

Been There ... Done That!



*Jim and Anne Duderstadt
The University of Michigan
September 4, 1999*

Michigan Memories



Jim and Anne Duderstadt

THE UNIVERSITY OF MICHIGAN

Preface

In December of 1968, the Duderstadts moved from Southern California to Ann Arbor, Michigan. It was a hot, sunny day in Pasadena—a Santa Ana condition, in fact—when we loaded our furniture and our VW on a moving van. We packed up our kids, who had never even seen snow, much less Michigan, and flew to Detroit, arriving in subzero cold and heavy snow. Despite the climatic shock, we found ourselves very much at home, both in Ann Arbor and at the University of Michigan. So much so, that we have resisted occasional temptations to move west again to remain in Ann Arbor. We have long considered ourselves Michiganders, maize and blue to the core.

For more than three decades, we have enjoyed being members of the Michigan family, serving in a variety of roles and seeing the University and its surrounding community from an array of perspectives. From the academic perspective, Jim rose through the ranks as a faculty member in Engineering. He became involved in broader campus issues as a young Turk, a campus politician actively engaged in faculty governance. He finally descended through the various levels of the inferno of academic administration: dean, provost, and finally president of the University.

Anne, the other member of the Duderstadt team, rose even more rapidly to leadership roles in the University community: first as chair of the Faculty Women's Club Newcomers groups, then later as president of the entire Faculty Women's Club organization; as a member of other campus and community groups; as "deanette", "provostess", and "first lady" of the University, and as institutional advancement officer, managing hundreds of events, several major facilities, and hosting thousands of faculty, students, alumni, and guests of the University.

We both enjoyed the experience of raising a family in Ann Arbor and within the University community. Although born as California girls in Pasadena, our daughters grew up in Ann Arbor. They were infected with the Ann Arbor syndrome of over involvement in activities ranging from music and theater to swim clubs and gymnastics teams to high school athletics and college admissions pressures. We even finally managed to become Michigan parents, as both the Duderstadt daughters eventually returned to the University for advanced degrees.

We began our years in Ann Arbor in University Family Housing and returned again to University housing some twenty years later, this time to reside in the President's House. For over three decades we have experienced and served the University in almost every way imaginable. Unlike most university presidents, we decided after our presidential role that we would remain at Michigan, returning to the faculty and the community. We would continue to serve as best we could—if only as ghosts of the University past.

This latter decision was unusual in higher education. Most university presidents are itinerant—they move from university to university as they progress through the

academic and administrative ranks, and usually leave the institution when they step down as president. The two of us were unusual not only in spending our entire careers at a single university, but in being determined to remain at our university following our service in the presidency. In a sense, we regarded the Michigan presidency as yet another University assignment, drawing us temporarily away from our long-standing role as members of the Michigan faculty and Ann Arbor community. We were determined to return to these earlier roles, although there have been times when this has not been easy.

In part for the record, in part for our family, and in part just for our personal catharsis, we have sought to chronicle our journey into the depths of academic administration and our escape back again to the womb of faculty life. Although many of our experiences were characterized by the expected degree of seriousness and solemnity, we have chosen to describe them in a more humorous tone. We certainly hope that the reader will excuse this spirit of humor, amusement, and occasional wonder. We certainly do not intend any disrespect, either for the University we have served for so long or the hundreds—indeed thousands—of people who have made similar commitments to Michigan. Rather, we prefer to view our experiences, both good and bad, both successes and failures, through the rose-colored glasses of humor and good intentions. Besides, this perspective seems to help in making sense out of the complex array of experiences and happenings characterizing a modern university presidency.

The two of us view our presidency of the University very much as a team experience. Indeed, we, like most other couples thrust into these complex roles, find it difficult to imagine how the myriad roles and responsibilities could be addressed by a single individual. To be sure, each of our roles was different, yet both were comparable in challenge, responsibility, and importance. We have reflected this team approach in this book, adopting a third-person narrative to best convey our joint perspective.



Acknowledgments

We regard the opportunity to serve in the presidency of the University of Michigan as a great privilege. To be sure, this is not the easiest job in academe. It can be complex, confusing, and frustrating at times. The wear and tear of being on-call all the time, of defending the institution against its foes—and sometimes even its friends—of facing the challenges and responsibilities of the flagship of public higher education in America, all take their toll. Yet, as a former dean at the University put it, there are very few institutions in our society today worthy of total loyalty and support, and Michigan is one of them. (Actually, we don't remember just which of our deans said this, since he or she is probably long gone from the University.)

Beyond the privilege of serving a great university, perhaps the most rewarding and satisfying aspect of our presidency was to join with the remarkable, talented, and dedicated people who work so hard to keep Michigan among "the leaders and best". Michigan both requires and attracts great leadership at all levels, among faculty, students, staff, and alumni. It was a rare privilege to be able to work with these talented people. They deserve not only our deep gratitude and appreciation, but the thanks and respect of all who hold the University of Michigan dear.

Beyond the leadership team, there is another group deserving of particular mention. Few among the faculty, students, or alumni of the University realize the degree to which a great university depends on the talents and dedication of its staff. Although the students and faculty comprise the academic core and determine the reputation of a university, frequently it is the selfless and dedicated efforts of staff who create the environment for excellence. They are the ones who sustain the institution through good times and bad, and who provide its continuity and tradition, as more visible academic members change.

In our years in the presidency, we came to sense the great dedication and pride that staff had toward the University of Michigan. We also came to appreciate their remarkable talents and skill in keeping what is certainly the most complex academic institution in the world moving smoothly ahead. We found that in many ways the staff, because of their roles across the campus and their long-term perspective, have a better understanding of what the University of Michigan is really all about than most of our students—and many of our faculty—who are here only for a relatively short period. In fact, after a decade in the Central Administration in the roles as provost and president, we both came to identify in many ways most closely with staff. Like them, we were not pursuing our personal goals or furthering our academic discipline, rather we were serving the University, in whatever way it required.

Hence, it is particularly important to recognize the remarkable team of staff who supported the president, and without whom, University progress would be quite impossible:

The Presidential Team

The Office of the President

Nona Mustard, Executive Secretary to the President
Carole LaMantia, Office Manager
Liene Karels, Communications
Ejner Jensen, Assistant to the President
Connie Cook, Assistant to the President
Shirley Clarkson, Assistant to the President
Robin Jacoby, Assistant to the President
Lisa Baker, Press Secretary (and Associate Vice President)
Mary Jo Frank, Public relations assistant
Joette Goudie, Secretary
Trina Hardy, Secretary
Clara Haggarty, Secretary
Barbara Wagner, Secretary
Pam Clapp, Development Officer

The President's House and Inglis House

Barbara Johnson, Manager of Presidential Facilities and Events
Inge Roncoli, Housemanager
Kurt Szalay, House Assistant
Joan Kobrinski, Horticultist
Rose Abercrombie, Gardener
Judy Dinesen, Events Consultant

The Plant Department Team

Jack Weidenbach, Associate Vice President
Bill Krumm, Associate Vice President
Paul Spradlin, Director of Plant Extension
Jack Janveja, Director of Facilities
Tom Schlaff, Facilities Projects
David Stockton, University Architect
Jim Christenson, Director of the Plant Department
Bob Hall, painter
Bill Robinson, plumber

Brian Baughn, Carpenter
 Brian Harcourt, Architect
 Jerry Berry, Electrician
 Mark Ventimiglia, HVAC technician
 Craig Butcher, HVAC technician
 Rosemary Kuderick, Pest Control
 Leo Heatley and the Campus Safety team

Computer Support Team

Steve Beebe
 Dan Fessahazion
 John Chang

The Duderstadt Family Team

Susan Duderstadt and John Iskander
 Katharine Duderstadt and Nathan Schwadron and Marina

To all of these we owe our gratitude.

Just one final comment. Anyone who has ever attended the University of Michigan or taught in its classrooms or served on its behalf, understands well that there is something quite magical about this place. It not only gets in your blood; it seems to modify even your DNA.

As we approached the final months of the Duderstadt presidency and looked back with pride and gratitude at the great effort and accomplishments of our faculty and staff over the past decade, we also came to realize something very important. To be sure, there is much of the Duderstadts in the University of Michigan today, as one might expect after 30 years of toiling in its vineyards. But there is probably even more of the University of Michigan in the Duderstadts.

As we stepped aside from our presidency, we realized we were not stepping aside from our love or loyalty or our dedication to the University of Michigan. We would remain fiercely loyal members of the Michigan family, continuing to serve in whatever way we could.

Go Blue!

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Chapter 1

Tell Me, Just What Does a University President Do, Anyway?

Inauguration Day, October 4, 1988, dawned as one of those extraordinary Michigan fall days. The sky was a brilliant blue. The yellows and reds of the fall colors provided the perfect backdrop for the colorful robes of the academic procession marching across the Ingalls Mall toward Hill Auditorium. The Baird Carillon in Burton Tower rang out with the familiar academic themes.



The Inauguration Processional

But instead of academic pomp and circumstance, Jim could swear he heard the refrain of Berlioz's "March to the Scaffold" as the academic procession marched through the Central Campus to Jim's inauguration that fall morning. Perhaps it was an enhanced awareness of just how challenging the Michigan presidency had become, blending the challenges of leading one of the most complex institutions in modern society while surrounded by a bewildering array of complex political issues. Perhaps it was the lingering stress of the long process that led to Jim's selection as president, all the while trying to keep the University on track as provost. Or perhaps it was just a sensory overload, because of all of the activities of inauguration week.

Earlier in the week Michigan's graduate school had celebrated its 50th year with a symposium on the University's impact on graduate and professional education. A day later Jim had given his first "State of the University" address at the annual faculty awards ceremony. The Duderstadts' families had arrived for the ceremonies and were spread out in hotels all over Ann Arbor. The day after the inauguration, Michigan would face its traditional rival, Michigan State University, in a football battle that would lead eventually to a Big Ten Championship for the Wolverines and a victory over USC in the Rose Bowl. And, in a most fitting display of irreverence—fitting, at least, for Michigan—a small group of activists staged a protest at the inauguration ceremony on an array of issues that have long since faded into the obscurity of their 1960s antecedents. One student in the platform group even joined in the festivities by displaying a large sign stating that "Duderstadt is illegal!" This referred to the fact that the Regents had refused to open the presidential selection process to the prying eyes of the media, triggering suits under the state's Open Meetings Act. (Jim responded to the sign by noting that since his parents were in the audience, he would ask them afterwards if he was legitimate.)

So What Is a University President?

There is a well-worn definition of the modern university president as someone who lives in a large house and begs for a living. And, to be sure, many presidents do live in large, stately houses on their campuses, and all presidents are expected to be actively involved in fund raising.

There are other roles: In a sense, the president and spouse are the first family of the university community, in many ways serving as the mayor of a small city of thousands of students, faculty, and staff. This public leadership role is particularly important when the university is very large. The University of Michigan has over 50,000 students, 3,500 faculty members, and 25,000 staff and is located in a relatively small city (Ann Arbor has a population of about 100,000—except on football weekends, when it doubles in size). As the university's most visible leader, the president must continually grapple with the diverse array of political and social issues and interests of concern to the many stakeholders of higher education—students and parents, state and federal government, business and labor, the press and the public-at-large, and, of course, the faculty.

The president of a large university also has a significant role as its chief executive officer, responsible for the management of a diverse collection of activities, ranging from education to health care to public entertainment (e.g., intercollegiate athletics). The University of Michigan has an annual operating budget of \$3 billion; more than 20 million square feet of physical facilities; more than \$3 billion of funds under active management; and people, programs, and facilities scattered about the globe. If the university was a business—and, of course, a president would *never* suggest this, at least

within earshot of the faculty—Michigan would rank roughly 400th on the Fortune 500 list as a rather complex global conglomerate.

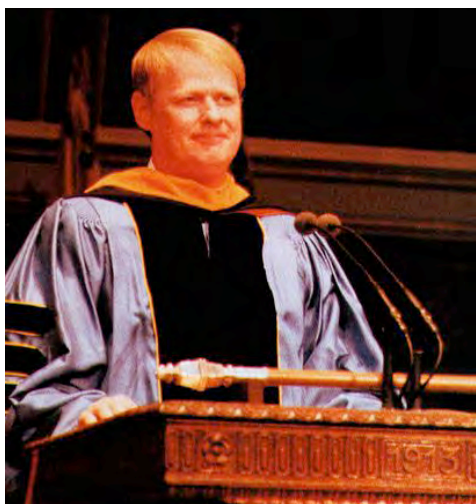
However, unlike the corporate CEO, who is responsible primarily for shareholder value, the university president-as-CEO is accountable for everything that happens in the university—at least, everything bad. The old expression “The buck stops here” is chiseled in the cornerstone of the university administration building. Anything that happens, whether it involves the president—or, indeed, whether it is even *known* by the president—from student misbehavior to financial misdeeds to town-gown relations—eventually ends up on the president’s desk. Presidents even find themselves blamed for the misfortunes of athletics teams, as Jim learned in 1995 after the famous last second, 70-yard touchdown pass thrown by a Colorado quarterback that beat Michigan in the football play of the decade.

Further, unlike most corporate CEOs, the president is expected to play an active role generating the resources needed by the university, whether by lobbying state and federal governments, seeking gifts and bequests from alumni and friends, or clever entrepreneurial efforts. There is an implicit expectation on most campuses that the president’s job is to raise money for the provost and deans to spend, while the chief financial officer and administrative staff watch over their shoulders to make certain they all do it wisely.

The president is also expected to be the “defender of the faith”, both of the institution itself and the academic values so important to a University. Jim sometimes thought of this latter role as roughly akin to that of a tired, old sheriff in a frontier western town. Every day he would have to drag his bruised, wounded carcass out of bed, strap on his guns, and go out into the main street to face whatever gunslingers who had ridden in to shoot up the town that day. Sometimes these were politicians; sometimes the media; at still other times special interest groups on campus; even occasionally other University leaders such as deans or even Regents. And each time Jim went into battle to defend the University, he did so knowing that one day he would run into someone faster on the draw than he was. In retrospect, it was amazing that he managed to perform this particular duty of the presidency for almost a decade with only a few scars to show.

The final role of the presidential family is a pastoral one. In a very real sense, the Duderstadts were the “mom and pop” of the extended university family. Students looked to Jim and Anne for parental support, even as they emphasized their rejection of *in loco parentis* (actually, by digging holes in the front yard of the President’s House to “bury student rights” during a particularly imaginative demonstration). Faculty and staff also sought nurturing and understanding care during difficult times for the university. To both those inside and outside, the President and First Lady were expected to be cheerleaders for the university, always upbeat and optimistic, even though the Duderstadts frequently shared the concerns and were subject to the same stresses as the rest of the campus community.

In view of these multiple roles, all important, yet together far more than any couple could possibly fulfill, it was not surprising that the Duderstadts approached the inauguration with considerable apprehension--regarding it as less a celebration than as an execution. Indeed, the very term used to describe inaugurations, the "installation" of a new president, suggested bolting one into the leadership chair of the University for the ordeal ahead.



The Inauguration Speech



What are we getting into?
(Kathy, Susan, and Anne Duderstadt)

Just How Does One Become a University President, Anyway?

Despite the stress and rigor of the position, many people view a university presidency as the top rung in the academic ladder. Here one should also acknowledge that most faculty would tend to rank the presidency almost at the bottom, suggesting that anyone aspiring to such a position is surely lacking in intellectual ability, good judgment, and perhaps even moral integrity.

Yet the university presidency can be—or at least, should be—an important position, if only because of the importance of this remarkable social institution. It is therefore logical to expect that the selection of a university president is a careful, thoughtful, and rational process. In reality, however, the search for a president is a complex, time-consuming task conducted by the governing board of the university using a Byzantine process more akin to the selection of a pope than a corporate CEO. In fact, in public universities, presidential searches are more similar to a political campaign and election than a careful search for an academic leader.

