CRLT New Faculty Meeting
Welcome to University

Fall is an exciting time
a time of renewal...
even more exciting for new faculty...
finding a place to live, park, ....
how to get football tickets...
But at least we have delightful weather...
Recall 20 years ago when we arrived in
Ann Arbor from Pasadena--in December!

Outline discussion
A bit of my view of the University at this time
Implications for new faculty

Some parameters of the University

Of course this can be a very large, complex
and confusing place

University of Michigan = “mega-university”
i) Spans all intellectual disciplines and
     professional areas
ii) Provides instruction, research, service
iii) Attempts to conduct programs that rank
     among the nation’s best in all areas
     (and succeeds...)

Parameters:
Enrollment: 35,000 (Ann Arbor) (47,000 total)
Faculty: 2,600 (14,000 employees)
Budget: $1.3 billion
$800 million for academic programs
$230 million from state appropriation
$240 million from tuition, R&B
$200 million from sponsored research
$60 million from gifts
$500 million from auxiliary activities
Medical Center
Other assorted auxiliary services

Academic Units
17 Schools and Colleges
Hundreds of research centers, institutes,
and other types of interdisciplinary
programs

Administration
Board of Regents
Executive Officers
Dens and Directors
Chairpersons
Faculty, staff, students
17 Schools and Colleges

Style
Constitutional autonomy within State
Regents are on par with Legislature
and Governor...
Highly decentralized
Each academic unit (school or college)
has authority over programs, personal,
and resources
Faculty controls curriculum and research
Stress diversity and academic freedom

Today UM is undergoing rapid change
Not in quality
of students, faculty, and programs
nor in its commitment to excellence
Its physical plant...  
$700 M in construction over past 5 years...  
Medicine, Engineering, Business, LS&A  
Information technology  
Computer access, telecommunications, supercomputers  

Its faculty  
"Impacted wisdom group" is now beginning to retire...  
Will see major change over next decade  
(examples: both Business and Engineering have seen over 60% of faculty change in past 5 years)  

Its attitude toward the world beyond the ivory tower...  
Revised policies to encourage rather than constrain interactions  
Example:  
Intellectual property policy which now allows faculty to petition UM for ownership  
Nonprofit research institutions, health care organizations,...  

And in its basic philosophy...  
Note: We are changing, not so much in an effort to respond to external pressures...but rather to position ourselves to take advantage of some extraordinary opportunities.  
We are attempting to seize control of our destiny, to determine a direction and a strategy to take us into the 21st Century.  
Let me explain...  

Opportunities  
1. Reputation as the flagship of public higher education  
2. People  
A faculty of great intellectual strength and unusual breadth  
This past year was our best recruiting year ever...  
Student body of quality unsurpassed by any public institution  
Quality x quantity = #1  
Largest alumni body in US (1 out of every 1,000 Americans)  
3. Resources  
Prosperous state, with the potential for greater support  
Federal support...learning how to play game better  
50% over past two years...  
Private support...Campaign for Michigan  
$160 million -- now $60 million per year  
4. Ability to control our own destiny  
Best of public and private worlds  
Autonomy of private institution  
Public support - $200 M/y -- $4 B endowment  
Greater than Harvard and Texas  

Summary of Opportunities:  
Believe UM faces opportunities unmatched by another other institution in this nation...  
The opportunity is there...  
But then so are some important responsibilities!  

Responsibilities  
To our students  
The "raw material" entering this institution today is the most valuable resource of our nation...  
Truly extraordinary quality and commitment.  
We must be responsible stewards and provide the "value-added" of an outstanding education.  

To our faculty  
Hired over 1,000 new faculty in past 5 years  
Salaries to asst and assoc prof the best  
Getting the best!
And we owe them the opportunity to develop their exceptional talents to the fullest by providing them with the environment, support, and encouragement to push to the limits of their abilities.

To our State and nation
We are a public institution, after all...and as such, we have an important responsibility to our state and nation.

To underrepresented minorities
We have a particular responsibility to achieve strong participation of underrepresented minorities among our students, faculty, staff, and leadership.

