

Medical School

Opening remarks...

UM is fragile institution balanced

Medical School...and Athletic Department

(the "Great Wall" between the University and Engineering

Medical School...and University Hospital are

Extraordinarily important...

Not just as measured by resources...

or by health care role...

But, more critically, in intellectual terms...

Extraordinarily complex...

Instruction...

Research...

Clinical activities...

All being forced to operate in an environment

which is changing at a rapid pace...

Priority of Medical School on this campus is obvious!

HTS viewed opportunities very clearly in 1970s

Extraordinary commitments have been made...

and will continue to be made...

Will continue to require great care and attention!!!

More general remarks:

Status of UM:

Poised, just as Medicine and Engineering several years ago!

Opportunities:

Reputation

Faculty strength

Student quality

Alumni strength
Potential for State support
Potential for federal support
Potential for private support
Best of both public and private worlds...

Challenges: ones of excellence

1. Picking up the pace a bit...
 - Refusing to settle for anything less than the best!
 - Tolerating essential singularities!!!
2. Focusing resources...
 - Should not try to be all things to all people!
 - Quality should dominate breadth and capacity!
3. Highest priority: intellectual core of activities!
 - UM's reputation and quality will be based on its activities in instruction and scholarship!
 - Academic excellence must be our highest priority!

General philosophy:

Academic institutions are profoundly people-dependent
Hence, the key to excellence is attracting and retaining outstanding people, providing them with the environment to push to the limits of their ability, and then getting out of their way!

An entrepreneurial culture, a no-holds barred, go-for-it environment in which achievement and the quest for excellence dominate!

(Sounds like the Medical School doesn't it.)

Medical School

Opportunities:

Strong and aggressive faculty!

Strong leadership!

Strong and effective administrative team:

Joe Johnson

George Zuidema

John Forsyth

Physical plant...at least RHP...

Challenges:

Resources and facilities

Winds of change blowing in health care professions

Washington (Gram-Rudman...)

But key challenge with your school, just as in rest
of the University, will involve making up your
minds to become the best...but recognizing that you
can only do it in a few key areas!