Oh, the process begins rationally enough. Usually a group of distinguished faculty is asked to serve as a screening committee. They have the assignment of sifting through the hundreds of nominations of candidates to determine a small group for the

consideration of the governing board. This task seems straightforward enough. Yet it can be difficult in public universities because of the impact of sunshine laws—notably those laws requiring public meetings of governing bodies and allowing press access to written materials via freedom of information laws.

While the early stage of a presidential search is generally steered in a thoughtful way by the faculty screening committee, the final selection phase more frequently than not involves a bizarre interplay of politics and personalities, in both public and private universities. Trustees are lobbied hard both by internal constituencies (e.g., faculty, students, and administrators) and by external constituencies (e.g., alumni, key donors, politicians, and the media). Since the final body making the selection is usually small, strong personalities among governing board members can have a powerful influence over the outcome.

The politics of presidential selection becomes particularly intense for public universities, since their governing boards are themselves selected by a partisan political process—e.g., gubernatorial appointment or popular election. The open nature of these searches, dictated by sunshine laws, allows the media to have unusual influence not only in evaluating candidates but actually in putting political pressure on governing board members to support particular individuals.

In the end, the selection of presidents for most public universities has increasingly become similar to the public process to select school superintendents. Not only do all constituencies affect the process, but also each time the governing board changes its political stripes, the current president suddenly becomes at risk. Indeed, some would contend that with each political change of the governing board, the entire university administration—from president to vice presidents to athletics director—should also change, just as the White House administration changes with each change in political party dominance in Washington.

A quick review of the history of the University of Michigan, including the more recent oral histories of its leaders, makes it clear that Michigan is no exception to this strongly political process of presidential selection. Each presidential search at Michigan has been unique. Indeed, some have been truly bizarre. In fact, most Michigan presidents have not even been the Regents' first choice (including Henry Tappan and James Angell, perhaps Michigan's greatest presidents). In the end, the result of each search has been more a consequence of politics and personalities than any broader consideration of the University's needs or circumstance of destiny.

It has sometimes been suggested that the Regents of the University have been fortunate to have always selected the right leader for the times. Yet history suggests that the appropriateness of the choice of Michigan's presidents has been less due to any particular wisdom on the part of the Board of Regents than the ability of this remarkable institution to shape and influence its leadership for the times. And for this tradition all

should be grateful, since change inevitably happens in both rapid and unexpected ways in higher education.

Like his predecessors, the selection of Jim as the 11th president of the University of Michigan was highly dependent upon politics, personalities, and chance. What strange series of circumstances led to Jim and Anne's move into the President's House at 815 South University? Well, perhaps it is best to begin at the very beginning...

Chapter 2

The Early Years

Although the Duderstadts had spent almost twenty years at Michigan prior to moving into the white house at 815 South University, their route to Ann Arbor criss-crossed the nation. The path to Ann Arbor led from a small farmtown in Missouri to Yale University in the East, then back to a top-secret nuclear research laboratory in the mountains of New Mexico, then on to Pasadena, and finally back across the country again to Michigan.



The Duderstadt Family (1968)

Carrollton, Missouri, and Yale

Both Jim and Anne had grown up in Carrollton, a small farmtown (population 5,000) in central Missouri located about 70 miles northeast of Kansas City. Carrollton was located on the Missouri River, in the heart of some of the richest farmland in the world. Most of its residents were involved in farming in one way or another. Anne (then Anne Marie Lock) was raised on a farm. Although Jim's father was a highway paving contractor, his grandfather owned working farmland.

Although both Jim and Anne were the same age, Jim attended the public elementary school and Anne attended the Catholic school. They didn't meet one another until they entered Carrollton High School. Even then, although Anne was a cheerleader, and Jim

played football, basketball, and baseball, they never knew each other well until they both left for college.



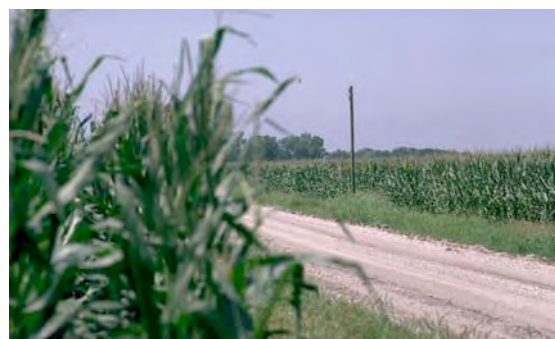
Carrollton, Missouri (at flood time)



The "old" Carrollton High School



The "new" Carrollton High School



The family farm

Actually, Jim and Anne didn't begin to date until the first summer after leaving for college. They had both returned to work in Carrollton during the summer, Anne in the local flower shop and Jim on a highway construction crew for his father's company. Summer social life in Carrollton, as in many small Midwestern towns, revolved around the local Dairy Queen (...quite literally, since just as in *American Graffiti*, young people would drive around and around the Dairy Queen looking for something to do ...). It was there that the two first noticed one another, then began to date, and eventually continued the relationship at a distance through frequent letter writing while separated at college.

Anne attended the University of Missouri in Columbia, graduating with honors with a B.S. in Home Economics in 1965. Her last year she served as a residence hall advisor for undergraduate students. During her college years, Missouri was a nationally ranked football power, with coach Dan Devine at the helm. Some years later, after they had married and moved to Ann Arbor, Anne's Missouri roots became apparent. In 1969 Devine led a powerful Missouri team into Ann Arbor that proceeded to soundly thrash a Michigan team led by a new young coach named Glenn "Bo" Schembechler. As Missouri scored its last touchdown in what was to be the worst beating a Schembechler-coached Michigan team was ever to experience, Anne stood up and cheered. Not a good

thing, since they were seated at the time among many of the Michigan faithful, including some of the senior faculty in Jim's new department. (It might be noted that one of Anne's classmates at Missouri in the 1960s was none other than Lloyd Carr!)

Jim headed east to Yale—primarily to play football. What?!!! When Jim graduated from Carrollton High School, few in his town had ever considered going out of state to college—in fact, Jim was the first ever to take the SATs. Largely at the encouragement of his family, he decided to apply to several of the more popular national universities, with a particular interest in Stanford (rather, California). However, since he suspected the odds of acceptance were long, he also applied to several other schools, including Northwestern and Michigan. When he learned that blue-blood schools like Yale and Harvard were located in New England rather than England (where he thought they belonged with Oxford and Cambridge), Jim also decided on a whim to apply to Yale, knowing absolutely nothing whatsoever about it. Surprise, surprise, when not only did Jim get an early acceptance to Yale (and Stanford, as it turned out), but he also received a *telegram* (the first he had ever seen) from the Yale football coach encouraging him to attend and play football. The thought of playing football at an exotic institution like Yale was just too enticing, although one of Dan Devine's coaches also called later to recruit him to Missouri.



Yale University



Yale's Old Number 71

So, sight-unseen, Jim was put on a plane the next September—his first airplane trip—flew to New York (again a first), and managed to find his way to Grand Central Station to take the train up to New Haven to enroll at Yale—and to start freshman football practice.



Yale's Vanderbilt Hall (freshman year)



Yale's Saybrook College (later years)

The old saying, "You can take the boy out of the country but not the country out of the boy!" strongly applied in Jim's case. Despite the prep school, blue-blood nature of Yale at that time, it had relatively little impact on Jim's social sophistication, although it certainly shook his academic confidence to the ground. After a shaky start, he managed to adjust to both the intellectual and social rigors of Old Blue—although football lasted only two years. In 1964, he graduated summa cum laude in electrical engineering and accepted an Atomic Energy Commission fellowship to attend graduate school at Caltech (turning down Stanford for the second time).

An academic aside here: A Yale "engineering" degree is a bit of an oxymoron. In fact, all undergraduates at Yale were required to take not only a broad liberal arts major, but they were also required to select a minor area of concentration in addition to their major. Since the minor and major concentrations had to be in different areas, Jim selected psychology as his minor area, with a specialization in child psychology. Many years later he realized that this minor concentration was of critical importance in his later assignments in academic administration—not so much for understanding students, but rather for understanding the faculty (stimulus, response, reward, reinforcement...).

During the summers while Jim worked on a highway construction crew in Missouri, Jim and Anne began to date. They eventually decided that a distance romance back and forth from Missouri to Connecticut would become even more problematic in California, so Jim and Anne became engaged during their senior year and were married shortly after their college graduations in June of 1964. After a short three-day honeymoon, they loaded up Jim's VW and headed for New Mexico, where Jim had a summer job working as a physicist at the Los Alamos Scientific Laboratory.



Jim and Anne Duderstadt (1964)



Leaving for Los Alamos (1964)

Los Alamos

In the mid-1960s, atomic energy was still shrouded in top-secret security classification. In fact, Jim was required to qualify for an A.E.C. “Q” security clearance even to receive an Atomic Energy Commission Fellowship. Needless to say, security was an even higher priority at Los Alamos, where the town adjacent to the Laboratory housing the families of lab employees had only been opened to the public the year before. In fact, families of visiting scientists like the Duderstadts lived in WW II vintage barracks dating from the days of the Manhattan Project.



Los Alamos Scientific Laboratory (1964)



Jim and Anne’s Los Alamos apartment

The only commercial establishments in the entire town were a Safeway store, a Baskin-Robbins ice cream shop, and the ABC Liquor Store. Not much for culture, although



Baskin-Robbins, Los Alamos



The ABC Liquor Store, Los Alamos

since it was the summer of the Goldwater-Johnson presidential campaigns, politics provided some entertainment. However, Los Alamos was located high in the mountains of New Mexico in the alpine setting of a national forest, so outdoor life provided some diversions.



The mountains above Los Alamos



The Valle Grande, Los Alamos

Even though the Duderstadts spent only a summer at Los Alamos, it did have some important later consequences. Jim worked in a technical group supporting the Rover nuclear rocket program. The Rover program was intended to develop and test rocket engines powered by nuclear fission reactors that would be required for a manned mission to Mars. During the mid-1960s, it was felt that the Mars mission would likely follow rapidly after the successful completion of the Apollo program to land a man on the moon—perhaps as early as 1980. Los Alamos was successful in designing, building, and static-testing a sequence of nuclear rocket engines at their Nevada test site—the Kiwi engine rated at 1,000 megawatts and the Phoebus engine rated at 5,000 megawatts (five times the power of a nuclear power plant). Jim worked on the test programs for these engines, and through this gained a strong interest both in nuclear power and spaceflight.



The Kiwi nuclear reactor test stand



The NERVA nuclear rocket

Since the nuclear rocket project was classified as secret, Jim was required to record all of his work in bound notebooks, which were then locked in a safe each evening when he left the Laboratory. This habit of recording his work—and his thoughts—in bound notebooks became a habit that he continued throughout his research as a faculty member and then later as an academic administrator. Today the shelves in Jim and Anne's home are filled with these notebooks, accumulating at a rate of several each year.

There was another consequence of the Los Alamos work. During the 1960s, as the United States became more heavily involved in the Vietnam war, the conditions for deferment from the draft became more and more restrictive. First Jim was deferred as a student; then this was replaced by a deferment due to martial status; then parental status with the arrival of the Duderstadts' daughters. Finally, in the late 1960s, even parental deferments disappeared. However, because Jim held a Q security clearance and had had access to classified nuclear technology at Los Alamos, he eventually received a deferment because of critical skills. In fact, after another summer research assignment at the AEC's other nuclear weapons laboratory at Livermore, Jim found that even his international travel became tightly restricted—one of the many reasons that the Duderstadts didn't make it to Europe for the first time until 1980.

Caltech

After the Duderstadts' summer experience at Los Alamos, they returned to Missouri to pile the rest of their belongings in their VW, and then off they went again across the country to Pasadena where Jim had an AEC fellowship to study at Caltech.



California Institute of Technology



Jim's Laboratory at Caltech

Like many Americans, Jim and Anne's image of Pasadena and Caltech had been formed by the television broadcasts of the Tournament of Roses Parade and the Rose Bowl, when the skies were blue and the San Gabriel Mountains ringed the city. It was quite a contrast when they arrived in late August in the midst of a smog alert that continued for weeks, blotting out the mountains and trapping the heat.

Jim began his studies in Engineering Science and Physics at Caltech, and Anne accepted a position as a manager at the J.W. Robinson's department store in Pasadena. They rented a small apartment in northwest Pasadena, only to find later that this was in the neighborhood where Pasadena's version of the Watts riots occurred in 1965.



J.W. Robinson's Department Store



The Duderstadt's first apartment in Pasadena

They moved after a year to an apartment complex close to the Caltech campus, where the Duderstadts would have their two daughters.



The Duderstadts second Pasadena apartment



Susan and Kathy at Caltech

Although Pasadena was an important chapter in the Duderstadt history—Anne’s job, Jim’s M.S. and Ph.D. degrees, the birth of the two Duderstadt daughters, Susan and Kathy—it was a remarkably short period of only four years. Part of the reason was the Vietnam war; the threat of the draft always lurking in the background provided strong motivation both for graduate students and faculty to complete their degrees as rapidly as possible. But it was also a time of ample job opportunities, with the space and defense programs in high gear and universities continuing to expand their faculties.

Jim took advantage of Caltech’s highly interdisciplinary character by earning his degrees in subjects spanning a range of topics in physics and mathematics. Since he completed his M.S. and Ph.D. in three years, his dissertation advisors suggested that he might want to spend an additional year as a postdoctoral fellow, broadening his research interests—and taking the next step toward a faculty position at Caltech. To this end, he applied for and won a prestigious AEC Postdoctoral Fellowship for the year 1968, with a generous stipend of \$1,000 per month, roughly three times that of his graduate student support. Jim and Anne felt so flush that they rented a small house right across the street from Caltech with wonderful gardens (including two large avocado trees that would periodically rain fruit on the roof of the house).



The Duderstadts’ Pasadena house



Susan and Kathy in Pasadena (1968)

Although Jim was interested in completing his postdoctoral appointment before considering more permanent employment, he did agree to two job interviews at the request of his Caltech faculty advisors: UC-Berkeley and Michigan. The Berkeley interview was hosted by the chair of their Department of Nuclear Engineering, Hans Mark, who was later to become Secretary of the Air Force and then President of the University of Texas.



Jim's Caltech commencement (1968)



The UM Department of Nuclear Engineering

The Michigan interview was more problematic. To be sure, Michigan's Department of Nuclear Engineering was not only the first such program established in this country, but also it ranked among the top such programs in the world. Despite this, Jim was not particularly enthusiastic about visiting Michigan to explore the opportunity. He agreed to do so as a favor to his thesis advisor, who told him that Ann Arbor was "nirvana," although not on the gray, drizzling day in March when he visited. When he was flying back to California after the interview, the department chair called Anne and told her they were going to make an offer. By the time Jim arrived back in Pasadena, Anne had already made up her mind. The Duderstadts were headed to Michigan.



Time to head east to Michigan!

Chapter 3

The Duderstadts at Michigan



The Duderstadt Family (1972)

Although Anne had accepted Michigan's offer in spring, 1968, Jim still had to finish the year at Caltech as an A.E.C. Postdoctoral Fellow. In November he was able to stop by Michigan on his way to Washington to receive the Mark Mills Prize for the outstanding dissertation in nuclear science. While in Ann Arbor he learned that the University was just completing some new housing units for married students, and that new faculty were occasionally permitted to rent some of these townhouse apartments until they found more permanent residences. This seemed like the simplest solution to the housing question, and so, in a sub-zero blizzard in December, 1968, the Duderstadts moved into the Northwood IV housing complex on the University of Michigan's North Campus.



