

Development Staff

Congratulations!

You done good!

You have met the challenge!

You have taken the Campaign for Michigan over the top!

And for that you deserve both our thanks and our
congratulations!

Success in a major endeavor such as the Campaign depends
on many factors...

On leadership from the President, Jon, and the other EOs...

From the deans...

From key volunteers and friends of the University.

But, success in all such endeavors is determined, in the end,
in the trenches, by you in this room, joined by the countless
other staff, faculty, friends, and volunteers who really made
this Campaign a success.

Fund-raising is a profoundly grassroots phenomena...

Intensively people-dependent, as it must be since it requires
convincing people to make substantial personal commitments
to this institution.

Hence, you are to be congratulated for this incredible effort!

Ah, but of course this was only the first step!

Since the Campaign probably should be viewed as only the
2x4 that we used to get the mule's attention so that we could
begin to lead it in an appropriate direction!

The excellence of this institution will be determined, to a very
large degree, by our development efforts...by the degree
to which we can convince alumni and friends of the institution
to make the profound personal commitments to Michigan's
future.

And, today, perhaps as never before, it is absolutely essential
that we obtain those commitments...

The challenges and opportunities before us are truly extraordinary.

The Challenge of Transition

Of course, one of the biggest challenges is the transition of
leadership which is occurring in the institution.

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

Words of assurance

Michigan has been around for a long time...

and prospered, in times of strong
leadership...weak leadership...and
occasionally, no leadership at all!

Continue to believe it is a time of unusual
opportunity

Convinced that we can maintain both the
direction and pace!

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

A strategy for the transition

1. It is essential to convey to the University community --

both internal to faculty, students, and staff -- and the extended community of alumni, friends, parents, and others -- a sense of stability and continuity...

2. It is also important, however, that we recognize that it will probably NOT be a time for business as usual... we must approach the next two years with some care if we are to sustain the direction and the momentum of the University
3. NOTE: I believe it would be a serious mistake to simply hunker down...to coast. This is a very critical period in the University's history, and we cannot afford to waste it through inaction. Now is not the time to put the University on automatic pilot!!!
4. However, we must also choose very carefully our agenda for this period, recognizing that we will be suffering from an overload.

Some Possible Answers

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

- i) The strategic leadership agenda
- ii) Our renewed commitment to building a greater sense of community -- to pull together as a team to face the challenges and opportunities ahead.

Strategic Leadership

Charting a course for the 21st Century

Recall my remarks to the Assembly last fall when I suggested that the University would face a period of unusual opportunity, responsibility, and challenge in the years ahead.

I am convinced that the University will face many opportunities in the years ahead.

Exceptional quality of its people --
students, faculty, and staff

Abundance of resources

Ability to control our own destiny...

But we also have responsibilities

Students

Faculty

State, nation, world...

Challenges

To respond to these opportunities...to meet our responsibilities...

we must address the challenges of excellence:

1. We must intensify our commitment to excellence...
our determination to seek only the best!
2. And we must build the kind of exciting, change-oriented risk-taking environment which will stimulate our students and faculty to push to the limits of their abilities, to create that sense of excitement, both in scholarship and in education, which characterizes the most distinguished institutions.
3. The importance of building a greater sense of community...
of pulling together as faculty, students, and staff...
indeed, uniting that extended community beyond the confines of our campus -- of alumni and friends, parents

and prospective students...

At that time I suggested that the challenge before us was not merely how to respond to this future... to seize the initiative by taking action to determine our own destiny.

All too often in the past, we have tended to respond to external pressures, opportunities, needs, rather than taking control of our own destiny. We have been blown in one direction or another by winds from outside. It is now time that we grasp the wheel firmly to steer the University in a direction appropriate for the future.

To seize the opportunities, to face the responsibilities, and to meet the challenges before us, the University should initiate a process capable of determining both a direction and a strategy capable of guiding it into the 21st Century.

