

Michigan Mandate-Short

The Michigan Mandate

A year ago, I placed a challenge before the University in the form of a quite personal statement that has become known as the Michigan Mandate.

It was my believe that for Michigan to achieve excellence in teaching and research in the years ahead, for it to serve our state, our nation, and the world...we simply must achieve and sustain a campus community recognized for its racial and ethnic diversity.

Hence I suggested that the University had a mandate not merely to reflect the growing diversity of America in our students, faculty, and staff, but to go beyond that by building a model of a pluralistic, multicultural community for our nation...

A community which values and respects and indeed, draws its intellectual strength from the rich diversity of peoples of different races, cultures, religions, nationalities, and beliefs.

In such an effort to build the multicultural university of the 21st Century, we are attempting to address the most urgent and difficult issue confronting our nation today.

In setting out this challenge before the University, I conveyed as well my growing sense that the traditional approaches of affirmative action and equal opportunity over the years were inadequate to achieve these objectives.

Hence I suggested a quite different approach...

To develop a carefully designed strategic plan to achieve fundamental and permanent change of the University necessary to respond to a changing America and a changing world... an organic plan that would evolve through continuing interaction with the University, as we gained experience and insight into how to improve or expand on it.

Operational Objectives

The initial objectives of this plan were focused in four areas:

1. Faculty Recruiting and Development
2. Student Recruiting, Achievement, and Outreach
3. Staff Recruiting and Development
4. The Environment for Diversity

We have since broadened this effort to include a number initiatives aimed at re-energizing the Women's Agenda for the University.

Key in this effort was to keep our objectives

Clear and focused
Capable of measurement and evaluation
Capable of expansion and adjustment

Some Results to Date

Faculty Recruiting

In 2 years:

Total Minority: $32 + 41 = 73$ (+35% to 12%)

Black: $19 + 21 = 40$ (+52% to 4.5%)

Hispanic: $2 + 9 = 11$ (+120% to 1.2%)

Probably best in country!!!

What about loses?:

Mazrui to Schweitzer Chair (leave)
George Jones to VP&Dean
Ray Fonseca to Dean
(Hence, while we regret this, we should
take pride in their accomplishments)

Graduate Enrollments:

But of course, simply recruiting more minority faculty to
Michigan in and of itself does not address the
serious needs for enlarging the pool of candidates.
Here Michigan has really taken great strides through
the efforts of John D'Arms, James Jackson, and
our faculty:

Over two years

Total Minority: 150 - 192 - 270 (+80%)
Black: 67 - 86 - 110 (+64%)
Hispanic: 31 - 47 - 71 (+129%)
490 Minority Fellows

(several times largest number at peers)

The profound nature of these statistics become
apparent when you realize that Michigan is
exceeded only by Howard University in the
number of Black PhDs.

Hence, in a very real sense, we have now become
national leaders in producing the next
generation of minority faculty members.

Enrollments:

Year 1:

Total Minority: + 15% to 15.4% (4,991)
Black: + 16% to 6.2% (2,011)
Hispanic: +22% to 2.5% (824)
NA: +3% to 0.4% (132)
AA: +12% to 6.1% (2,024)

Year 2:

Total Minority: + 9.3% to 16.6% (5,454)
Black: +6.4% to 6.5% (2,140)
Hispanic: + 12.5% to 2.8% (927)
NA: + 4.5% to 0.4% (138)
Asian: + 11.1% to 6.8% (2,249)

Only weak spot appears to be in our
entering freshman class, where we
are fighting the same demographic
declines characterizing majority
students.

Even so, this year we will have the
second largest number of minority
freshman admissions in our
history.

Hence, we are projecting a healthy
increase in minority enrollments
at all levels.

Two-Year Totals:

Total Minority: + 25.1% to 16.6% (+1,370 to 5,454)
Black: + 23.2% to 6.5% (+494 to 2,140)
Hispanic: +33.1% to 2.8% (+307 to 927)
NA: + 8% to 0.5% (+11 to 138)
Asian: +23% to 6.8% (+517 to 2,249)

Special Cases:

Bus Ad: 25% minority, 15% Black (1st in nation)
Medicine: 33% minority, 12% Black
Public Health: 12% Black
Dentistry: 12% Black

Financial Aid:

Minority Financial Aid:

UG: + 43.8% to \$4.1 million

Grad: +28.3% to \$6.8 million

Outreach:

King-Chavez-Parks Program (3,338 participants)

Wade McCree Incentive Scholars program

Detroit Compact

DAPSEP (1,500 Detroit students)

Other cooperative programs with school systems
across the state, including Ann Arbor

And, of course, strengthening our relationships
with HBCU and Hispanic institutions.

Retention:

While retention numbers are not as good as
we would like (60% for Blacks and Hispanics
as compared to 70% for majority students),
they nevertheless are among the highest among our
peers...and moving upwards

Campus Climate

Completion of the 6-point plan

Harassment Policy...back in place

MLK Day: most extensive in nation

Others: Pow Wow, Hispanic Heritage Week,
AA Lunar Festival

Divestment of remaining SA stock holdings

Key Appointments:

Director of Admissions

Director of Affirmative Action

Director of CSP

Director of Minority Affairs

Most important of all: a change in attitude

We are beginning to get people's
attention that our commitment to
this new agenda is both intense and
unwavering...

As more and more students, faculty,
staff, alumni, and friends come on
board, we can sense the momentum
beginning to build...

Diversity and Pluralism, Unity and Community

UM has made a very deep commitment to the achievement
of an environment which seeks, nourishes,
and sustains racial, cultural, and ethnic diversity.

To learn how to resist the great pressures of separatism,
fear, and bigotry which push us apart...
...and instead commit themselves to a university...
...indeed, to a nation, committed to working together,
to achieve common purposes.

Michigan is first and foremost a "UNI" versity.

Hence we view our challenge as learning how
to weave together these dual objectives
of diversity and unity in a way that strengthens
our fundamental goal of academic excellence
and serves our mission and our society.

We must not abandon our quest for
community and our allegiance to our
academic and civic values.

I do not believe the goals of diversity and
and community are incompatible any more
than excellence and diversity are

incompatible.

But we will need to work hard together to find our way.

Concluding Remarks

It is important to state here once again that in drafting the Michigan Mandate, I certainly did not view myself as Moses returning from the Mountain...

Rather it was intended as a very personal statement of my own views and recommendations on these matters.

We have an old saying in Missouri that to get a mule to move, you first have to hit it over the head with a 2x4 to get its attention.

Well, the Michigan Mandate was my 2x4 -- a challenge to the University community.

And the plan I proposed was simply a roadmap, setting out my personal commitments to an eventual destination for our University.

As more and more students, faculty, and staff have responded to this challenge, the plan has evolved accordingly, to reflect their wisdom, experience, and commitment.

Hence, in this change, my challenge to the University, the Mandate I set before it, has already changed and will continue to change as more and more of you buy into its themes.

What cannot change is my personal determination to lead the University in a direction which serves all members of our society