Northwood IV apartments (1969)



Susan and Kathy looking at a front yard of mud

Interestingly enough, during the same week another new staff member joined the University: Bo Schembechler. Jim would joke later with Bo that the personnel department had mixed the assignments for the two of them; Bo was supposed to teach nuclear engineering, and Jim was to coach football.

Early University Life

For the next decade, Jim climbed the usual academic ladder, progressing through the ranks as assistant, associate, and then full professor of nuclear engineering. His department was ideally suited to the generalist approach of a Caltech education. It was small, research-intensive, highly interdisciplinary, and almost totally focused on graduate education. Its reputation allowed it to attract both outstanding faculty and graduate students of unusual breadth and ability. Hence, it was well-suited to Jim's roving interests, first in nuclear systems analysis, then to nonequilibrium statistical



The Phoenix Memorial Laboratory



Jim lecturing in nuclear engineering

mechanics, on to laser-driven thermonuclear fusion, next to supercomputers, and so on.

In 1971 the Duderstadts returned briefly to California, first for a brief period where Jim served as a visiting faculty member at Caltech, and then for several months when he

served as a Visiting Research Physicist at the Lawrence Livermore Laboratory. The Livermore experience was interesting from several perspectives. Jim was working in the top-secret Q Division, a group trying to develop the new technology of laser-driven thermonuclear fusion. Ironically, a small company in Ann Arbor, KMS Fusion, was also trying to develop this technology, in direct competition with the A.E.C. scientists at Livermore and Los Alamos. Both the classified and competitive nature of the work led to some bizarre situations. For example, Jim found himself forbidden to discuss his research with several Michigan colleagues who were consultants with KMS Fusion.

While many university faculty members focus on teaching only a few courses closely related to their area of expertise, Jim rarely taught the same course twice in a row. He enjoyed creating new courses and curricula, including one of the first courses taught at the University on microcomputers—the Apple II! Since he usually produced copious lecture notes for each of these courses, he soon shifted to writing textbooks to expand his pedagogical efforts.



Jim working on his research



Jim in his textbook mode

Jim discovered that he could leverage these efforts even further through television, and with the help of University media production facilities, he produced a number of televised or videotaped programs—including a “sunrise-semester” series on nuclear power that aired just about the time of the Three Mile Island nuclear accident. (He had to do a last-minute retaping of the program on nuclear reactor safety.)

Both the quality and quantity of his research and teaching were sufficient to propel him rapidly through the academic ranks, with promotion to Associate Professor in 1972 and to full Professor in 1975. He began to realize, however, that the traditional faculty role, while enjoyable for the moment, would probably not hold his attention for the long term. Indeed, he always had great envy and admiration for his more senior colleagues

who had been able to maintain both scholarly interest and momentum through the several decades of their careers. Perhaps it was his field of theoretical physics and mathematics that frequently led to burnout at an early age, or perhaps it was just a character flaw. In either case, Jim soon found his concentration and attention beginning to wander to other activities in the University.

Because most faculty members were loath to become involved in University service activities, Jim soon found himself not only appointed to but also chairing numerous faculty committees. Like most younger faculty, he tended to approach each assignment with an activist agenda. For example, when Jim chaired the curriculum committee for the College of Engineering, he eliminated half of the courses in the College catalog on the grounds that they were rarely taught. When he chaired the faculty advisory committee to the provost (first Frank Rhodes and then Harold Shapiro), he led the charge to improve the environment for research on campus. And when he served on the University's Budget Priorities Committee, he participated in the effort to downsize or eliminate a number of University departments and programs. In fact, Jim became sufficiently visible as an activist faculty member that he was elected to the leadership committee of faculty governance, the Senate Assembly Committee on University Affairs (SACUA). At that time, he probably would have considered eventually chairing that body as the high point of his career. But fate was to intervene before he could serve in this role.

Early University Leadership

Anne moved even more rapidly up the ladder in her areas of interest. Within a few months after arriving in Ann Arbor, Anne had been selected as the chair of the Faculty Women's Club Newcomers Group. This was a particularly important assignment, since during the 1970s, the Faculty Women's Club was the principal University organization that wove new faculty and their families into the community life of the institution. In this role, she rapidly developed friendships with the spouses of many campus leaders, including Sally Fleming, the First Lady of the University.



Anne and the Faculty Women's Club Newcomers



Sally Fleming and Anne

At the same time, Anne was determined to continue her studies. After taking several courses at Michigan, she decided to enroll in graduate studies in home economics in clothing and textiles at Eastern Michigan University and earned her M.S. degree in 1974.

Anne continued her active involvement in the Faculty Women's Club, and in 1984 was elected as its president. This was probably the ideal preparation for her later role as First Lady of the University, since she developed strong friendships with faculty and spouses across the University. In the process, she developed a strong sense of what was necessary to glue the campus together as a community. And it goes almost without saying that she also developed an exceptional ability to design and manage complex events.



Anne as President of the Faculty Women's Club



Anne as Social Chairman of the FWC

Through her experiences, Anne Duderstadt was probably far better prepared for service in University leadership roles than Jim was.

The Duderstadt Family

Like most faculty families, much of the Duderstadts' time during the 1970s and 1980s was spent in the all-consuming task of raising children in Ann Arbor. In 1970 they moved out of Northwood housing into a small house in south Ann Arbor, which was



The Duderstadts (1978)

to be their home for the next 25 years. Their two daughters were first enrolled in the Gay-Jay Montessori School and then in a sequence of public schools: Lawton Elementary School, Slauson Middle School, and Pioneer High School. The Duderstadts' home was selected, in part, because it was next to Lawton School. It was also next to the site where the buses picked up students for middle and high school, although their extracurricular activities usually kept Jim and Anne in the taxi business.



2282 Delaware Drive (summer)



2282 Delaware Drive (winter)

The Duderstadt daughters, Susan and Kathy, suffered from the “Ann Arbor Syndrome”, an over involvement in extracurricular activities. While they were young, they were involved in athletic activities, such as competitive swimming and figure skating, and in music, playing piano, violin, and flute.



Susan playing violin



Kathy playing piano

However as they grew older, their interests began to diverge.



The Duderstadt daughters: Susan and Kathy

Although Susan continued to swim competitively, she became increasingly interested in theater and vocal performance. She took voice lessons and appeared in a number of musical theatre productions in junior high school. Kathy went in a different direction,

becoming involved in an ever-widening range of athletics including gymnastics, cross-country, and track.



Susan Duderstadt



Kathy Duderstadt

While the Ann Arbor community encourages a broad range of interests while children are young, activities become intensely competitive as they approach the high school level. Susan focused her interests on theater and chorus. Kathy, however, continued to try to do it all: cross-country, gymnastics, track, marching band, concert band, and piano. In fact, at one point Jim had to visit the Pioneer High School principal to negotiate just how Kathy would divide her fall time among cross-country (she was team captain), the marching band (she was first flute), and AP chemistry lab.



Susan in "Annie Get Your Gun"



Kathy on the balance beam



Susan in "Music Man"



Kathy running cross-country

The broad interests of Jim and Anne's daughters necessitated strong involvement on their part. Beyond transportation, there were the hours spent at various athletic or performing events. In fact, Jim once suspected that his sudden flurry of book writing in the late 1970s coincided with the hours spent waiting between events at swimming and gymnastics meets.

Both daughters were also strong students, graduating at the top of their classes in both middle school and high school. Both won numerous awards—National Merit Scholarships, Westinghouse Science Talent Contest, and varsity letters. And both decided that they wanted to leave Ann Arbor for their undergraduate educations, since so many of their high school classmates would be enrolled at Michigan (and, of course, their parents would be nearby).



Susan's biophysics lab at Yale



Kathy's biophysics Science Fair project

Susan eventually ended up at Yale University, majoring in molecular biophysics and biochemistry, and becoming a stalwart in the Yale Glee Club. Kathy went to Harvard,



A Yale graduate



A Harvard graduate

initially majoring in astrophysics and competing in track (the heptathlon) and crew, but later switching to English Literature after a term abroad in Italy taught her that "a Harvard education was too valuable to waste on science".

Fortunately, both daughters decided to return to the University of Michigan for graduate work. Susan returned for a joint program in Michigan's Medical School and School of Public Health, leading to an M.D. and an M.P.H.



Susan as a UM Medical Student



Kathy passing her PhD candidacy exam

Kathy took a somewhat more complex route back to Ann Arbor. She joined the Peace Corps after Harvard, and she was accepted as part of the first group to go to Eastern Europe, to Hungary to establish an English language teaching infrastructure in Hungarian high schools.



Kathy in Hungary



Kathy's class in Hungary

After two years in the Peace Corps, she decided to switch back to science, and she enrolled in a Ph.D. program at Michigan in atmospheric chemistry. Like Susan, she decided against living in the President's House, and instead rented an apartment in Ann Arbor while she worked on her PhD.



Not another tour of duty...



How about atmospheric chemistry instead?

One of the perks of university faculty positions is international travel, usually associated with sabbatical leaves. However while their children were young, the Duderstadts believed that it was important to keep the family in the stable Ann Arbor environment, and they passed up sabbatical leave opportunities. As their daughters reached high school age, they did begin to travel more extensively in Europe during summer vacations. One of the most unique experiences was a month they spent as a family in a fortified French chateau near Chartres, while Jim gave lectures to scientists from the French atomic energy agency. The Duderstadt daughters were given a room in the turreted tower of the chateau—good preparation for their later roles as University princesses.



The chateau at La Breau



Susan and Kathy's room (tower) at La Breau

During the 1980s the Duderstadts began a pattern of taking the family to Europe for a few weeks each summer, just to travel around and see the sights. They would generally fly over on a cheap fare such as Icelandic Airlines, then rent a car, and drive their daughters on the Grand Tour. As the pictures below illustrate, these trips provided quite an education for all. And it was to be one of the experiences Jim and Anne would very much miss with their more constrained schedules in academic administration.



London



Stonehenge



Cambridge



Oxford



Paris



Chenonceaux



Pont du Gard



Rome



The Roman Forum



Florence



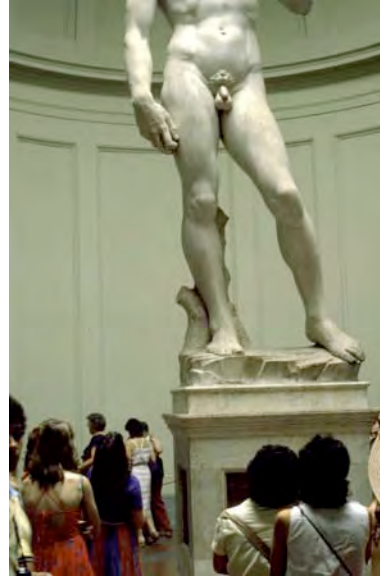
Slaying the Hydra



Mercury



The Sistine Chapel



David



Florence



Vienna



Garmisch-Partenkirchen (Germany)



Budapest

Deaning

One evening in the spring of 1981, while Jim was minding his business as a budding radical in faculty governance, he received a phone call at home late one night from Provost Billy Frye. Jim was offered a Faustian bargain to become dean of the College of Engineering, an academic unit with over 300 faculty, 6,000 students, and a budget of over \$100 million. At that time Jim's administrative experience was essentially zero. He had never been a department chair. He didn't even have his own secretary and had never supervised anybody other than Ph.D. students. He was also only thirty-seven and relatively unknown inside the College. However, he was also brash and naive enough to view this as an opportunity to correct all the deficiencies he had been complaining about for years as a faculty member. After some discussion, the Duderstadts decided that this was something Jim had to do, and he accepted.



Should I become dean?



The new dean and deanette

There was an interesting aspect to this offer and acceptance that was to occur again in the future. Most senior appointments involve negotiations, in which the candidate tries to negotiate both the best possible personal situation as well as resources for the unit to be led. In fact, one of the most important responsibilities of a dean, provost, and president is to conduct these negotiations successfully and land the candidate, much like a big fish on a light fishing line. However, when Frye made the offer to Jim Duderstadt, he simply responded with, "Yes, I'll do it. I trust you, and I know you will help later when I need it." This approach threw Billy Frye off balance, but as he was later to learn, Jim would indeed be back ... many, many times.



John D'Arms, Billy Frye, and Jim



The Dean of Engineering

The Duderstadts really didn't know what to expect with this new role. Actually, Anne had had more experience than Jim in the "upper reaches" of the University administration. But sometimes naiveté can be useful.

Like most of Jim's new jobs, the Dean's role started almost immediately. He was introduced to the Engineering faculty the next day, and two weeks later he moved into the Engineering Dean's office. Shortly after arriving early in the morning, Jim received a phone call from a vice president informing him that his first job that morning was to fire two 20-year employees who had been caught falsifying their travel vouchers. Ah, the fun of academic administration started immediately.

Throughout his first weeks, Jim met with each of the leaders of the college: its department chairs, associate deans, and key faculty. He was fortunate in assuming that he would be able to select his own team, and he surprised each of the associate deans by thanking them for their service and offering to help them return to the faculty. He then was able to talk several other young faculty members into joining him in the new administration, including Chuck Vest, who was later to become president of MIT, and Dan Atkins, who would later become dean of Michigan's new School of Information.



Chuck Vest

Dan Atkins

In his meeting with the department chairs, two of the most powerful chairmen, who had also been candidates for the dean's position, attempted the usual power play by threatening Jim that they would step down if they didn't get their way. Jim thanked them for their service and asked them for help in searching for their successor, leaving both a bit stunned when he left their offices.

Bill Frye had taken a chance by turning the leadership of the College over to the young Turks. In a similar spirit, Jim and his colleagues moved rapidly to restructure and rebuild the College. They first overhauled the salary program, then based primarily on seniority and rank, and instead moved to compensation based on merit. In the process they doubled the salaries of the College's assistant professors. They launched an aggressive effort to complete the move of the College to the North Campus, through a combination of building renovation, privately funded facilities, and a major state funded facility. In fact, Jim and Chuck Vest were allowed to go to Lansing to lobby directly for this engineering facility, thereby gaining the experience that would serve each later in their roles as provost and president.



The new EECS complex



The completed North Campus

During the brief five-year tenure in the Dean's Office, Jim's team was able to rebuild and re-energize the College. They completed the thirty-year-long effort to move the College to the University's North Campus, recruited over 140 new faculty, doubled Ph.D. production, tripled sponsored research support, and boosted the reputation of the College from an also-ran to one of the top five engineering schools in the nation. (Today, in 1999, it ranks 4th in the nation undergraduate studies and 3rd in the nation in graduate studies.) They also established strong ties with industry, including the effort to build one of the most advanced computer systems in the nation, the Computer Aided Engineering Network or CAEN, with the help of industry leaders.



The launch of the Computer Aided Engineering Network
(with Bill Poduska of Apollo Computers
and Steve Jobs of Apple Computer)

Working with such a young, energetic, and talented team to rebuild the College of Engineering was an exhilarating experience, but by the mid-1980s, they were beginning to wonder what they would do for an encore. Indeed, the College had undergone such dramatic change, that Jim and his colleagues worried that the solidification of its gains might require a different leadership style than the “Go for it” approach of the Duderstadt years.

Of course, there had been probes from elsewhere: a provost position at Virginia, a dean position at Caltech possibly leading to its presidency, even a probe about the Yale presidency (amusing for a gearhead). There also had been inquiries from industry about senior executive positions. But, in the end, the Duderstadts both believed that their home was Ann Arbor, and their institution was the University of Michigan.

