

## 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  
Deans 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 importance 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?

Contention: 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 build 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 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 moreover 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 "centrifical" 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 word 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.