In a very real sense, the strength both of our state and our nation are dependent upon the full participation of all citizens, regardless of racial, ethnic, or cultural background.

The UM must play a leadership role in this regard.
We must achieve new levels of understanding, tolerance, and mutual fulfillment for peoples of diverse backgrounds.

The Challenges Facing Higher Education in America

1. The changing role of the university in modern society
The primary role of the research university in America appears to be shifting somewhat

Traditional Roles
To provide educations for our citizens?
Certainly this is important...
But in an "aging society" -- facing a demographic decline in the number of high school graduates with an overbuilt system of higher education, this role will not be enough to justify the existence of the modern research university.

To provide services?
The great land grant universities are an example of the important of public investment--in this case, to support America's agricultural base.
But we long ago made a transition from an agrarian society and we are now shifting away from an industrial society.
It is time for the development of a new model here (Fleming)

To provide knowledge?
Contetion: While the principal rationale behind most of higher education will continue to be that of providing instruction, the rationale behind America's great research universities has shifted to their role as the key sources of the knowledge necessary to built and sustain the strength and prosperity of this nation.

The Age of Knowledge
The challenge of dramatic economic change...
Traditional industry economy is shifting to a new knowledge-based economy, just as our industrial economy evolved from an agrarian society at the
A transition is occurring in which..
 Intellectual capital has replaced financial and physical capital as key to economic development

We have entered a new age:
"An Age of Knowledge in a Global Economy" (Bloch)
As we look to the knowledge-intensive future of our nation-- it becomes apparent that the key to our future will be our great research universities.

2. Relationships with various constituencies
Introduction
The modern research university must deal with and respond to many constituencies:
Students and parents  
The public at large  
Federal, state, and local government  
Internal constituencies  
  Faculty  
  Staff  
  Students  
Governing Boards (Regents and the like)  
Sometimes it seems like our various constituents  
view great public research universities like Michigan  
much as the parable of the blind men feeling  
an elephant.  
The diversity--indeed, incompatibility--of the values,  
needs, and expectations of the various constituencies  
served by higher education poses a great challenge.  

3. Diversity and pluralism  
It is imperative that universities both recognize  
the importance of diversity and pluralism in its mission...  
And make a firm commitment to its achievement:  
i) Through the recruitment, support, retention,  
and success of minority students, faculty,  
staff -- and leaders  

ii) And through the development of an environment  
environment of mutual understanding  
and sensitivity that not only tolerates  
diversity, but moveover seeks and  
embraces it as an essential objective  
of the institution.  
There seems little doubt that both the quality and  
distinction of our university will be determined by  
how effectively we can respond to the challenge  
of diversity.  

4. Intellectual challenges  
The challenge of liberal learning  
Debate over the importance and nature of a liberal  
education (Allan Bloom vs. the world...)  
Tyranny of the disciplines...  
and how we encourage and sustain important  
interdisciplinary activities  
Intellectual renewal itself  

5. The costs of excellence  
will increase faster than available resources  
(funding, quality students, quality faculty)  
NOTE: And most universities will face this with a seriously  
depleted infrastructure--facilities, student quality, etc.)  
Transition from a "growth" mode (increasing resources, prestige,  
enrollments, public support) to 1980s (all decreasing)  
Strategies available to a single institution may not be available to the  
research university system as a whole.  
The Big Shakeout...  
Facing a future of limited human and financial resources -- of  
the demographic crunch and a declining student pool, of a pool  
of faculty candidates inadequate to compensate for the massive  
faculty retirements we will be facing in the years ahead, and an  
ebb and flow of both public and private support -- those institutions  
who have the determination and capacity to achieve excellence  
will draw the best from the available resources of students,  
faculty, and funds -- and accelerate rapidly away from others.  