Provosting

Once again, fate seemed to intervene. Following Provost Billy Frye’s decision to return to his alma mater, Emory University, as its provost, President Harold Shapiro launched a search for a new provost that eventually found its way to Jim’s doorstep. This experience should have served as a warning of what was to come on the next rung up the ladder of academic administration. The selection of a provost was usually a tightly guarded prerogative of the president, since the two must serve as a tightly knit team in leading the University. But Harold Shapiro decided instead to launch a major consultative process, complete with a broad-based search committee assisted by an executive search consultant or head-hunter, Jerry Baker, of Lamalie and Associates. For almost a year, this committee met with members of the University community, and with Jerry’s assistance, interviewed a number of candidates both internal and external.

As the search wound down, it became increasingly clear that the selection would be made from among internal candidates, and almost certainly be a dean. Among those mentioned were Terry Sandalow (Law), Gil Whitaker (Business), and John D'Arms (Rackham). Actually, high on Shapiro's list was Chuck Vest, then associate dean of Engineering, but it would have been difficult politically to pass over the other deans (including Jim).

A final decision was made during the week of spring break in 1986. Anne and the girls had already left for a week at Walt Disney World, while Jim first attended a meeting of the National Science Board in Washington. He was called out of the meeting for a phone call from Susan Lipschutz, Shapiro's assistant, informing him that he would be offered the provost position and asking him to fly back to talk with Shapiro. Hence, rather than flying on down to Orlando, Jim flew back to Ann Arbor to accept the offer (again, without any negotiation). When he called Anne about the position, she was not happy, since she knew all too well how difficult the role of provost would be. Her vast experience with University leaders led her to conclude that the position of dean was the best administrative job in a university, and that moving into the central administration would be stressful. How right she was!!!



Jim's farewell address to the College



The new provost and provostess

Looking back, Jim and Anne both realized that this last assignment was probably their downfall. Even as dean, one still retained considerable credibility with the faculty. Jim was still able to do research, direct research projects, and supervise graduate students—although he usually met with them during noontime jogging through the University's arboretum. Anne was able to maintain her network of friends while serving in important positions such as the president of the Faculty Women's Club.

However, once they had been trapped in the immense gravitational pull of the black hole of the central administration, it was almost impossible to escape. Within a few months after descending into the pit of the provost's office, Harold Shapiro announced his decision to leave for Princeton. Looking back, the Duderstadts realize now that they were probably doomed to sink to the bottom of the academic ladder—to the presidency itself.

Chapter 4

The 14th Month Pregnancy

When Harold Shapiro asked Jim to accept the position of provost at the University, he also asked him to commit to serve for at least five years. After all, Michigan provosts frequently have been lured into university presidencies (e.g., Roger Heyns to UC-Berkeley, Frank Rhodes to Cornell, Harold Shapiro to Michigan and Princeton, Chuck Vest to MIT, and Bernie Machen to Utah). Jim agreed, but with the understanding that Shapiro would also stay for that period. Imagine the Duderstadts' surprise, when, the day before Spring Commencement—and the completion of Jim's first year as provost—Harold pulled him aside at a reception to reveal that he and Vivian had accepted the presidency at Princeton. This not-altogether-unexpected announcement set off a chain of events that were eventually to sweep Jim and Anne into the Michigan presidency. But the period from Harold's announcement in spring, 1988 to Jim's inauguration in fall, 1989, was one of the most challenging in their lives. Anne describes the period best: "It was as enjoyable as a fourteen month pregnancy..."

The Provost Years

Jim and Anne tried to bring the same energy, excitement, and confidence about the future to their new roles in the provost's role that they had brought to leadership in the College of Engineering.



The New Provost Team

Within a few months Jim had not only launched a major set of planning activities involving every school and college of the University, but he had also launched a series of initiatives that would later define his presidency: a major effort to increase the racial diversity of the campus community (the Michigan Mandate), a series of initiatives designed to improve the undergraduate experience, an aggressive plan to improve the capital facilities of the University, a far-reaching effort to achieve leadership in the use of information technology, efforts to rebuild the natural sciences, and the restructuring of several key professional schools (including Dentistry, Library Science, and Education).

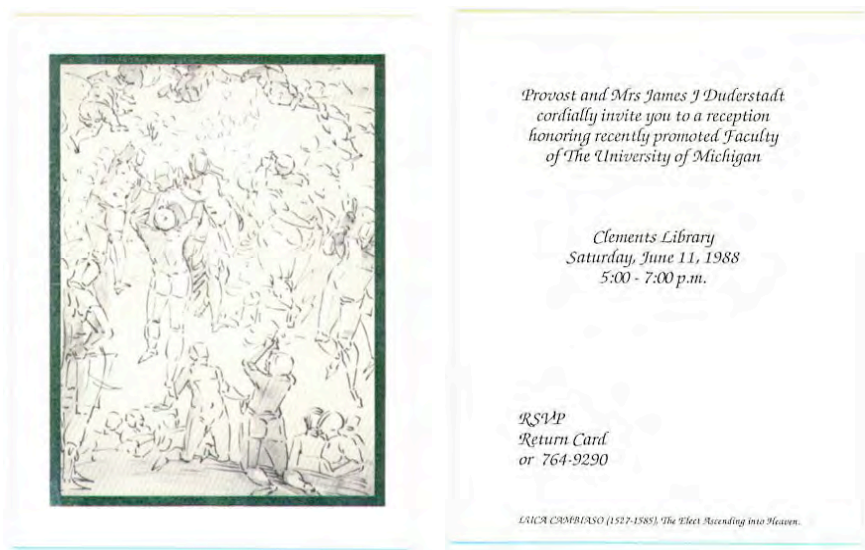


Jim and Big Al move in



And take over...

At the same time Anne, who had just stepped down as president of the Faculty Women's Club, designed and launched a similarly wide array of events for students, faculty, and staff to draw together the campus community. Within a few weeks following Jim's selection as provost, Anne had already established a new University tradition to honor newly promoted faculty each spring.



The invitation to the Duderstadts' first faculty promotion reception
(based on Lucia Cambirso's *The Elect Ascending into Heaven*
from the Clements Library collections)

One of Anne's early efforts involved a series of monthly dinners held at Inglis House to bring together 10 to 15 faculty couples from across the University. Here the intent was to provide faculty with new opportunities to reach beyond their disciplines, to meet new people, and develop new friendships. It also provided Anne and Jim with a marvelous opportunity to understand better what was on the faculty's mind. However, the logistics in designing and conducting the Provost faculty dinners, which were to become a University tradition, were considerable. This not only involved working with catering and clerical staff to design and conduct these events, but also developing a database capable of supporting the invitations to these monthly dinners.



Preparing the nametags



Hosting the faculty dinners



Provost Faculty Dinners



Anne's assistants: Patt DuCharme, Kathy, and Susan



Jim, Kathy, and Carole LaMantia at a Christmas reception in the Clements Library

Anne also took the lead in developing an array of events for other constituencies. For example, there was growing concern about the vast separation that existed between the Athletics Department and the rest of the University. This separation was depriving student-athletes of many of the important experiences that should have been part of their education. So too, it placed coaches in the awkward position of being decoupled from the rest of the institution.. Since the Athletic Director Don Canham was approaching retirement age, it was clear that building new bridges of cooperation and respect between the Department and the rest of the University could be of great benefit to achieving a smooth transition in leadership.

Anne decided to take on as a personal challenge the task of “mainstreaming” Michigan athletics. She began by arranging a series of events where student-athletes and coaches were brought together in various academic settings—museums, concert halls, and such. The goal was to stress that student-athletes were students first, and that coaches were, in reality, teachers. In the process of arranging and hosting these events, the Duderstadts began to realize that the isolation among sports programs was just as serious as the chasm between the Athletic Department and the rest of the University.



Anne, sandwiched between
Two Michigan Football players



A Provost reception for athletes in the Power Center



A reception for student athletes in the Power Center

Students and coaches enjoyed the opportunity to meet participants from other sports programs. Jim and Anne began to build relationships with coaches and Athletic Department staff, both through attending sports events and by getting to know them personally.

Anne also launched a series of events for the deans and executive officers of the University, including a kickoff potluck in September, a holiday reception, and a spring “thank God we made it through the year” dinner. Anne made a point of scheduling each of these events in a different part of the University, to demonstrate its remarkable diversity, e.g., the Museum of Art, the Museum of Natural History (“Dine with the Deans and the Dinosaurs”), the Law Club, the Music School, the new Chemistry Building, the new Solid State Electronics Laboratory, and the Clements Library.



Dining with Deans and Dinosaurs in the Museum of Natural History



Setting up for a multimedia spectacular in the Music School



A Provost's Dinner in the Music School (David Gregory speaking)



The Provost's Christmas Reception at the Clements Library



Big Al arrives!



Big Al and three deans: Peter Steiner, Joe Johnson, and Chuck Vest



Robben and Sally Fleming, Harlan and Ann Hatcher, and Big Al



Christmas party in the Clement's Library



Jim worn out...



Kathy and Jim at the Christmas reception

Acting President

As the activities of the Provost Office accelerated, the Duderstadts were also asked to take on additional responsibilities. Even during normal times, the provost position at Michigan was a particularly challenging one because of its broad range of responsibilities since the provost not only serves as the chief academic officer of the University but also as the University's chief budget officer. The provost was also second-in-command and thereby empowered to serve as acting president in the event of the president's absence. Such a situation arose late in 1986 when Harold Shapiro took a brief sabbatical leave, spent partly in England and partly in New York, working at the Ford Foundation. During this period, Jim served as Acting President in addition to his role as Provost.

The responsibilities in the new role of acting president began almost immediately, after only six months as provost. In late November Michigan upset a heavily favored Ohio State team to win the Big Ten Conference championship and a trip to the Rose Bowl. Ironically enough, Jim and Anne were attending "The Game", Yale vs. Harvard, when the Michigan score was announced. They suddenly realized that they would have the opportunity not only to attend their first Rose Bowl but to lead the expedition to Pasadena in the Shapiros' absence.



"The Game" – Harvard vs. Yale



The Rose Bowl

In late December, Jim and Anne were plunged into the weeklong series of events that swirl about the Tournament of Roses experience. Part of the difficulty was that nobody knew what was expected of them—or, indeed, of anybody else. Perhaps the only experienced hand was Don Canham himself, and he was not sharing his information.



The Presidential Suite of the Century Plaza



Jim working on his speeches

For example, Jim was told to show up to make a few remarks to a small Kiwanis luncheon in Pasadena. The address turned out to be in the Pasadena Civic Auditorium, and the "little luncheon" turned out to be a televised affair for several thousand, with each speaker introduced by cheerleaders and marching bands. Then, he found himself scheduled as a speaker at a similarly large affair at the Hollywood Palladium—sandwiched between Bo Schembechler and Bob Hope. (Jim learned an important lesson here: Just be brief, since no one will pay attention to the president amidst such celebrities anyway!)



The Pep Rally at the Century Plaza



New Year's Eve (on EST)

There was a certain homecoming character to the trip, since the Duderstadts were back in Pasadena. But, during their Caltech years, the closest they ever got to the Rose Bowl was avoiding the Rose Parade traffic on New Year's Day. To actually be involved as a participant in the Tournament of Roses activities was quite a new experience. Since the Rose Bowl was to be a frequent duty during their presidency (five trips), the Pasadena folks began to adopt the Duderstadts as former natives. Jim was even introduced once as the ultimate Caltech Rose Bowl prank: a former Caltech student who actually managed to infiltrate a Big Ten university, rise to the position of its president, and bring it back to Pasadena to lose in the Rose Bowl at frequent intervals. Of course, this introduction ran out of gas when the Duderstadts soon learned how to *win* the Rose Bowl.

The Rose Bowl trip was a harbinger of things to come. Jim and Anne learned that as long as they were in the leadership position at Michigan, they would never again have a normal Christmas holiday. Every year, the Michigan football team was destined to be invited to a bowl game somewhere. And, as part of the contract between the bowls and the Big Ten Conference, the president was required to attend a series of promotional events in the days preceding the bowl. So, like the football coaches, each Christmas holiday the Duderstadts would pack up their daughters—if they could convince them to go along—and trek off to bowl country somewhere.

Their first Rose Bowl was very much in the Michigan tradition. Michigan scored early and took a lead over Arizona State, only to lose by a touchdown in the final moments. As the Duderstadts walked out of the stadium in the gathering gloom of winter twilight, they felt the depression of yet another Michigan Rose Bowl defeat, which had been so characteristic of Michigan football during the Schembechler years.

There were other challenges during the brief time Jim spent as acting president. For several years there had been increasing racial tensions on the campus. The University had placed affirmative action issues high on its agenda during the 1970s. But it was clear that the University's focus on this agenda had been distracted by a number of other priorities during the 1980s, not the least of which was the extraordinary erosion in state support and the University's efforts to deal with this situation. Throughout the 1970s

and early 1980s most quantitative indicators of the progress of affirmative action objectives were declining. Minority student enrollments had dropped, and key minority faculty had left. Although there were occasional expressions of concern about the lack of University progress on these fronts, these were not sufficient to reorder University priorities until the late 1980s.

By the late 1980s this had coalesced into a movement known as the Free South Africa Coordinating Committee, or FSACC, led by a small group of graduate students in the social sciences. The group built most of their activism around the case for divestment of University holdings of stock in corporations operating in South Africa. But there were other issues including demands that the University establish Martin Luther King Day as an official University holiday, that it re-evaluate the manner in which tenure was provided to minority faculty, and that it discard the normal admissions requirements such as the use of standardized test scores. Although such activism continued at a fairly vocal level, it was stable, and it did not escalate until a series of events occurred in early 1987. This activism was generally manifested in occasional rallies on the Diag, angry testimony to the Regents at public comments sessions, or letters to the editor of the *Michigan Daily*. But the decline in minority enrollments (with black enrollments at only 4%), coupled with the loss of several key minority faculty members, was driving a growing sense of concern and frustration on the part of minority students, faculty, and staff.

Looking to the East

When Harold and Vivian Shapiro returned from their brief sabbatical in London and New York, racial tension on the Michigan campus was running high. Smoldering



The BAM protest



Harold Shapiro

racial tensions broke into flames with the Shapiro's return. The trigger event used by student activists was an incident in which an inexperienced disc jockey on the student-run closed-circuit radio station invited callers to tell their most offensive jokes, and a series of racially and gender offensive jokes were told on the air. Minority students and faculty were outraged. Hardly a week went by without a hostile article or an attack by a

legislator. Due to widespread media coverage, the events on the Michigan campus were receiving broad national coverage. It was clear that it was only a matter of time before constituencies off campus were drawn directly into the campus activities. And sure enough, Jesse Jackson, who was then running for president, seized the opportunity provided by the Michigan unrest to visit the campus, bringing with him a new list of demands that coalesced in a major rally in Hill Auditorium on March 17.

As if this series of emotional incidents were not enough, an even more tragic event occurred the next day when one of the most prominent Regents of the University, Regent Sarah Power, committed suicide by jumping from Burton Tower. It was the last straw. The events of the winter term--the Legislative hearings on campus, the disruption of the Regents meeting, and the Jackson visit--had already put great pressure on Harold and Vivian Shapiro. The Sarah Power tragedy was a particularly harsh blow, since Regent Power had been a very close friend of the Shapiros.

Earlier in the year Shapiro had been approached by Princeton University, first about the possible leadership of the Institute for Advanced Studies and then concerning the presidency of the university itself. He had responded on both occasions that he was not interested in leaving the University of Michigan. However, after the events in March, Princeton approached once again and Shapiro agreed to begin discussions with them and eventually reached agreement to accept the Princeton offer. In late April, shortly before University Commencement, Shapiro informed the Regents and Executive Officers of the University of his intent to leave.

