

## **SAC Meeting**

### **An assessment of the year**

A year of mixed reviews...  
...Some good news  
...And some bad news

### **Good news**

Capable of real brilliance at times...  
...PC talk  
...Michigan Mandate  
..."political sensitive" talks  
Good antenna...helpful in early warning

### **Bad news**

Have difficulty keeping to schedule  
...still plagued by last-minute syndrome  
...really not getting the support I need  
when I need it  
Major strategic efforts take a very long time  
...e.g., PC talk...  
Continue to be frustrated by our inability to  
get more stuff out in written form...  
...have a growing pile of speeches in  
desperate need of help in reshaping into papers  
and op-ed pieces  
...teaching vs research  
...college sports  
...PC talk itself

### **Another serious concern**

Believe that too much in the way of campus politics  
is being drawn directly into President's Office  
Realize that you enjoy interaction with broad range  
of these issues...triggered in part by  
...your relations with minority community  
...assignments to MSA and Michigan Daily  
...interaction with Ann Arbor News  
Some of this is very useful...

But several concerns here:

- i) First, it is terribly important to make certain  
that we don't shift responsibility from those  
who should deal with such issues to  
the President's Office
- ii) Second, these issues really do distract you  
from responding to my primary need...  
...which is writing
- iii) Three, to the degree that people view you  
as directly linked to the President, this  
also draws me directly into the fray

### **Proposal**

Walt and I have been talking about an organizational  
change that could help all of us to deal with these  
issues.

This would involve shifting your reporting line from me  
to Walt.

Implications

- i) Most of assignments would not change  
...you would still provide support for my  
speech writing  
...you would still provide logistics support  
for key committees such as the  
Change II Group and PACMA
- ii) This reassignment would give more credibility  
to your various "university relations" roles  
(MSA, etc.)

Advantages:

- i) Would allow us to better coordinate speech writing

with “production”...since Walt’s other staff could also assist in getting things translated into “publishable” form...as op-ed pieces or papers

- ii) Since some of your assignments are media relations anyway (Michigan Daily, Ann Arbor News), this would be a natural
- iii) This would put a buffer layer between many of the political issues you like to deal with and the President.
- iv) It might also give you growth opportunity in other activities. We plan to reassign to Walt the federal relations function this fall (and perhaps the state relations function the following year), so that he evolves into a “full-services” Vice President for University Relations
- v) Finally, and very important from my perspective, this would allow Walt’s shop (perhaps with a team consisting of Walt, Lisa, and you) to get more of a strategic handle on the wide range of communications flowing from the President’s Office.

### **Summary**

It is clear that my needs in the presidency are becoming increasingly well-defined as I complete the building of the leadership team.

With Walt in place, my needs in your area are becoming both narrower and more intense.

I need a FULL-TIME speech writer and editor ...or some combination of folks who can achieve this.

Staying in a direct reporting line to me will inevitably mean that you will be asked increasingly to focus almost entirely on speech writing, editing, and other “production” writing efforts.

By shifting over to Walt, you can still provide the key speech writing function while retaining some involvement in university relations--and we can then use others in Walt’s shop for “production” writing.