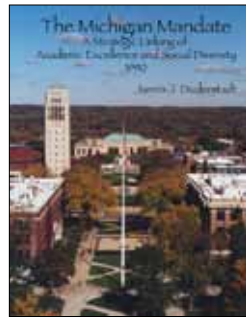
were able to master technologies such as the Adobe Creative Suite (e.g., Photoshop, Illustrator, InDesign) to create print-ready documents, and then more recently use a new asset such as Amazon's CreateSpace to produce highly illustrated books for distribution both as resources to document and archive Anne's University's history projects and to assist in Jim's classroom instruction.

In this chapter the evolution of these activities have been illustrated by simply organizing the covers of these many books. However, since the Duderstadts have long been committed to open publication and wide distribution, without royalties in mind, essentially all of this work has been given an open Creative Commons license and placed in digital archives in the HathiTrust and the University of Michigan's Deep Blue Archive. They can also be found and downloaded directly from the Millennium Project website:

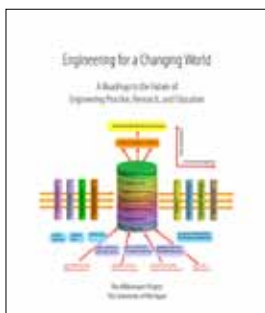
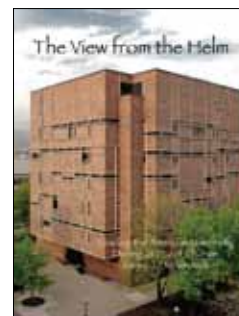
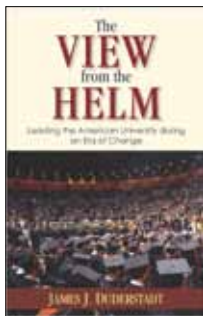
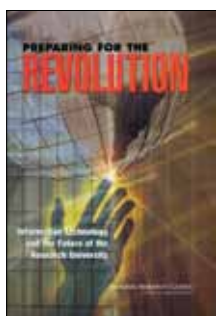
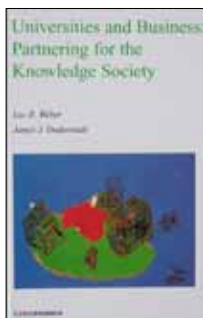
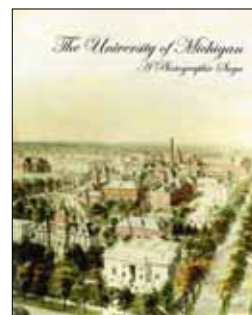
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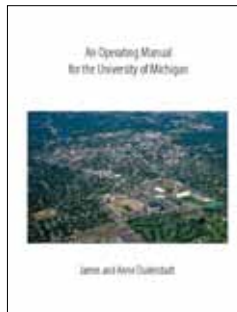
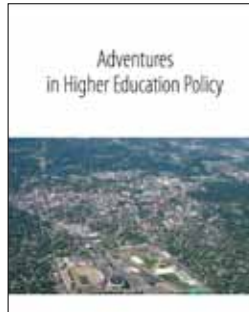
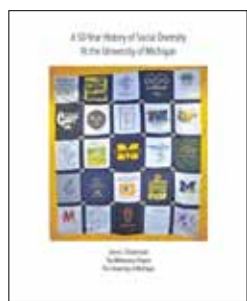
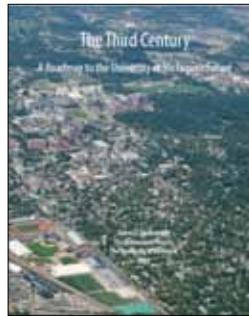
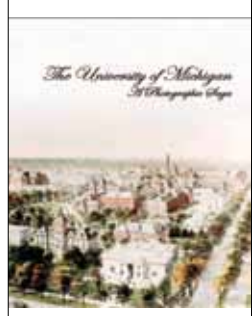
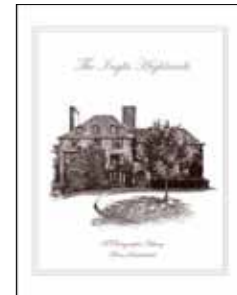
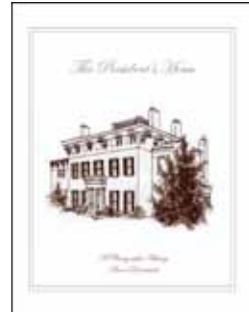
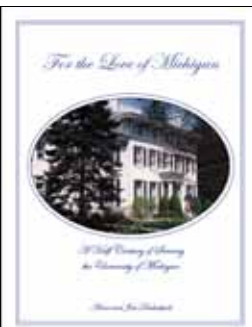
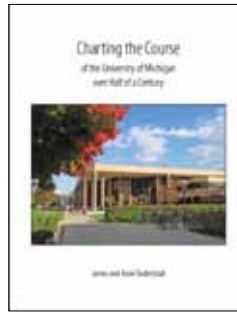
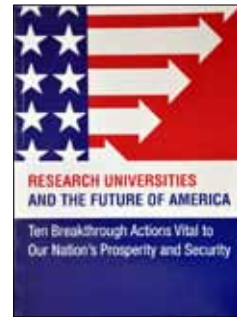
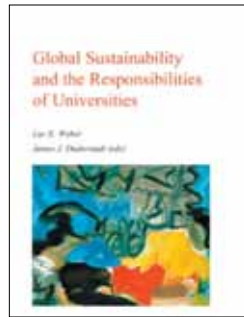
From leadership to authoring to books...LOTS of books...