Leading Behind the Scenes

When Shapiro's announcement became public, two things happened almost immediately that dramatically changed Jim and Anne's lives. First, there was a very rapid transfer of power from Harold Shapiro to Jim. Although Shapiro was determined to serve until the end of the year--in part to see through the completion of the current fund-raising campaign--it was also clear that he immediately was seen not only as a lame duck, but one destined to fly off to another pond. Anyone either on or off the campus who needed a decision or a commitment that would last beyond Shapiro's final months came to Jim, as not only the second-ranking officer, but also one who would be in place to honor the commitment after Harold's departure.

An aside here: The Duderstadts were to experience a different situation following their own decision to step down from the Michigan presidency and return to the faculty in 1995. Although they had expected that they would almost certainly experience some erosion of power during Jim's last academic year as a lame duck, in reality he continued to experience the full authority of the presidency until his last day in office. Indeed, any difficult issue or decision continued to find its way to his desk for resolution until the end. In retrospect, Jim believes that this sharp contrast with Shapiro's loss of power was due to the simple fact that the University community knew the Duderstadts were

committed to staying at Michigan. Hence, they continued to have full confidence in Jim and Anne's leadership. The moment Harold and Vivian announced they were intending to leave Michigan for Princeton, they were immediately viewed as outsiders, no longer part of the Michigan family.



Anne with Harold and Vivian Shapiro



A luncheon hosted by Vivian Shapiro

The second major change in the Duderstadts' lives was the recognition, both on their parts and on the part of the University community, that Jim and Anne were now viewed as leading candidates to replace Harold and Vivian--whether they believed this would actually happen or not--and whether they wished it to happen or not.

These two new facts of the Duderstadts' life--that they would, in reality, be playing the role of both provost and "behind-the-scenes" president, and that they would be continually under the microscope as a presidential candidate--made for a very stressful period indeed. In fact, Jim and Anne later concluded that if they had known the trials and tribulations they would face during the extended interregnum of the presidential search, they probably would have decided that the best course would have been to simply make a "Sherman statement" and pull back from the search.

But, again, this too posed a problem. It rapidly became apparent that there would be only one internal candidate in the search--Jim Duderstadt. In fact, the search process itself essentially consisted of comparing one external candidate after another against Jim to see if he could be bested. Perhaps this was good training for the "western sheriff" character of the modern presidency, but it was also a bit unnerving. Nevertheless, within a very short period, Jim and Anne concluded that they were into the search process far too deeply, and to withdraw would likely harm the University. They felt they had no choice but to stick it out until the end.

Part of the problem was the hapless nature of the search itself. The Regents were quite disorganized and spent the first several months skirmishing among themselves as to just who would lead the search and how they would organize it. They felt it important to educate themselves about the key issues in higher education and identify the leading candidates by traveling about the country talking with other university presidents. While this was a perfectly reasonable--indeed, laudable--objective, the personalities of

several members of the board rapidly proceeded to turn off most of the qualified candidates. By mid-fall, the search was in a shambles.

As the faculty search committee became more and more frustrated with the behavior of the board, they were finally able to persuade them to retain a search consultant, none other than Jerry Baker, who had conducted the earlier search for provost. Jim was delighted. Jerry was also a professional of extremely high standards and was quite familiar with the University. The fact that Jim knew Jerry quite well led to his hope that he would be able to track the progress of the search.

Leading the University during this period was quite a challenge. Aside from an occasional phone conversation with Jerry Baker, Jim was quite cut off from the search and the Regents. The last months of the Shapiro administration were complex, consisting of efforts to hold together the executive officer team and maintain the University, without undercutting Harold and Vivian. And swirling about it all was the endless speculation as to whether Jim Duderstadt would succeed Harold Shapiro. Each of his decisions or actions was analyzed by others from this perspective.



Jim and Anne host a farewell dinner for Harold and Vivian Shapiro

Fleming Returns

By early fall it became apparent that the search process was simply not moving ahead rapidly enough to have a new president selected and ready to go by the time Shapiro left for Princeton. The Regents turned their attention to the selection of an interim president, and they--and the University--were fortunate in being able to convince Robben Fleming to return for a few months. Jim and Anne were delighted by this choice, since they had great respect for the Flemings. Fleming was identified as the interim choice in the fall, which gave him an opportunity to come up to speed on the many issues affecting the University. It also provided Jim with ample opportunity to work with him and develop a close relationship that would be essential to operating smoothly through the transition.

While it was a duty above and beyond the call, Jim had the sense that Fleming was actually rather excited to be returning to the fray. He was wise enough to realize that

there was no way that he could master in such a short period the many complex issues involving the University or the many details required for its management. Fleming decided at an early stage to focus his personal efforts on a few issues that aligned with his strengths, and then rely on his executive officer team to handle the other details. Key among these were resolving the racial tensions that had developed during the last years of the Shapiro administration, the issue of a student disciplinary policy, and two key searches: athletic director and chief financial officer.



Robben Fleming



The Duderstadts and the Fleming's

While Fleming recognized that in many ways, Jim would be running the University behind the scenes, their relationship was such that if he felt Jim was headed in the wrong direction, he would tell him immediately so that they could re-evaluate, and if necessary, make course corrections. Working with Bob Fleming also gave Jim an opportunity to learn from his extraordinary people skills, particularly in handling adversarial situations.

However, the fall was a very exhausting period for the Duderstadts. When the Christmas break came, and the Shapiros packed off for Princeton, they were not at all disappointed to hold down the fort in Ann Arbor and let Bob Fleming lead the Michigan delegation to the annual bowl trek--in this case, the Hall of Fame Bowl in Tampa. Instead, after Christmas, Jim and Anne took their own break to California to spend several days in Carmel.

Crunch-Time

While Jim and Anne enjoyed working with Bob and Sally Fleming, the first half of 1988 continued to be very difficult for them. The task of maintaining the momentum of the University during the transition period was difficult. The newspapers carried continual speculation about the presidential search, including various rumors about the list of candidates.

During the search process, both Jim and Anne were asked to participate in a series of interviews for the presidency. Jim first met with the joint faculty-student-alumni committee. Then Jim and Anne both were asked to dine with the Regents comprising

the search committee at Inglis House. They understood that several external candidates were undergoing a similar process. But there were some unusual aspects of being an internal candidate. At one point Paul Brown, who as senior Regent was chairing the search, asked Jim if he would be willing to meet independently with Regent Deane Baker. He said that Baker had grown increasingly hostile to Jim, in part because of Jim's strong stance on affirmative action, and it was Brown's hope that having the two meet together could iron this out. Jim agreed, and a clandestine meeting between Baker and Jim was held in the Campus Inn--in the Ohio State suite, no less. The meeting was bizarre, with Baker stressing his belief that the Regents were, in effect, the University of Michigan, and the rest of University community--faculty and staff--were simply hired hands. It was clear from the discussion that Baker was manipulative, and he wanted to assure himself that he could control Jim if he ended up as president.

As the search approached its final stages in late spring, the papers became more active. And, ironically enough, the Regents began to isolate their search consultant, Jerry Baker, from their activities so that he was increasingly in the dark. The Duderstadts knew the Regents had narrowed the search to five candidates: Vartan Gregorian, head of the New York Public Library; Walter Massey, vice president at the University of Chicago and director of Argonne National Laboratory; Steve Sample, President at SUNY-Buffalo; James Baker, Deputy Secretary of the Treasury (and an ultra-conservative Republican that the Regents had agreed to leave on the list to humor Deane Baker); and Jim. However, in reality, it was also clear that the search had actually narrowed to Gregorian and Jim. Gregorian was flamboyant and charming--although without either the experience or management skills to handle an institution of Michigan's size and complexity. But it was also clear that his conversational skills and his jovial sense of humor had mesmerized several Regents. He was about as sharp a contrast with Jim's style as one could imagine.

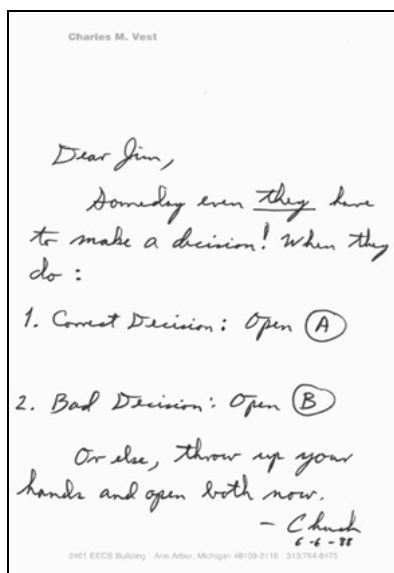
During the final days of the search, the rumors were running rampant that the Regents had made their decision to go with Gregorian and were in the process of negotiation. At the time, the Duderstadts were at their daughter Susan's graduation at Yale, and phone calls back to Bob Fleming and Jerry Baker did not do much to clarify the situation. They were also in the dark. Fleming felt that the Regents failure to keep Jim in the loop--both as provost and the lead internal candidate--was inexcusable. But he also said that his own dealings with the Board convinced him that most of the Regents were rather lacking in human sensitivities, so their behavior was not surprising.

These were rather depressing times for Jim and Anne. It was not that they had any real desire for the presidency. It was rather the recognition of their vulnerability. They had played a highly visible role in leading the University and sustaining its momentum since Shapiro's announcement of his resignation. If another candidate were selected -- particularly one as profoundly different as Gregorian--there would be strong pressures on them not only to step down from the Provost position, but to leave the University. Jim and Anne had long realized that one of the hazards of moving up the pyramid of

academic administration was that there was less and less room as one moved toward the top. They had been fortunate in being able to stay at Michigan as they made the ascent (descent?) from faculty member to dean to provost, but now that Harold had left, there was only one position left for Jim in the University: the presidency.

Not that leaving for another university was something Jim and Anne had not considered earlier. Indeed, from the early days as Dean of Engineering, Jim had been approached by many other institutions for their presidency. But they felt for many reasons, including the stability they wanted to provide their family, that they should stay at Michigan. By the time they approached the presidential transition, Jim and Anne realized that the best way to make certain they stayed at Michigan was for Jim to become president.

But from the rumors reported in the newspapers and the total silence from the Regents, the Duderstadts concluded that this was probably not in the cards. Then, the Sunday afternoon after the Duderstadts had returned from their daughter Susan's commencement in New Haven, Jim received a mysterious phone call from Regent Paul Brown, asking if he could meet him the next day at Inglis House. But there was absolutely no indication of the reason for the meeting. Jim called Jerry Baker that evening, and he too was totally in the dark. Both decided that the odds were about equal between two possibilities. Either Jim would be offered the presidency or told that Gregorian would be the next president.



Chuck Vest's Advice

So the next day, Monday, Jim went out to Inglis House, prepared for either possibility. He was met by Paul Brown and Tom Roach. After about 15 seconds of chitchat, they said that they were authorized by the Board of Regents to offer him the presidency. Not being one to beat about the bush, Jim said that he had made a personal commitment that if he were going to remain in the search until the end, it would be with the

understanding that if offered the position, he would accept it. But then Jim also said that there was another party that had to make a decision--Anne--since the presidency was a two-person position. He felt it important that they make a similar request to Anne. They agreed, and he then called Anne.

Anne had also realized that the Inglis House meeting could go either way. When Jim asked her to come out to join him, she expressed some relief--but also some anxiety. Nevertheless, she went over the Inglis House, and together, Jim and Anne agreed together to accept the presidency. They really had no choice!

However there was a technicality here. In an effort to comply with the state's Open Meeting's Act, the Regents had utilized a process of forming a sub-quorum subcommittee to conduct the actual search. They believed that to comply with the Act, it was best to conduct a public meeting of the full Board, in which Jim would be interviewed, then the search subcommittee would submit its recommendation, and the formal vote would be taken. In accordance with the Regents' Bylaws, they would have to post the announcement of this formal meeting 48 hours before it could occur. So the earliest this process could be concluded would be on Thursday.

Amazingly enough, Jim and Anne were able to keep a lid on this until the day of the Regent's meeting. In fact, the only potential leak might have been just that. The day before the meeting, a plumber fixing the kitchen sink of the Duderstadts' house overheard Jim making a phone conversation to confirm details of the Regents' meeting. He assured the Duderstadts that plumbers fix leaks--even "presidential leaks"--not spread them.

The next day, just prior to the Regents' meeting, Jim pulled the staff of the Provost's Office together and briefed them on the matter. There were probably more sighs of relief than sad farewells, since they too understood the alternatives all too well. The Regents' meeting itself was relatively noneventful. As Tom Roach said, the interview itself consisted largely of tossing Jim a few softballs, e.g., "What do you think the largest challenges facing the University are?" Each Regent had the opportunity to ask a question, and then Paul Brown, as chair of the search committee, introduced a resolution to appoint Jim as the 11th president of the University, and the Regents approved it unanimously.



Jim's public interview with the Regents

Since the Regents' meeting was public, there were enough folks in attendance to require the use of the anteroom. Beyond the Duderstadts' daughters, Susan, and Kathy, there were a number of their friends on the faculty. There were also a number of University personalities, such as Bo Schembechler. (Needless to say, Bo stole the headlines with statements like "He was my choice!")



Anne, Kathy, and Susan at the interview



Bo: "He's my choice!"

In general, there was a very positive reception to the selection, both on the campus and in the media.



Introducing the new first family

The University Record
For Faculty and Staff of The University of Michigan

Volume 43, Number 35 June 15, 1986

Duderstadt named to lead the U-M into 21st century

James J. Duderstadt, the University's chief academic officer, will become its 11th president Sept. 1.

Duderstadt, a professor of engineering and former dean of the College of Engineering, is currently president and vice president for academic affairs. He was elected president by the Regents at a special public meeting June 10.

Robert L. M. Brown, chairman of the Presidential Selection Committee, commented on the successful conclusion of the process. "When a largely and extremely competitive search for the 11th president of The University of Michigan, it became clear that the most able and best qualified person was our own president and vice president for academic affairs, James Duderstadt. We are very pleased and confident the University is exceptionally fortunate to have a man of Jim Duderstadt's extraordinary talents ready to accept this very important and

challenging as an exceptional administrator, distinguished scholar and scientific investigator, has received numerous awards for his research, teaching and service both at the U-M and with national advisory boards. A member of the U-M faculty since 1961, he served as dean of the College of Engineering from 1981 to 1986, overseeing major growth in academic activity, research and facilities.

As president and vice president for academic affairs since 1986, he has served as chief academic officer and chief budget officer with full responsibility for all academic, college, school and other academic units as well as monitoring the University's \$1.4 billion annual operating budget.

As president, Duderstadt will serve as an officer member of the Board of Regents and preside over its meetings. The members of the board are chosen



Presidential family works as a team

By Terry Gallagher
News and Information Services

During the frequent public interviews of James J. Duderstadt last Friday, Robert Philip H. Brown pointed out that "the University of Michigan president could neither afford to carry negative and sometimes critical family."

In his opinion, the new U-M president will have to be able to handle the family. Duderstadt's wife, Kelly, and daughters Anne and Jon, have plenty of experience providing the president's family with necessary support and, when necessary, criticism.

"We've always been very close to a team," Anne Duderstadt says. "That's why we have been able to do the job."

Anne Lock and Jon, 3, Duderstadt were high school students in Cambridge, Mass., when they met their father when he was at Yale and then at the University of Michigan, she reports. They were reunited after both graduated in 1964.

Anne Duderstadt earned a master's degree in staffing, public and related work from Eastern Michigan University in 1972. In more recent years, she has directed U-M courses in art history, music history, literature and theater in films, and has art history (Prof. Martin Eisenberg and Prof. Ernest Thirion) at the University of Michigan.

Conrad Duderstadt earned a master's degree in staffing, public and related work from Eastern Michigan University in 1972. In more recent years, she has directed U-M courses in art history, music history, literature and theater in films, and has art history (Prof. Martin Eisenberg and Prof. Ernest Thirion) at the University of Michigan.



