

## **New Faculty Welcome**

### **Welcome to University**

Fall is an exciting time

a time of renewal...

even more exciting for new faculty...

finding a place to live, park, ....

find out how to get football tickets...

But at least you have warm weather...

This December will mark the 20th year

since my family and I first arrived here from Pasadena.

When we left Pasadena it was sunny and in the high 80s.

However, as we stepped off the plane in Metro into snow

and subzero temperatures, with no warm clothing

and children who had never seen snow, we wondered

whether we have made the right choice.

Two decades of service as a faculty member in

this University is testimony to the fact that we've

become hooked on Michigan. We have found our

warmth through friends and colleagues...indeed

we now feel like native Michiganders!

And we have found this University to be a truly

extraordinary place for teaching, learning, and living...

for scholarship and for service.

### **Images of Michigan**

When we hear the words

“ The University of Michigan”,

We think of those traditional images of any college...

- Great faculty challenging and exciting students in the classroom..
- Students studying in our many libraries
- Scientists toiling away late in the evenings in our laboratories.....stiving to understand the universe
- Scholars pouring over ancient manuscripts in our collections of antiquity

But just what is this institution,

this force that has had such an impact on our lives?

But there are some very special images of Michigan

Ann Arbor on a Saturday afternoon in the fall...

afternoons in the fall as 105,000 fans cram into

Michigan stadium to watch the Wolverines...

...Remember Leroy Hoard's breakaway 67 yard run that sealed Michigan's exciting come-from-behind victory over USC in the Rose Bowl...

(or Bo Derek making a surprising appearance at that pep rally at the Century Plaza...)

...and who will ever be able to forget Rumeal Robinson stepping to the line in Seattle with 3 seconds left in overtime and calmly sinking two free throws to win the national championship against Seton Hall.

...and the Cinderella story of Steve Fisher and his team "with a mission"

Or perhaps the Michigan of the Big Chill...

The tradition of student involvement helping to awaken the conscience of a nation...

The Teachins of the 1960s against the war in Vietnam  
EarthDay in the 1970s to raise concerns about the environment

Our celebration of Martin Luther King Day last month with an educational experience involving thousands to highlight the importance of tolerance and mutual understanding

There is Michigan of the Arts

...or Leonard Bernstein celebrating his 70th birthday in Hill Auditorium with the Vienna Philharmonic...

...or the visits of Ella Fitzgerald or Toni Morrison or Jesse Norman, Kurt Mazur and the  
Leipzig Gewandhaus Orchestra

University Musical Society

Schools of Music and Art

...or the scores of spectacular student productions, plays, concerts, dances, operas, and, of course demonstrations and protests, that have enlivened this campus over the past year.

There is also the caring Michigan as seen by the over 750,000 patients a year who are treated by the UM Medical Center,

Or the Michigan as Silicon Valley East, working closely with Michigan industry and government to build the high-tech infrastructure to create new companies and new jobs to strengthen and diversity our

existing industrial base...

...with exotic new technologies such as  
integrated manufacturing systems  
machine intelligence  
optoelectronics  
computer networks

...a new \$5 B infrastructure in the southeastern Michigan  
Michigan area

Or the Michigan which attracts to our state almost  
a quarter of a billion dollars of federal R&D each  
year...not to mention many of the world's  
leading scientists and engineers

Or the Michigan of the "cutting edge",  
which conducts the research that changes our lives...  
as evidenced, for example, by announcement earlier this  
month that a Michigan team had identified and cloned  
the gene responsible for cystic fibrosis,  
thereby opening up the possibility of saving  
thousands of lives every year.

Or Michigan as the University of the World...  
Long renowned as a truly international center of learning...  
Whether it be through our great area studies programs  
the China Center, producing advisors to presidents...  
Japanese Studies, Southeast Asian Studies  
Russian and Eastern European Studies

Or our alumni throughout the world...

Or the Michigan of outer space...  
...Apollo 15...the Michigan mission to the moon...  
...which not only established the first UM Club in space...  
...but named a crater after Michigan on the moon.

Or Michigan as the unifying force in our families...  
Camp Michigania

And, of course, there is the Michigan as the  
educator, attempting to provide, in the words of one of our  
first presidents "an uncommon education for the common  
man" an education as good as any available in the world  
for all citizens, regardless of race, creed, and socioeconomic  
background.

to over 340,000 alumni...

150,000 in the state of Michigan alone!

It is important to note these different perspectives of the University because all too often we tend to think of these marvelous and complex institutions in one-dimensional images that reflect only our particular interests or needs of the moment...

...when we read about student unrest on our campus...

...or see Notre Dame run back two kickoffs against us...

...or open the tuition bill for our son or daughter...

In fact, perhaps the best way to think of a university

is to recognize that our primary role is

"to invent the future"...

...through the knowledge discovered on our campuses...

...and the graduates we educate that can carry forth

this knowledge and apply it to society.

### **Concluding Remarks**

In a very real sense, the challenge I have

suggested of inventing the University of the 21st Century

is a challenge I am putting before you...

Since it is your generation that will be taking leadership

as we enter the next century.

This is a special challenge to you, since it is your generation

that will be taking leadership as we enter the next century.

We are trying to lay the groundwork today for that not-so-distant day.

There is no doubt that we will demand a great

deal of our students and faculty.

We know you are committed 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 is the ideal place

for building a strong academic career.

This is also a place where faculty can afford the

risks intellectually.

Derek Bok pointed this out to me recently that our size and comprehensiveness give us an unusual advantage.

For whatever reason, I believe we are increasingly a place where faculty can take the chances, exercise vision, get out on a limb...which is as it must be in any great university.

I don't know how many of you have ever read Thomas Kuhn's book on the nature of scientific revolution, but Kuhn points out that most scholarship is really quite traditional... it is really not designed to produce major novelties.

Progress is not gradual, but rather occurs through revolution... through dramatic changes from one way of thinking... from the old "paradigm" as Kuhn puts it, to the new "paradigm"

As Kuhn puts it, those scholars who achieve the fundamental inventions of a new paradigm have been either very young or very new to the field whose paradigm they change. These are the individuals who, being little committed by prior practice to the traditional rules of normal scholarship, are particularly likely to see that those rules no longer define a playable game and to conceive another set that can replace them.

In a sense, try something new before you fall into the same ruts that have trapped the rest of us.

I look forward to meeting and working each each of you in the years to come.

Welcome to the Michigan family!

**Once again, welcome to Michigan...**

...and welcome as the newest members of our family of the maize and blue.

Anne and I look forward to meeting you...

...and working with you in the years to come.