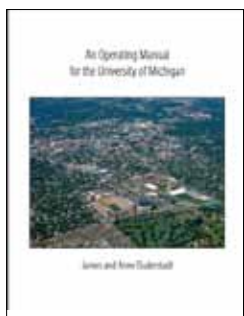
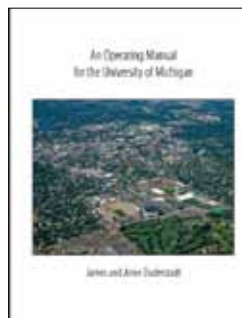
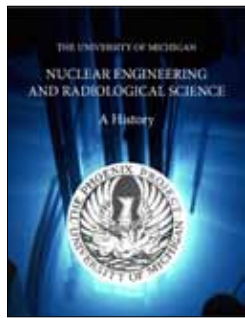
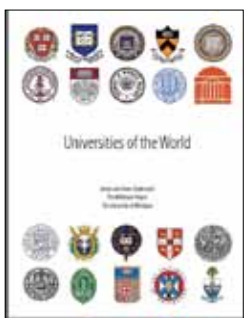
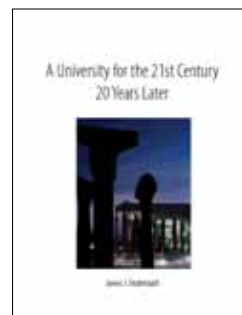
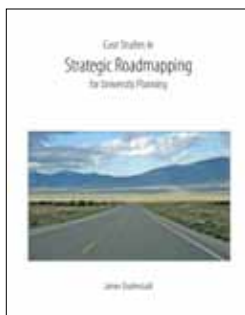
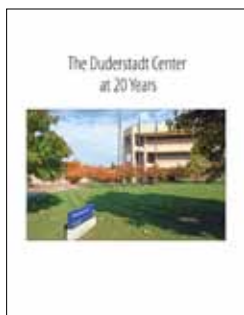
Books written by Anne and Jim Duderstadt during their years at Michigan.



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(Note all books are available as pdf downloads from either the HathiTrust or the Deep Blue archive of the University of Michigan.)

More links to publications and more information can be found on the Millennium Project website:

<http://milproj.dc.umich.edu/>

Appendix B

Presidential Events

September 1992		May 1993	
18	<i>Angell Reception</i> <i>Campaign for Michigan</i> President's House	1	<i>Post Commencement Reception</i> Museum of Art
October 1992		27	<i>Simon Lecture Luncheon</i> Ford Library
5	<i>Faculty Awards Dinner</i> Michigan League		
November 1992		October 1993	
10	<i>Former Presidents Dinner</i> President's House	4	<i>Faculty Awards Dinner</i> Michigan League
16	<i>Donor Dinner</i> President's House	26	<i>General Motors Appreciation Dinner</i> President's House
December 1992		December 1993	
9	<i>FWC Holiday Reception</i> Clements Library	3	<i>FWC Holiday Reception</i> President's House
13	<i>Winter Commencement Luncheon</i> Michigan League	7	<i>Pray Family Dinner</i> Bentley Library
17	<i>Regents' Dinner</i> <i>Smith/Nielsen Farewell</i> President's House	10	<i>Deans/EOs Wives Luncheon</i> President's House
18	<i>President/Provost Reception</i> Clements Library	12	<i>Commencement Luncheon</i> Alumni Center
18	<i>Executive Officer Dinner</i> President's House	18	<i>President/Provost Holiday Reception</i> Museum of Art
March 1993			
7	<i>Luncheon Governor UM-MSU</i> President's House		