The presidential family—left to right: Kelly, Anne and Jon—at the press conference June 10 following his election as the 11th president of the University.

more than 50 sections, where members meet in small groups to discuss issues in art, music, foreign languages, financial planning, history, theater and other subjects.

So the group was really for the benefit of faculty and administrators," Mrs. Duderstadt says. Now that the new family members joining the University are rarely, 40 percent women, the role

exists year at Harvard, where she is teaching in English. She was pursuing a degree in anthropology until she took a semester off to take part in the U-M program in Florence, where she became

The announcement of Jim's selection in the University Record

The Duderstadts were well known to the University community, and there seemed to be a sense of confidence in the direction that they would lead.

Back to the final stages of the search, for a moment, however. There has been a great deal of speculation as to whether the Regents did decide first to offer the position to Vartan Gregorian before falling back to Jim. It is known that Deane Baker, in his typically maverick fashion, called Gregorian and threatened him with lack of support. Gregorian soon afterwards accepted the presidency of Brown University. In a conversation with Jim years later, Gregorian told Jim that Deane Baker tried to discourage him from considering the position. In fact, after Baker threatened Gregorian over the phone, he also asked to speak to his wife to threaten her as well. But Gregorian's decision to pull out of the search went beyond Baker, and involved his own assessment of the intensely political nature of the Michigan Board of Regents and the difficulty he would have working with them. He felt that it would be very difficult to provide the strong leadership necessary for the presidency of a University as complex as

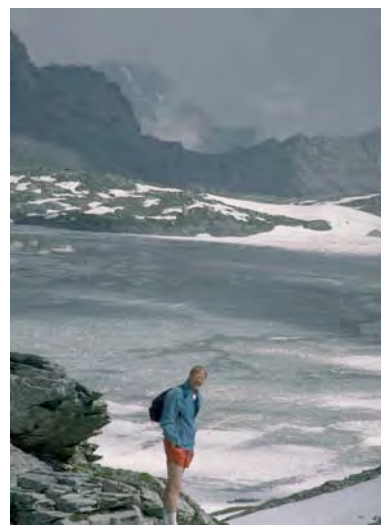
Michigan with a board that viewed their role more as politically elected “legislators” for the University rather than trustees supporting the institution and its president. So too he was concerned by the deep divisions on the Board and its wild oscillations with each election of new Regents.

Gregorian’s view was not unlike that of many others both within and external to the University. Indeed, shortly after Jim had been selected as president, he was visited by an editor of the *Detroit Free Press*, Joe Stroud. Stroud was a long time resident of Ann Arbor and a good friend of Bob Fleming and Harold Shapiro. He told Jim that his greatest fear for the University concerned the dangers posed by its Board of Regents, and he felt that this would be Jim’s biggest challenge. This concern was shared by most of the deans and executive officers of the University.

Several months earlier the Duderstadts had been invited by Bob Forman, Director of the UM Alumni Association to accompany a group to the Michigan Alumni Camp in Switzerland in late June. Hence, a week after the selection as president, the Duderstadt family was able to get away from the aftermath of the search and trek off to the high Alps. In fact, the only formal communication with the University during this trip was a fax reporting that the Michigan Court of Appeals



Anne on the Eiger



Jim escaping to a glacier

had ruled against the *Ann Arbor News* and the *Detroit Free Press* challenge and concluded that the Regents had indeed complied with the Open Meetings Act in the search.



The leaders of the UM Alumni Swiss Camp: Hobert Van den Bosch and Bob Forman

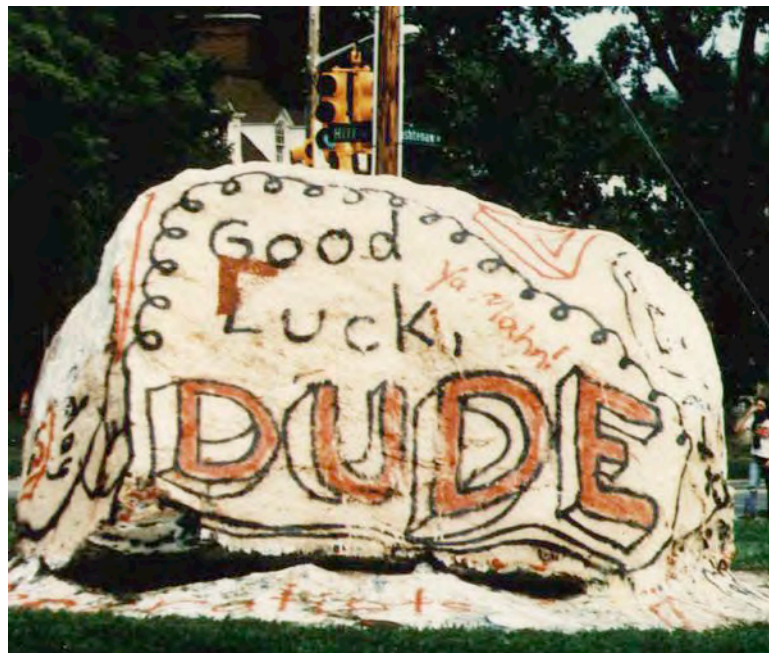


The Duderstadts in Switzerland



Susan and Kathy climbing in the shadow of the Eiger

The difficult task of leading the University through a transition between presidents had come to an end. And despite the long and somewhat confusing presidential search, Jim and Anne took pride that they had not only been able to keep the University on track during the transition, but also actually made some significant progress on an array of issues ranging from race relations to resource allocation to intercollegiate athletics. There was a certain personal toll, since they both entered the presidency a bit weary from this task. But their relief in being able to stay at Michigan and their excitement about the challenges and opportunities ahead, kept them in high spirits. (Perhaps, their blissful ignorance about just how challenging the months ahead also played an important role in helping them to approach their new roles with a spirit of optimism.)



The Duderstadts would need it!

Chapter 5

The First Year

The first year of a new presidency is always characterized both by excitement and unpredictability. Since the Duderstadts had been at the University for almost 20 years and furthermore had been serving in key University leadership roles for some time, they faced far less of a challenge in making the transition to the presidency. They were well steeped in the traditions and values of the University. Furthermore, since Jim and Anne had long standing relationships with the executive officers, deans, faculty, and staff, there were relatively few personnel decisions to make at the outset—aside from the important selection of a new provost.

After discussing the matter with Bob Fleming and the Regents, Jim set September 1, 1988 as his official start date, with October 4th selected for the inauguration. This would give them the summer months to get ready for the presidency, while finishing off the year's remaining responsibilities as provost.



The Duderstadts as Michigan's First Family (1988)

Preparing for the Transition

The summer was a busy one. Jim still had to complete the preparation of the budget in his role as provost. In this effort, he and Bob Fleming also had to beat back an effort by the governor to freeze the University's tuition levels. Fleming tried to be as helpful as possible in the transition. After consulting with Jim, he took the lead (and the heat) in putting into place during his last Regents' meeting the "speech code". While there would be relatively few personnel changes at the outset, both Bob and Jim realized that some changes needed to be made. Although Bob was willing to be the bad guy, Jim felt

it more appropriate that as incoming president, he assume the responsibility for these actions.

The two most significant appointments would be a new provost and a new chief financial officer. Fortunately, the search for a VPCFO had moved ahead during Fleming's interim presidency, with Jim's strong participation, with an outstanding result: Farris Womack, an experienced CFO from the University of North Carolina. Since Jim had been involved in the search, Womack was comfortable with his selection as president, and moved to Michigan to assume his new role at the same time that Jim started his presidency. The second key position, that of provost, would require an extensive search and consultation with the faculty. Hence Jim asked his Associate Vice President, Bob Holbrook, to wear the hat of interim provost during the search, although both of them (and the rest of the University) knew that Jim would be doing both the job of the president and the provost until the search was completed. During the course of the fall term, a faculty search process led Jim to select his old colleague, Chuck Vest, as provost. (Unfortunately, Chuck was only to serve for a year before being named president of MIT.)



Three provosts: Chuck, Big Al, and Bob



Farris Womack

Anne faced a different set of transition challenges for the summer months. A decision had been made to renovate the mechanical systems in the President's House between presidencies, and much of the house was torn apart during the summer as contractors installed new heating, ventilation, and air conditioning systems. The house was also scheduled for a series of modifications to make it handicap-accessible: a new side entrance ramp and a



Where is the side porch?

new handicap-accessible bathroom near the kitchen. Finally, a small amount had been budgeted to replace the carpet in the house, under the control of the interior design staff in the Plant Department. Although Anne entered the project too late to correct the design flaws in the HVAC and handicap-accessible projects—which were considerable and later to cause significant problems—she was able to capture control of the interior design effort and redirect it away from simply replacing the carpet and some of the furnishings.

She also faced a significant challenge in staffing presidential activities and events. This had long been a problem in earlier years, with constant turnover in the staff for the President's House and Inglis House. During the Fleming interim period, the decision had been made to simply let the Plant Department handle the custodial duties. Both houses had full-time managers, full-time cooks, and other staff for maintenance, gardening, and events. In addition, one of the secretaries in the President's Office had been assigned responsibilities for supporting the president's spouse. The cost, efficiency, and quality of this operation left much to be desired, and Anne faced the challenge of designing and developing a new system.

During August, Jim disappeared to his old North Campus office to begin to put together his strategy for the University. A word here about this North Campus retreat. Shortly after Jim had moved over to the Fleming Building in the role of provost, the College of Engineering had moved the Engineering deans' office from its temporary space in the Chrysler Center to grander quarters in the new Electrical Engineering and Computer Science Building. Since Jim's old dean's office—consisting of two small rooms and access to a conference room—was vacant, he persuaded Chuck Vest to let him continue to use this space as his "faculty office" in Engineering. Since the office was adjacent to the College of Engineering computing center, it had very strong computer support and network connectivity. This office was to prove invaluable as backup command center when the Fleming Building was under siege, e.g., from student protests or media

attention. It provided the perfect retreat for Jim's effort to plan the early stages of his presidency.

During the month of August, Jim used the office to lay out the key elements of his presidency. He wrote the key speeches he would be making during the year ahead to introduce his agenda, including his inauguration address. The walls of his office were covered with ideas and outlines for the themes for the years ahead and his vision for the future of the University.



Jim working on his speeches in the dean's office



Anne and the Inauguration Committee

In the meantime, Anne played a key role in the design of the Inauguration itself. Although many presidents, including Jim, would prefer to skip the formalities altogether, universities have long recognized the wisdom of inauguration events. Not only did they provide a new president with an opportunity to lay out a vision for the future, to set the tone, inaugurations also provided the university with visibility, attracting leaders from other universities, government, and business.

Jim's inauguration fell during a particularly busy period in early October. During the week, the Rackham School of Graduate Studies held its 50th anniversary events, with a major conference on Michigan's scholarly tradition (kicked off by an address on innovative scholarship by Jim). It was also the week of the annual faculty awards ceremony and the State of the University address given by the president.



Jim's first State of the University address

And it was the week prior to the Michigan-Michigan State football game, ensuring that most of state government would be in attendance at the inauguration.



Harold Shapiro and Jim: the passing of the torch



The noose is supposed to fit here? But I thought I had asked for a French swordsman...

Jim wasted little time in setting out his vision for the University during the week of inauguration activities.



Jim's Inauguration Address

His inauguration address put this as a challenge:

"The triad mission of the university as we know it today--teaching, research, and service--was shaped by the needs of an America of the past. Since our nation today is changing at an ever-accelerating pace, is it not appropriate to question

whether our present concept of the research university, developed largely to serve a homogeneous, domestic, industrial society, must not also evolve rapidly if we are to serve the highly pluralistic, knowledge-intensive world-nation that will be America of the twenty-first century?"

"Of course, there have been many in recent years who have suggested that the traditional paradigm of the public university must evolve to respond to the challenges that will confront our society in the years ahead. But will a gradual evolution of our traditional paradigm be sufficient? Or, will the changes ahead force a more dramatic, indeed revolutionary, shift in the paradigm of the contemporary research university?"

"Just as with other institutions in our society, those universities that will thrive will be those that are capable not only of responding to this future of change, but that have the capacity to relish, stimulate, and manage change. In this perspective it may well be that the continual renewal of the role, mission, values, and goals of our institutions will become the greatest challenge of all!"



The Duderstadt family as interested spectators



Chuck Vest and Anne at the Inauguration Reception



Jim, all alone at his inauguration

The Early Agenda

Fortunately, much of Jim's activity as provost had involved leading an extensive planning effort within the University. In countless meetings with faculty, students, and staff on campus, augmented with numerous discussions with external constituents, Jim began to focus on three themes for the future: knowledge, globalization, and diversity. Knowledge was becoming increasingly important as the key to growth and change. Information and telecommunications technologies were quickly breaking down barriers between nations and economies, producing an increasingly interdependent global community. As barriers disappeared and new groups entered the main stream of life, particularly in America, isolation, intolerance, and separation had to give way to pluralism and diversity. A new, dynamic world was emerging. If the University wanted to maintain the leadership position it had enjoyed for close to two centuries, it had to not only adapt to life in that world, but to lead the effort to define the very nature of the university for the century ahead.

Jim was aware of the long-held belief that each of the earlier presidents of the University seems to have been chosen--or perhaps was molded--by the challenges of the times. The 1950s and 1960s had been a time of dramatic growth, and Harlan Hatcher had led the great expansion of the University as it doubled in size and added two regional campuses. The late 1960s and 1970s were a time of great unrest in America, and Robben Fleming's wise and experienced leadership had protected the University and its fundamental values during these difficult times. While Harold Shapiro had positioned the University to adapt to a future of declining state support, his most important impact was in a different area. As both Vice President for Academic Affairs and then as President, Shapiro's commitment to academic excellence was intense and unrelenting. Indeed, it is no exaggeration to state that during Shapiro's era, the University first committed itself to serious academic excellence and developed a determination to compete with the finest universities in America for the very best faculty, students, and programs.

But Jim sought something beyond excellence. He embraced the University's heritage of leadership, first as it defined the nature of public higher education in the late 19th century, and then again as it evolved into a comprehensive research university to serve the latter 20th century. Jim became convinced that to pursue a destiny of leadership for the 21st century, academic excellence in traditional terms, while necessary, was not sufficient. Beyond this, true leadership would demand that the University would have to transform itself once again, to serve a rapidly changing society and a dramatically changed world. And it was this combination of leadership and excellence that he placed as a vision and challenge to the University.

The challenges to this vision of leadership were great. Throughout the 1970s and 1980s, state support of the University had deteriorated to the point where it provided less than 20% of the University's resource base. The Ann Arbor campus, ranking as the nation's largest with over 26 million square feet of space, was in desperate need of extensive renovation or replacement of inadequate facilities. Although the fund-raising efforts of

the 1980s had been impressive, the University still lagged far behind most of its peers, with an endowment of only \$250 M, clearly inadequate for the size and scope of the institution. There were an array of other concerns, including the representation and role of women and minorities in the University community, campus safety, and student rights and responsibilities. So, too, the relationships between the University and its various external constituencies--state government, federal government, the Ann Arbor community, the media, and the public-at-large--needed strengthening. And all of these challenges would have to be met while addressing an unusually broad and deep turnover in University leadership, in which many executive officer, dean, and director positions throughout the institution would change.



Time to lead this place into the 21st Century!

A Philosophy of Leadership

There are numerous approaches to university leadership. Some presidents adopt a fatalistic approach, believing that the university is basically unmanageable. They instead focus their attention on a small set of issues, usually tactical in nature, and let the institution essentially evolve in a nondirected fashion in other areas. For example, they might pick a few things to fix every few years or so--state relations or private fundraising or student life. This *laissez faire* approach assumes that the university will do fine on its own. And most institutions can drift along for a time without strategic direction.

