

## Housing Presentation

### Views of Housing

Real pleasure to participate in your kickoff...

Anne and I have always felt special ties with Housing  
because of our neighbors...Helen and Charlene

As we have learned more and more about the breadth  
and extent of your activities, we have become  
more and more impressed...

Both in the quality of your activities...and in the  
esprit d'corps, the teamwork and dedication  
you exhibit

Indeed, Anne even suggested we think about spending a  
term in West Quad...

Share with you this morning some "visions" ...rather  
speculations about this University...  
and the increasing importance of your role

### Background

Clear up some possible misconceptions...

the barbarian...

high pain threshold

Key: my optimism about the University

### Status of the University:

UM seems poised to surge ahead...

Opportunities: Reputation, faculty, students...

Challenges:

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...

### Operating philosophy

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

A fundamental conviction:

Importance of student to this Institution

1. Personal background:  
Undergraduate college is the "soul" of a great university. Over the long run, this determines the strength and reputation of all components of the institution.
2. Incidentally, despite the fact I'm an engineer, I am firmly committed to the importance of a broad and liberal education...including some science, of course...
3. 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.
4. Changing "marketplace"...it is becoming a buyers market in higher education...Institutions such as UM must take strong action to preserve the quality of our students (and hence our faculty and programs).
5. Encouraging signs: Sense a recommitment to both the quality of instruction at UM, as well as the quality of student life.

Some examples:

1. Chamberlin report
2. New attention to student aid (at both UG and grad level)
3. LS&A Blue Ribbon Commission report
4. Engineering Blue Ribbon Commission report
5. Holmes Report...
6. New commitments to minority student recruitment and retention...
7. Early discussions on quality of intellectual environment for our students...not just in classes, but throughout their University experience

Summary:

I believe rather strongly that we must commit ourselves not only to providing the most outstanding education possible to our students...but, beyond that, to providing the most rewarding educational experience in the broadest sense.

Housing will be a key in this!

We look forward to working closely with you in responding to this extraordinarily important challenge.