March 1994		March 1995	
20	<i>Honors Convocation</i> Alumni Center	19	<i>Honors Convocation Luncheon</i> Alumni Center
April		21	<i>Deans Dinner</i> President's House
21	<i>Dalai Lama Reception</i> President's House	April	
April		11	<i>Jonas Salk Reception</i> Clements Library
29	<i>Honorary Degree Dinner</i> Ford Library	28	<i>Honorary Degree Dinner</i> Ford Library
May		May	
9	<i>Dean's (Bollinger) Reception</i> President's House	18	<i>Regents/Executive Officers Dinner</i> President's House
July		19	<i>Shapiro Dedication Luncheon</i> Clements Library
26	<i>President's Dinner</i> President's House	22	<i>Deans Dinner</i> President's House
October		July	
7	<i>Gerald R. Ford Dinner</i> President's House	5	<i>Hillegonds Dinner</i> President's House
December		October	
9	<i>FWC Holiday Reception</i> President's House	9	<i>Faculty Awards Ceremony</i> Rackham Amphitheatre
15	<i>Regents (Brown, Waters) Dinner</i> President's House	December	
16	<i>President/Provost Holiday Reception</i> Clements Library	8	<i>FWC Holiday Reception</i> President's House
16	<i>Executive Officers' Dinner</i> President's House	15	<i>President/Provost Holiday Reception</i> Rackham Assembly Hall
18	<i>Commencement Luncheon</i> Alumni Center	15	<i>Executive Officer Dinner</i> President's House
		17	<i>Commencement Luncheon</i> Golf Course Clubhouse

February 1996		September	
16	<i>Pierpont Commons Event</i> Pierpont Commons (North Campus)	7	<i>Jesse Norman Reception</i> President's House
March		20	<i>Dinner for Regents, EOs</i> President's House
17	<i>President's Dinner (Van Houweling, Atkins, Teeter)</i> President's House	30	<i>Senate Assembly Reception</i> Rackham Assembly Hall
24	<i>Honors Convocation Luncheon</i> Alumni Center	October	
26	<i>Richard Smith Luncheon</i> Alumni Center	7	<i>Faculty Awards Reception</i> Rackham Assembly Hall
April		16	<i>Dinner for Coopers and Olivers</i> President's House
19	<i>Richard Moe Coffee</i> President's House	November	
May		11	<i>Dinner for Neals, Bollingers</i> President's House
3	<i>Honorary Degree Dinner</i> Ford Library	15	<i>Dinner for Coopers and Olivers</i> President's House
June		December	
12	<i>Reception for PH Staff/Office</i> President's House	11	<i>FWC Holiday Reception</i> President's House
18	<i>History/Traditions Event</i> President's House	12	<i>Holiday Reception for EOs</i> President's House
18	<i>Breakfast: Neal, Staab, Shields Machen, Womack</i> President's House	13	<i>President/Provost Holiday Reception</i> Museum of Art
19	<i>Regent's Breakfast</i> President's House	14	<i>Honorary Degree Dinner</i> Ford Library
July		15	<i>Commencement Luncheon</i> Ford Library
31	<i>Physics Group Cookout</i> President's House	18	<i>Holiday Dinner for EOs</i> President's House
August		19	<i>Regents Dinner (Baker Varner Farewell)</i> President's House
32	<i>Dinner with President Adamany</i> President's House		

Appendix B

Inglis House Events

July 1992		12	Provost Faculty Dinner	
	7	President's Luncheon	14	FWC Board Luncheon
	8	President's Dinner	19	Economics Dinner Club
	13	Team for Staff of Art Museum	26	Provost Faculty Dinner
	15	President's Dinner	29	MOMENT-UM
	16	Blenda Wilson Farewell		November 1992
	21	Inglis House Staff	11	Provost Faculty Dinner
September 1992			16	Economics Dinner Club
	9	FWC Sections Meeting	19	Regents Dinner
	13	Deans/EOs Potluck	23	Provost Faculty Dinner
	17-20	Inglis House Guests	24	Governor's Economic Outlook
	21	Economics Dinner Club		December 1992
	22	Provost Faculty Dinners	7	Henry Russell Dinner
October 1992			11	J. Carter Brown Event
	4	Pharmacy Advancement Program	14	Economics Dinner Club
	6	Faculty Women's Club	18	FWC Board Luncheon
	8	University Seminar Dinner		