Over a longer period of time, however, a series of tactical decisions will dictate a *de facto* strategy that may not be in the long-range interests of the university. At Michigan, for example, a sequence of such tactical resource allocation decisions during the 1960s led to an investment in a number of programs, e.g., dentistry, education, natural resources, that were to experience major enrollment losses in the 1970s. Because the University did not have adequate mechanisms in place to adjust resources as enrollments dropped, these led to serious problems by the 1980s when resources became more limited. While these decisions leading to selective growth in these units may have responded to the

tactical situation at the time, they were not guided by a broader strategic vision of the future of the University.

Jim believed that a far more strategic approach to leadership was necessary for the last decade of the 20th Century. He also preferred a far more opportunistic approach to leadership. To this end, he aimed at developing flexible strategies that avoided rigid paths (“deep ruts”). These would best position the University to take advantage of windows of opportunity to pursue well-defined objectives. In a sense, he utilized an informed dead-reckoning approach, in which his leadership team selected its strategic objectives (where the University wanted to go) and then followed whichever path seemed appropriate at the time, possibly shifting paths as strategic plans were updated and as additional information and experience indicated.

Perhaps, because of his background as both a scientist and an engineer, Jim’s leadership style had an additional characteristic. He never assumed that the planning framework was rigid. Rather, Jim believed that what might appear first as constraints could, with skill and cleverness, frequently, be transformed into opportunities. The key was to begin with the challenging question of asking what one could do to modify the planning environment, to never accept the status quo as limiting the University’s options.



The New Prez

He realized that it was not appropriate (or possible) to manage centrally an institution of the size, complexity, and diversity as the University of Michigan. But he did believe in the importance of establishing institutional priorities and goals and instituting a process that encouraged leadership at all levels of the University to move toward these

objectives. Jim sought an organization with strong decentralization of authority, but strong central strategic direction and information.

Jim's approach to leadership involved three quite distinct phases: consultation, positioning, and transformation.

Phase I: Consultation

The early phase involved setting the themes of challenge, opportunity, responsibility, and excitement. During this phase, Jim and Anne spent much of their time meeting with various constituencies both on and off campus—with students, faculty, and staff, with alumni and friends, with people throughout the state, the nation, and the world. They listened to their aspirations and concerns, challenging them, and attempting to build a sense of excitement and optimism about the future of the University, in hundreds of meetings both on and off campus. This was a period of listening, learning, and thinking.

They sensed the extraordinary quality and excitement "out in the trenches", among the faculty staff, and students of the University. They found individuals deeply committed to quality teaching, scholarship, and service. And they began to understand more clearly the very special nature of the University of Michigan, of its extraordinary intellectual breadth and the diversity of teaching and research.

Phase II: Positioning

The second phase of the Duderstadt leadership, while not so public, was far more proactive. Together with dozens of groups, comprised of hundreds of faculty, staff, and consultants, a strategic plan was developed to position the University for a leadership role. This plan, given the code name *Vision 2000*, was then executed through a broad array of initiatives.

During this period some of the most important strategic directions of the University were established: e.g., the Michigan Mandate, rebuilding the University, financial restructuring, the Campaign for Michigan, state and federal relations strategies, the research environment, the undergraduate experience, and student life. Associated with these initiatives was the recruitment and appointment of key leaders at various levels of the University, from executive officers and deans, to chairs and directors.

Largely as a result of these efforts, the University would grow rapidly in strength, quality, and diversity during the early 1990s. One by one, the various goals of Jim's strategy were achieved. Yet, even as the strategy was executed and the university moved ahead, there were growing concerns. To be sure, it would be possible to take great pride in what the Michigan family—faculty, students, staff, alumni, and friends—would accomplish during the early years of the Duderstadt administration. Working together, Michigan would be positioned as one of the leading universities in the world.

But increasingly Jim realized that the University had been strengthened within a 20th Century paradigm, and that this century was rapidly coming to an end.

Hence Jim began to challenge the University, to question whether the university that had been built, the paradigms in which it had so excelled, would remain relevant in a rapidly changing world. The America of the twentieth century was a nation characterized by a homogeneous, domestic, industrialized society—an America of the past. Our students would inherit a far different nation—a highly pluralistic, knowledge-intensive, world-nation that would be the America of the twenty-first century.

It was during this second phase that Jim became increasingly convinced that higher education was entering a period of significant change. Hence by the early 1990s, he began to shift the University into a third phase, evolving from a positioning effort to a transformation agenda.

Phase III: Transformation

Jim became increasingly convinced that the University faced a pivotal moment in its history, a fork in the road. Taking one path could, with dedication and commitment, preserve the University as a distinguished--indeed, a great--university, but only one among many such institutions. However he believed there was another path, a path that would require great vision and courage in addition to dedication and commitment. By taking this second path, the University would seek not only to sustain its quality and distinction, but it would seek to achieve leadership as well.

Jim believed the University could--and should--accept its heritage of leadership in public higher education by taking this second path. He saw the 1990s and beyond as a time similar to that extraordinary period in the late 19th century when the University of Michigan was a primary source for much of the innovation and leadership for higher education. He became convinced that the University had the opportunity to influence the development of a new paradigm of what the university would become in 21st Century America, a new model capable of responding to the changing needs of both the state and the nation. But this would require clear vision, an unusual commitment to excellence, and strong leadership.



Selling the plan ...

Hence the strategic focus shifted from building a great 20th Century university to transforming Michigan into a 21st Century institution. A series of key initiatives were launched that were intended as seeds for a university of the future. Certainly highly visible efforts such as the Michigan Mandate and financial restructuring were components of this effort. However, beyond these were a series of visionary experiments such as the Media Union, the School of Information, the Institute of Humanities, the Global Change Institute, and the Office of Academic Outreach that were designed to explore new paradigms for higher education. Since several of these initiatives were highly controversial, such as a new form for decentralized budgeting that transferred to individual units the responsibility both for generating revenues and meeting costs, it was important that the president return to a more visible role. In a series of addresses and publications Jim began to challenge the University community, stressing the importance of not only adapting to but also relishing the excitement and opportunity of a time of change. In the process, he also learned the wisdom expressed centuries ago by Machiavelli:

“There is no more delicate matter to take in hand, nor more dangerous to conduct, nor more doubtful of success, than to step up as a leader in the introduction of change. For he who innovates will have for his enemies all those who are well off under the existing order of things, and only lukewarm support in those who might be better off under the new.”

An Active Fall



So, what should we do first?

In late August, Jim moved officially into the Office of the President. Actually, his “move” consisted of bringing down his computer, since he had learned long before that in highly public positions such as a university presidency, it is best that one avoid making any major—and expensive—alterations in the office of one’s predecessor. In fact,

a cardinal rule among long-serving presidents is never to spend significant resources in renovating the president's office, the president's house, or the president's box at the football stadium. Too many presidents have foundered on these rocky shoals.



Walking to the President's Office



Let's think about this a bit ...

The fall term started off with a barrage of activities. In addition to major events such as the inauguration, the Duderstadts faced a packed calendar of receptions, dinners, trips to visit with alumni and donors, meetings with students, faculty, and staff, in addition to an intense schedule of events they were expected to plan and host themselves. It was almost as if the University had awoken after the 18 month hibernation between presidents, and it was now hungry and anxious to get on with the hunt.



Jim sizing up the situation



Meeting with student leaders

The first year was an exceptionally active one. Jim's inauguration was only one of many highly visible events for the University. The Rackham Graduate School celebrated its 50th year with a major symposium on Michigan's impact on higher education--an opportunity Duderstadt used to address the issue of intellectual change. The football

team won the Big Ten championship and then beat USC to win the Rose Bowl. In the winter term CBS News chose to broadcast its entire morning news program live from Ann Arbor. The men's basketball team, led by an interim coach, Steve Fisher, won the NCAA championship. The Alumni Association introduced the Duderstadts as the new first family of the University to thousands of alumni across the nation in a live television broadcast via satellite to over 50 cities. And Jim continued his themes of leadership and change in commencement addresses at both Michigan and Caltech.

Jim's leadership team was both action- and results-oriented. Hence, even as he was setting the key themes that would characterize his leadership of the University, key initiatives were being launched to move the University in these directions. One of the earliest such efforts was the Michigan Mandate, a bold, strategic effort to change the University in such a manner as to enable it to more faithfully reflect the rich racial and ethnic diversity of American society among its students, faculty, and staff. But, beyond this, the Michigan Mandate was based on the premise that academic excellence and quality education in an increasingly diverse world would demand that the University itself embrace diversity as one of its highest priorities. Through an extraordinary series of actions, including the deployment of considerable resources, the University embarked on a course which would double the number of underrepresented minorities among its students, faculty, and staff over the next five years and rapidly place it in a position of leadership in higher education in its effort to build a multicultural learning community.



Announcing the Michigan Mandate in Detroit



The Martin Luther King Day march



Jim, marching in the MLK Day march



Jim, making the case for the Michigan Mandate

Led by Provost Vest and Vice President Womack, the University also launched a series of cost containment actions, including a major total quality management effort in the University Hospitals that, together with the completion of the new Adult General Hospital, was to position it as the most financially successful medical center in the nation in the 1990s. A series of strategic efforts to improve both the environment and incentives for sponsored research, coupled with an aggressive federal relations effort in Washington, stimulated rapid growth in the University's research grant activity. During the next three years it rose from 7th to 1st in the nation in its success in attracting research grants, surpassing MIT and Stanford, and earning the accolade as the nation's leading research university. And, even though the fund-raising campaign of the 1980s had just ended in 1987 with the completion of its \$180 million goal, the Duderstadt administration quietly prepared to launch a new campaign in the 1990s that would aim at raising \$1 billion--an amount unprecedented for public higher education and matched by only three private universities.

Of course, all was not complete calm. There was still considerable activism on campus concerning racial issues, although Jim's swift and energetic launch of the Michigan Mandate began to rapidly build support for this more positive agenda. Led in part by partisans of Wayne State and Michigan State, the Legislature launched another of its regular attacks on outstate enrollments at the University. And Governor James Blanchard attempted--unsuccessfully--to force the University to freeze its tuition levels even as he dropped state support even further in an effort to salvage the Michigan Education Trust, a "pre-paid tuition plan" that was seriously underpriced in order to gain political support.

Yet, it was also clear that the University was building on the momentum of the Shapiro years, gaining strength rapidly, and moving rapidly toward the compelling vision set out by the Duderstadt administration.

One of Jim's first formal athletic duties occurred the day after his inauguration as president at the annual Michigan-Michigan State football game. It had been a long-standing ritual for the presidents of both institutions to meet in the center of the field just prior to kickoff, and to exchange the game ball which had been run from East Lansing to Ann Arbor (or vice versa) by university fraternities to raise money for charity. At the reception prior to the game, MSU President John DiBiaggio suggested that to spice up the ceremony, he would throw Jim a pass rather than hand him the ball. Jim groaned, since as an ex-tackle, he was never very adept as a receiver. He could imagine that his first official act as president would be to drop a pass in front of over 100,000 Michigan fans.



Jim, facing the challenge of catching a pass from MSU



Some expert advice from Tom

Fortunately, he was able to take advantage of some excellent consultation. That weekend, the great Michigan team of 1942 was being honored, and whom should Jim find himself sitting next to on the sideline prior to the ceremony but the great Tom

Harmon. He provided the best possible advice: "Just relax!" It worked. Jim caught the pass. And Michigan went on to thrash Michigan State on its way to a Big Ten championship and a trip to the Rose Bowl.

Some Winter Surprises

Although winter is usually a relatively quiet time in "good, gray Michigan", the Duderstadts' first winter in the presidency did have some special moments. Early in the year, CBS Morning News selected the University as the site for a live broadcast for one of their two-hour morning programs. CBS was intending to visit several campuses throughout the year, and as a highly visible public university, Michigan seemed like a good place for one of their first programs. In fact, they began the broadcast by noting that the University of Michigan was "an institution that simply competes in a different league than most of its peers in higher education". While the University enjoyed the publicity, there were also concerns about student



CBS Morning News arrives on campus

demonstrators using the live broadcast to push their particular agendas to the world.

Fortunately, the University was saved by the weather. On the day of the broadcast, the temperature dropped below zero, and the campus was frozen solid. Student protesters were nowhere to be seen. CBS decided to spice up the program with various on-location visits (e.g., a student residence hall room, the Michigan Marching Band playing a frozen version of the Victors in front of Burton Tower) and live interviews with Michigan personalities such as Bo Schembechler, Tom Haden (former founder of the SDS), and Roger Smith (then CEO of General Motors). Jim was also interviewed at the beginning of the program by co-host Kathleen Sullivan. As he faced the live cameras, he realized that he had a rare opportunity to destroy his entire career with a mis-statement. Sullivan did her part to make things even more exciting by suggesting in her first question that the Michigan campus was plagued by racism!

One of the major surprises in the spring of 1989 was, of course, the Cinderella story of Steve Fisher and the Michigan basketball team's success in winning the NCAA championship. The climax of the NCAA men's basketball season, the Final Four, was

one of those cosmic events which becomes a command performance for the president. However, unlike a bowl trip, in which one has a month or more to prepare, the Final Four descends on one at the very last minute. The final games sending teams to the Final Four occur the week before. Hence there was always a certain spontaneity—and almost panic—surrounding the event.

The Duderstadts had an interesting television experience later in the term, when they hosted a live satellite broadcast from the President's House to UM Alumni clubs in 50 cities across the country. The President's House was crammed with equipment—lights, cameras, and cables—and a large satellite dish was set up in the driveway. Although the broadcast came off smoothly, the house was a shambles afterwards. Fortunately, however, Anne had already developed her plan for renovating the interior of the house, and this was scheduled to begin after the broadcast.



The satellite broadcast



Television from the White House

Springtime and Commencement

The Duderstadts finished off their first year in the presidency with a series of commencements: at Michigan, Harvard, and Caltech. Of course, the president was always the master of ceremonies at Michigan commencements. However there has been a long tradition that a new Michigan president also gives the commencement address at his or her first spring commencement. This was not something Jim was looking forward to, since during the recent years of commencement exercises held at Michigan Stadium, the students had become increasingly poorly behaved. In fact, the year before, the graduating students had embarrassed the commencement speaker by launching the chant, "Boring, boring, boring, ..." during his speech.

To avoid this, Jim crafted a flexible speech that could be drastically shortened on the fly should the attention of the graduates wander. Since Michigan spring commencement is generally on the first weekend in May, the weather can be unpredictable. In this case, although it was dry, it was also quite cold, and everyone appreciated a relatively short speech.



Jim giving the UM Spring Commencement address

Several weeks later, the Duderstadts found themselves on the other end of a commencement ceremony when they attended their daughter Kathy's commencement at Harvard. Since Jim and Anne had close ties at Radcliffe—Linda Wilson, former UM VP-Research was the Radcliffe president and Robin Jacoby, Jim's former assistant to the president was Radcliffe's vice president for development—they had excellent seats, right behind German Chancellor Helmut Kohl, whose son was in Kathy's class. Just prior to the Harvard ceremony, they spent several days at Jim's 25th Class Reunion at Yale.

The finale of the commencement season occurred at Caltech, where Jim was the commencement speaker. He gave a somewhat more serious version of the address he prepared for Michigan, and since Caltech students tend to be more attentive at such events, they listened and appeared to appreciate his remarks. The Duderstadts were put up in the famous Albert Einstein suite at the Caltech Athenaeum the night before commencement. Although interesting from an historical standpoint, it wasn't air conditioned, and the Duderstadts were awakened the next day by the traditional Caltech call to commencement: a deafening rendition of Wagner's "Ride of the Valkyries".