In a sense, I proposed that we initiate a process of "strategic leadership" that first addresses the question about "what" we want this University to be -- what our values, goals, priorities, and objectives should be.

How do we begin?

1. Institution level

Triggered a process among selected groups of faculty students, and administrators aimed at grappling with the difficult task of articulating the mission of the University..

Our values and goals, our priorities and objectives.

Hope that this process will propagate to involve larger and larger segments of the University in the year ahead.

2. Unit level

Triggered a similar planning process at the unit level schools and colleges, centers and institutes, administrative and auxiliary units

Over course of next three years, will meet at length with each of our units, to learn about their needs and concerns, their goals and aspirations, and to work with them in achieving their objectives.

3. University initiatives

Sometimes, to get a mule's attention...

We have implemented an important process aimed at reallocating resources toward strategic objectives of the University.

University Initiatives Fund

Plan:

Over the course of the next several years, we intend to launch a series of institution-wide initiatives aimed at sustaining and enhancing the vitality of the University.

To fund these, we will reallocate 1% of the base budget of the University for each of the next three years into a University Initiative Fund.

That is, institution-wide strategic initiatives will be funded "off the top". In this sense, we are reallocating major resources of the University through initiatives that reflect some of its highest priorities.

To begin the process, we have moved forward with several

initiatives we believe address priorities so compelling
as to require immediate action:
Undergraduate education
Creative scholarship
Diversity and pluralism

1. The Undergraduate Initiatives Fund

Designed to stimulate activities aimed at improving and enhancing the quality of the undergraduate experience. Program will provide an ongoing source of support, up to \$1 million per year, for a wide range of experiments designed to improve quality of undergraduate education. Looking for good ideas...but prepared to make base commitments from other sources to support successful ventures.

2. Presidential Initiatives Fund

One of challenges facing any research university is the proper balance between diversity and conformity, novelty and venturesome vs. intellectual conservatism, on the hybridization of ideas as opposed to orthodoxy. Hence, will be investing \$1 million per year to stimulate innovate, interdisciplinary, and venturesome scholarship. Supported in the beginning by Kellogg. The first group of awards were announced last month. We intend to hold a special conference this fall to discuss this particular initiative.

3. Diversity of the University Community

One of greatest strengths and responsibilities of University is its racial, ethnic, and cultural diversity. Hence, our third initiative is the investment of major additional resources aimed at strengthening the rich diversity of our students and faculty. Of highest priority will be programs aimed at reaffirming and strengthening the University's commitment to the recruitment and retention of minority students and faculty.

Common thread: Grassroots involvement...

Each involves an effort to seek proposals...ideas and participation in defining programs...from our faculty, students, and staff to address the University's highest priorities: in education, scholarship, and the attainment of a rich cultural and racial diversity in our University community.

We seek to invest resources in a way that will motivate our most creative people to become involved and committed.

In a very real sense, we seek to build a team -- a community of faculty, students, and staff -- indeed, a team that extends far beyond the bounds of our campus to include alumni and friends, parents and families, of all those who care about the University of Michigan.

And, of course, this is where your role is so critically important to our future.

Not just in providing the resources we need to achieve our aspirations of excellence -- but far beyond that in your efforts to build a sense of involvement and commitment to this institution that will sustain

Michigan as the flagship of public higher education
in this nation.

Concluding remarks

I am convinced that the University will face many
opportunities in the years ahead.

Exceptional quality of its people --
students, faculty, and staff

Abundance of resources

Ability to control our own destiny...

But we also have responsibilities

Students

Faculty

State, nation, world...

Challenges

To respond to these opportunities...to meet our responsibilities...
we must respond to the challenge of excellence!

Add one more word...

The decade ahead will indeed be a time of opportunity,
responsibility, and challenge.

But there is one more word that I believe we should add
to those characterizing Michigan's future: excitement!

I believe Michigan is going to be an extraordinarily exciting
place in the years ahead.

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

To be sure, there will be additional challenges.

But with your help, dedication, and commitment, I am confident
we can meet these challenges!

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

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