January 1993

18 Economics Dinner Club
 21 Regents Dinner
 24 SOUP Deans Group
 25 Provost Faculty Dinner
 27 Harold Johnson Retirement Dinner

February 1993

2 FWC Board meeting
 3 Law School Cooley Lectures
 8 Provost Faculty Dinner
 15 Economics Dinner Club
 16 Provost Faculty Dinner
 18 Regents Dinner
 22 Development Dinner

March 1993

1 Mitsui Center Dinner
 2 FWC Board Meeting
 8 Provost Faculty Dinner
 14 Economics Dinner Club
 16 Henry Russell Dinner
 23 Provost Faculty Dinner
 30 FWC Board Meeting

April 1993

2 William Davidson Institute
 14 SACUA Dinner
 15 Regents Dinner
 19 Economics Dinner Club
 27 Donor Dinner
 30 Honorary Degree Dinner

May 1993

3 FWC Joint Board Luncheon
 5 President's Luncheon
 7 MOMENT-UM
 17 Economics Dinner Club
 22 Pharmacy Commencement Dinner

June 1993

10 Regents Dinner
 11 Medical Center Development
 21 Economics Dinner Club
 22 Donor Dinner
 23 Provost Garden Party

July 1993

7 Regents Dinner

September 1993		19	Azazels Dinner	
	14	Faculty Women's Club	22	Provost Faculty Dinner
	19	Deans/EO Kickoff Potluck	23	Governor's Economic Outlook
	20	Economics Dinner Club	30	Provost Faculty Dinner
	23	Regents Dinner		December 1993
	26	Medical Center Development	6	Henry Russell Dinner
	18	Provost Faculty Dinner	7	FWC Board Meeting
October 1993			7	Donor Dinner
	4	Belgian Ambassador	15	Medical Center Development
	5	FWC Board Meeting	20	Economic Dinner Club
	6	Whitaker Dinner		January 1994
	11	Donor Dinner	17	Economics Dinner Club
	12	Provost Faculty Dinner	18	Provost Faculty Dinner
	18	Economics Dinner Club	20	Regents Dinner
	20	FWC Luncheon	31	Provost Faculty Dinner
	21	Regents Dinner		February 1994
	22	Tanner Lecture Dinner	1	FWC Board Meeting
	25	Provost Faculty Dinner	3	Weidebach Farwell Dinner
November 1993			7	JJD Community Leaders Meeting
	11	FWC Board Meeting	14	Reception for Herbert Sloan
	15	Economics Dinner Club	17	Regents Dinner
	16	Donor Dinner	18	Economics Dinner Club
	18	Regents SACUA Dinner	28	Provost Faculty Dinner

March 1994		June 1994	
1	FWC Board Meeting	14	Kennedy, Zuidema Retirement
7	Cook Lecture Dinner	16	Regents Dinner
14	Provost Faculty Dinner	17	Student Government Reception
15	Henry Russell Dinner	17	Economics Dinner Club
21	Economics Dinner Club	July 1994	
24	Board of Visitors	14	Regents Dinner
28	Neal Lane NSF Dinner	18	Student Leader Dinner
April 1994		19	President's Buffet Supper
4	Provost Faculty Dinner	28	Herrick Luncheon
5	FWC Board Meeting	September 1994	
6	Cook Lecture Dinner	11	Deans Potluck Kickoff
11	JJD Community Leaders	12	Economics Dinner Club
14	Regents Dinner	13	Krebs Dinner
18	Economics Dinner Club	13	FWC Board Meeting
19	Anne Lurie Dinner	19	Regents Dinner
25	Donor Dinner	27	President's Buffet Dinner
26	SACUA Dinner	29	National Academies Dinner
27	Istock Jeffs Luncheon	October 1994	
May 1994		2	OVPR Greenwood Dinner
5	Advocacy Institute Dinner	4	FWC Board Meeting
16	Economics Dinner Club	12	Provost Faculty Dinner
17	Donor Dinner	17	Economics Dinner Club

October 1994

20 Regents Dinner
 21 Tanner Lecture Dinner
 24 President's Buffet Dinner
 25 Provost's Faculty Dinner
 27 University Seminar Dinne

November 1994

1 FWC Board Meeting
 2 Board of Visitors Meeting
 7 Provost's Faculty Dinner
 10 University Seminar Dinner
 15 Community Leaders Meeting
 17 Regents Dinner
 21 Economics Club Dinner
 22 Governor's Economic Outlook
 29 Provost's Faculty Diner