The Michigan Strategy  
Specific Implications for UM:  
These challenges suggest that a new paradigm of the
research university in America is needed...
One that can link and balance the various missions
it must perform--that can respond to the responsibilities, responsibilities, and challenges before higher education
One that can span the public and private sectors
One that can relate to the diverse constituencies
it must serve
Michigan is in an excellent position to develop this model for the nation--to once again assert its historical role as a leader in higher education in America
But to do this, UM must seize control of our destiny by determining a direction and a strategy to take us into the 21st Century.

The Action Plan

1. Picking up the pace a bit...
   To build a level of intensity and expectation to settle for nothing less than the best in the performance of faculty, students, and programs

2. Focusing resources to achieve excellence...
   Should not try to be all things to all people...
   The time of continual increases in public support ended more than a decade ago.
   Quality should dominate breadth and capacity...

3. Highest priority: academic excellence
   UM's reputation and quality will be based on its activities in instruction and scholarship...

4. Changing intellectual currents...
   Intellectual leadership...
   demands pushing to the forefront of discovery working on the exponential part of the knowledge curve
   Shift to a change-oriented, risk-taking culture
   Relish change!!!
   Stress bold, new initiatives...

5. Diversity, pluralism
   But events of the past several years have convinced us that we need a renewal of our commitments -- we must stimulate once again the involvement of the entire University community -- of our students, our faculty, our staff.
   We simply have not been as successful in achieving a strong minority representation among our students, our faculty and staff, our leadership.
   Furthermore, it has become increasingly apparent that the environment on our campus is simply not as sensitive, tolerant, and supportive of racial diversity as it should be...as it must be!
   It is imperative that the University both recognize the importance of diversity and pluralism in its mission...
   And make a firm commitment to its achievement:
   i) Through the recruitment, support, retention, and success of minority students, faculty, staff -- and leaders
   ii) And through the development of an environment of mutual understanding and sensitivity that not only tolerates diversity, but moreover seeks and embraces it as an essential objective of the institution.

6. A sense of community, collegiality
Resist “centrifugal” forces on strong disciplines...
How do we arrest those forces which pull the various components of the university community to the periphery and hence undermine its core?
Pull people together...

7. A change in style
1. Academic institutions are profoundly people-dependent
   Hence, the key to excellence is attracting and retaining the outstanding students, faculty, and staff, and providing them with the environment and encouragement to push to the limits of their abilities, and then getting out of their way!
2. Strive for an entrepreneurial, change-oriented, risk-taking culture...
   Which stresses excellence, achievement, and excitement...which removes constraints from talented people and encourages them to "go for it"!

Concerns of New Faculty

Tenure...

Explain process:
6-7 year probation process...
Usually 3 year review (early warning)...
Promotion/tenure review committee
School Decision
Provost/President Review - Regents action

What are we looking for?
Achievement...not potential...
Keys:
Strength in Scholarship
PhD involvement
Sponsored research (through peer review)
Publications!!!
Teaching excellence
A necessary, but not sufficient condition
Service (lesser)
Visibility among peers...
External peer visibility is perhaps most critical!!!

Research...
Exponential part of the knowledge curve...
Yet, you must be aware that your peers will expect results...
Cannot achieve visibility without publishing...
Supervision of graduate students is essential (also leverages your own research activities)
Sponsored research?

Teaching
Absolutely essential...
1% ability, 99% hard work
Remember,
this is not a small liberal arts college....
it is a great research university...
hence the challenge is to bring your scholarship to bear in your teaching....
We want to expose our students to methods of inquiry...not simply to facts...
to the minds of outstanding scholars attempting to push forward the frontiers of knowledge...

Mentors:
Important not to isolate yourself...
Use your faculty colleagues, both senior and junior, to help you get started
Concluding Remarks
There is no doubt that we will demand a great deal of our students and faculty. We will ask you to commit yourself to excellence, in scholarship, in instruction, in service...
You have arrived at Michigan at a time of great opportunity, responsibility, and challenge for our institution.
But there is one more word that I must add to characterize the years ahead... and that world is excitement.
Michigan is going to be a very exciting place in the decade ahead...
We will be able to provide the resources, opportunities, the incentives for the achievement of excellence.
Indeed, I believe that Michigan will provide the ideal environment for building a strong academic career.