Decemberr 1994

6 FWC Board Meeting
 6 Henry Russell Dinner
 19 Economics Dinner Club
 20 Eng/Ford Motor Co Dinner

January 1995

17 Provost Faculty Dinner
 18 Cook Lecture Dinner
 19 Regents Retreat
 23 Economics Dinner Club
 24 Medical Center Development
 31 Provost Faculty Dinner

February 1995

7 FWC Board meeting
 13 Provost Faculty Dinner
 14 OVPR Dinner for Caudine Bron
 16 Regents Dinner
 26 St. Petersburg, Russia Mayor Dinner
 27 Economics Dinner Club
 28 Provost Faculty Dinner

March 1995

1 Board of Visitors
 7 FWC Board
 14 Henry Russell Dinner
 15 Provost Faculty Dinner
 20 Economic Dinner CLub
 26 Sam E. Wyly Dinner
 27 JJD Community Leaders

	28	Provost Faculty Dinner		7	Board of Visitors
April 1995				8	Provost Garden Party
	3	U California Events		15	Regents' Dinner
	4	FWC Board Meeting		19	Economics Dinner Club
	4	Gerrard W. Haworth Dinner	Jul7 1995		
	4	Jonas Salk Visit		7	Student Leaders Dinner
	11	Cooley Lecture Dinner		20	Regents Dinner
	13	Faculty Bugget Dinner		26	Korean Foundation Luncheon
	17	Economic Dinner Club	September 1995		
	19	SACUA Dinner		7	Joel Tauber Dinner
	20	Regents Dinner		10	Deans EOs Kickoff Potluck
	21	Kelsey Museum Dinner		11	Stephen Director Dinner
May 1995				12	FWC Board
	10	FWC Luncheon		18	Economics Dinner Club
	11	Advocacy institute Dinner		19	Cranbrook Reception
	12	Medical Center Development		20	Board of Visitors Meeting
	13	Richard J. Riordan Dinner		20	Moskowitz Dinner
	15	Economics Dinner Club		21	Board of Regents Dinner
	20	Pharmacy Commencement Dinner		28	Business School National Committee
	22	Shapiro Family (Library Dedication)	October 1995		
	31	Faculty Buffet Dinner		3	FWC Luncheon
June 1995				5	Univresity Seminar Dinner
	1	Head Coaches Dinner		10	Faculty Awards Dinner

12	Engineering Chrysler Luncheon	January 1996	
13	Tanner Lecture Dinner	16	President EO Buffet
16	Economics Dinner Club	17	Provost Faculty Dinner
18	Provost Search Committee	22	Economics Club Dinner
25	Provost Faculty Dinner	30	President's Staff Dinner
26	University Seminar Dinner	February 1996	
27	WLH Communication Dinner	3	Development Box Lunch
November 1995		6	FWC Board Meeting
7	FWC Board	12	Henry Russell Dinner
8	Provost Faculty Dinner	13	National Academies Dinner
10	National Advisory Committee	15	Regents Dinner
12	OVPR Dinner for Mary Good	19	Economics Club Dinner
20	Economics Club Dinner	20	President's EO Buffet
21	Governor's Economic Outlook	28	Provost Faculty Dinner
29	Provost Faculty Dinner	March 199	
December 1995		5	FWC Board
5	FWC Board	12	Henry Russell Award Dinner
11	Provost Faculty Dinner	18	Economics Club Dinner
14	Regents Dinner	19	President EO Buffet
18	Economics Club Dinner	20	Provost Faculty Dinner
		27	Board of Visitors
		28	CIC Dinner
		29	Medical Center Alumni Society

April 1996

- 2 FWC Board
- 4 Presidents EO Buffet
- 11 Medical School Dinner
- 15 Economics Club Dinner
- 29 SACUA Dinner

May 1996

- 5 FWC Board
- 9 Advocacy Institute Dinner
- 16 Regents Dinner
- 31 Harold Johnson Diversity Award

June 1996

- 3 School of Art & Design Forum
- 5 Ford Recognition Reception
- 6 Carol Inglis Spicer Luncheon
- 7 Provost Garden Reception
- 9 Deans Dinner for Duderstadts
- 13 Board of Visitors Meeting
- 17 Economics Club Dinner
- 20 Regents' Garden Party
- 24 Student Leaders Dinner
- 25 EOs Dinner for Duderstadts
- 26 Dinner for Homer and Jean Neal