Jim at Caltech



Jim giving the Caltech Commencement address

Chapter 6

Living in the White House

Bahooga...Bahooga...Bahooga!!! What is that horrible noise? And at 3:00 in the morning, no less!

Gad. The burglar alarm again. Well, let's check it out. Ah, the intrusion alarm has been triggered in Sector 12. Let's see now, that's the back study--just about as far from the bedroom as you can get in the President's House. And isn't that where the alarm triggered last month, all because a spider walked across the sensor?

Now the phone is ringing. Probably Public Safety. "Yes, this is the President speaking. And, yes, my wife and I are OK. Probably just another spider. You want to come over and check it out. At three in the morning? It's required by your procedures? Oh, well, I'll get dressed and come down to let you in. "

Another sleepless night in the house from hell...

First Impressions

Ah, the joys of living in the President's House. Probably like most residents of Ann Arbor, the Duderstadts used to drive by the stately white house at 815 South University and wonder what it must be like to live there. The oldest building on the



815 South University, The President's House

University campus, and one of the largest and most distinguished looking houses in Ann Arbor, the Italianate structure had been home to essentially all of the University's

presidents for almost 150 years. And from the outside, it looked elegant, tranquil, and exactly what one would expect as the home for the University's first family--the "White House" for Ann Arbor.

Yet, as Jim and Anne were soon to learn after accepting the Michigan presidency, the external appearance of the house was deceptive, to say the least. Indeed, their first visit to the house after being named as Michigan's next president was during the course of a massive renovation project. The front yard looked like a battlefield, with trenches all around. As they entered the house, they noticed a large toilet sitting quite prominently in the dining room.



A toilet in the dining room?



Trenches surrounding the house

The President's House at Michigan is one of the original four houses constructed to house faculty when the University moved from Detroit to Ann Arbor in 1837. While the other three houses were used in various ways and eventually torn down, the house at 815 South University became the residence of the University's first true president, Henry Tappan. It became a custom for the president to live in the house, and over the years the house expanded in all directions.

For example, James Angell refused to move to Ann Arbor until the University installed indoor plumbing. President Ruthven, an enologist, added a conservatory room that could house the cases for his collection of snakes. The rather simple two-story structure acquired additional rooms, wings, and even a third story. By the 1980s, the house had grown to a 14,000 square foot complex. As Jim and Anne were fond of telling dinner guests, you could find comfort in any direction, up or down, since the house had 9 bathrooms!

But this random expansion led to challenges. First, the house had never been designed as a family home but rather as a public facility. Indeed, essentially all of the first floor of the house was public space--living room, dining room, dining porch, music room, library, and catering kitchen. Most of the personal living of the President was in a rather small apartment on the second floor (bedroom, sitting room, and bath). The remaining

rooms on the upper floors were intended as guest bedrooms, although family members had used them in the past.

The house had evolved to accommodate the imperial presidential style of a time long past. At one time live-in staff had served the President. Prior to Jim's presidency, the house continued to enjoy an extensive staff including a facilities manager, a full-time cook, an upstairs maid, cleaning staff, and gardening staff. Yet this was a pattern that could simply not be continued in the more egalitarian atmosphere of the 1990s.

Hence, when staff turnover between presidencies allowed restructuring, the Duderstadts believed it more consistent with the time to shift to the use of part-time cleaning help (actually provided one day per week by Inglis House staff), gardening staff (again provided by the Inglis House gardeners), and the use of caterers for all entertaining. In essence, they chose to live in the house alone, accepting full responsibility for maintaining the private space in the house, cooking for themselves, and arranging for whatever special maintenance was necessary, which was an ongoing challenge.

Renovation

The age of the house posed a particular challenge, since rare was the day when something didn't malfunction or break down. This was complicated by the fact that during earlier presidencies, the University had attempted to modernize the house by adding air conditioning, modern appliances, and such, but without a major overhaul of the mechanical and electrical infrastructure. In fact, during the interim period prior to the Duderstadt presidency, the University tore into the house to install a very complex air-handling system, along with a fire protection sprinkler system and handicap access. Unfortunately, these systems were not only far too complex (since one of the design objectives had been to provide individual temperature control for each room in the house), and they resulted in a total overload for the stately 150 year old structure. When inspecting the stucco surface on the exterior of the house several years after the Duderstadts had moved in, workmen noticed with alarm that the massive weight of the HVAC equipment installed in the attic was overloading the house structure and causing the walls to shift. There were several delightful weeks as dozens of construction workers roamed about the house, jacking walls back into place and installing braces.



An industrial-grade HVAC system



Stripping all the color from the house

While well intentioned, the installation of handicap access facilities was also a disaster. The doorway for the first-floor handicap bathroom was designed in such a way that the first wheel-chair visitor who used it got trapped inside. The handicap access ramp to the side door rapidly became one of Ann Arbor's most popular skateboard areas.

The interior of the house had a rather threadbare look. The plaster walls were cracked and stained by the not-infrequent leaks in the plumbing. The drapes and much of the furniture dated from the 1950s. The wallpaper was scotch-taped in many places. And, while the Shapiros had decorated the house with some of their own art and furniture, this had been largely replaced by rented furniture during the short period the Fleming's were in the interim presidency.

But there was one positive result to the extensive work done in the house prior to Duderstadt presidency. Since so much of the house was torn up for the new HVAC and sprinkler systems, the University had budgeted funds to patch things back together again after the heavy construction. In fact, the University's Interior Decorating staff were having a field day, picking out not only new carpets but ornamental items such as silver services and custom fireplace screens for the house.

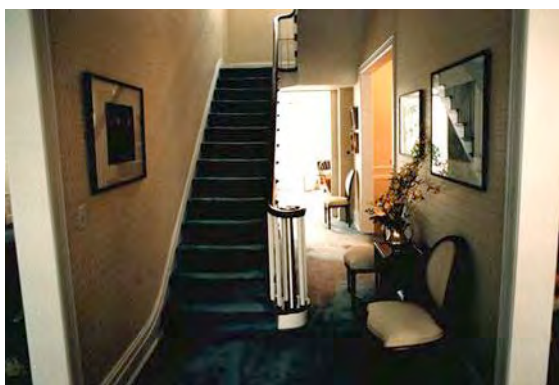
At this point Anne, as First Lady of the University, stepped in and brought the restoration project to an abrupt halt. For it was apparent that the University staff were simply going to renew the existing interior design of the house, which essentially dated from the 1950s. Since she had a strong interest in historic preservation, she wanted to first assess the opportunities to return the house to a more elegant and timeless design.

Actually, this turned into one of those "teachable moments" that educators so enjoy. First, it provided a case study in how University staffs relate to the First Family. "Don't you worry about these things. We've maintained the President's House for decades, and we know just how it should look. So why don't you folks take a long trip someplace, and when you return it will all look just like new!" Well-intentioned paternalism. Coupled with a good dose of "Well, I told you so..." and "Mrs. Duderstadt is not going to get her way with 'our' house!"

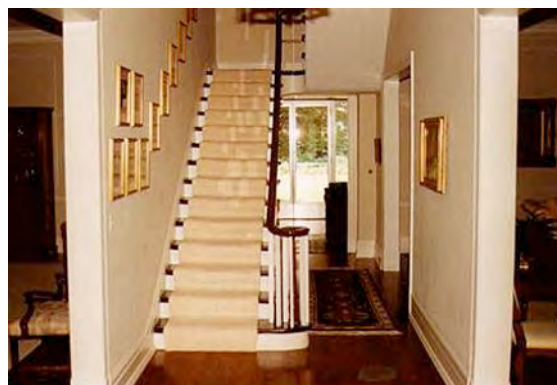
However, it also gave Jim and Anne an opportunity to demonstrate the Duderstadt style: "Just because it ain't broken, it doesn't mean that it's right!" "Humor us. Let us try it a different way, and see if we can improve things."

With the help of some of the Plant Department people--the carpenters, electricians, painters, and plumbers who were to become some of the Duderstadts' best friends through their frequent visits to the house--Anne stripped the old carpets and wallpaper and exposed the true majesty of the house. Original quarter-sawn oak floors. Hand-crafted trim and molding. And, interestingly enough, when all the new designs were complete and bids were received, the cost of this restoration was actually less than the amount budgeted originally simply to replace the carpet.

Perhaps the best way to understand the renovation of the President's House is through a comparison of views before and after the renovation:



Before



After

The Front Hall and Entry



Before

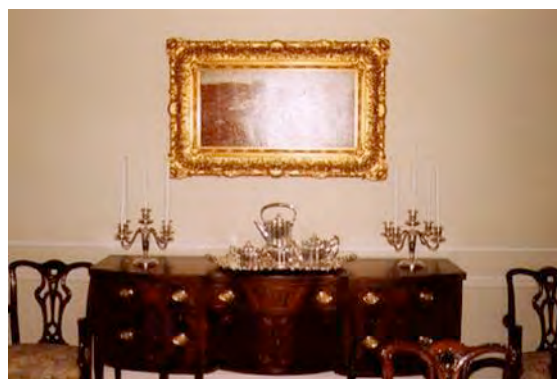


After

The Dining Room

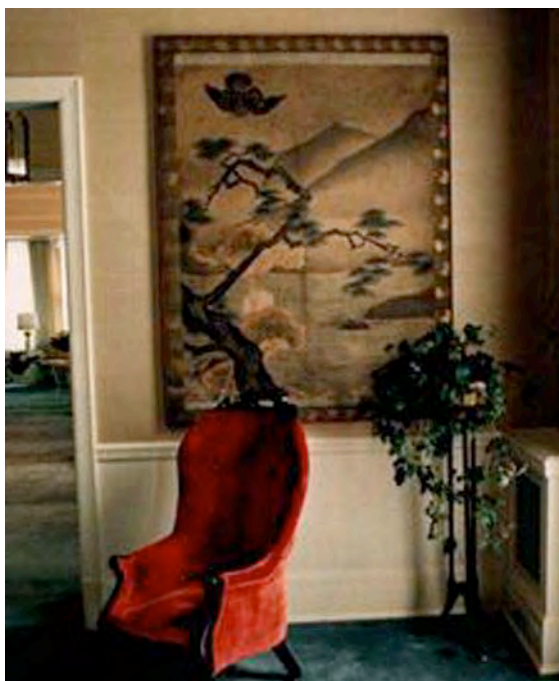


Before



After

The Dining Room



Before



After

The Dining Room



Before



After

The Library



Before



After

The Library

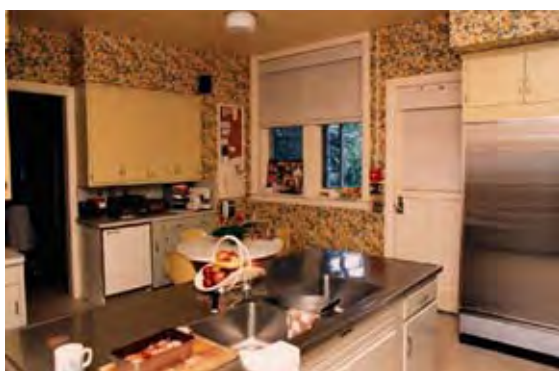


Before



After

The Kitchen



Before



After

The Kitchen

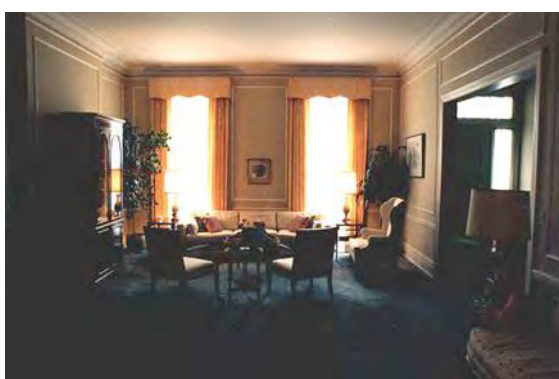


Before



After

The Living Room



Before



After

The Living Room



Before



After

The Music Room

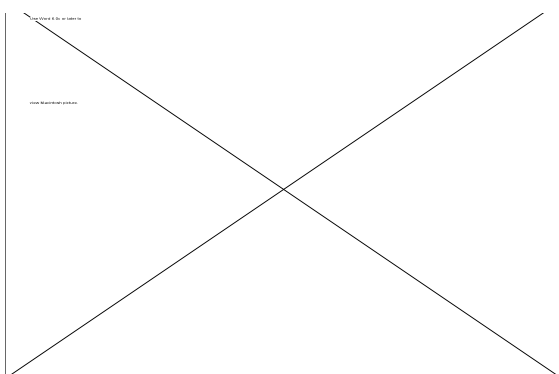


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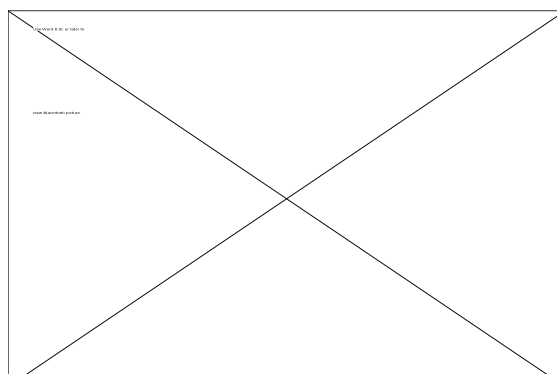


After

The Conservatory



Before

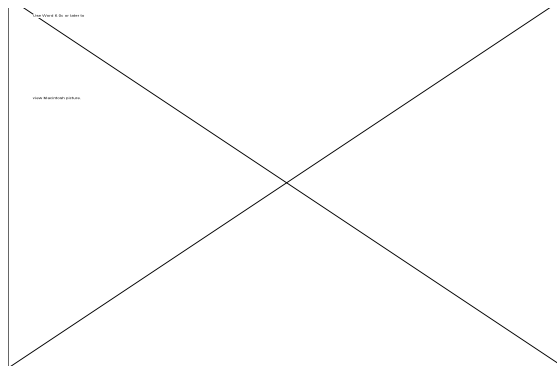


After

The Conservatory



Before

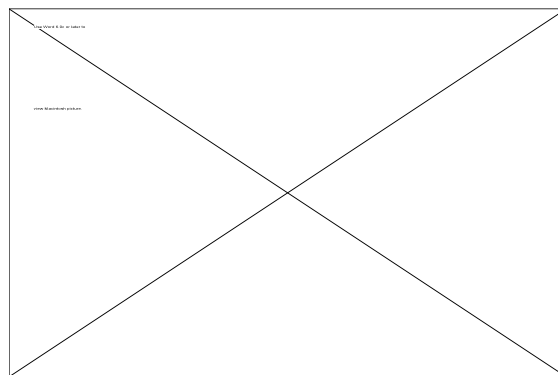


After

The Study



Before



After

The Study

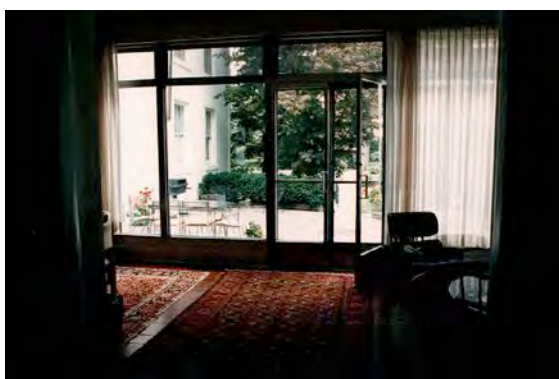


Before



After

The Dining Porch



Before



After

The Rear Dining Porch



Before



After

The Backyard of the President's House

The restoration project was greatly enhanced by the efforts of several of Michigan's leading furniture manufacturers. A century ago, Michigan was the nation's leading source of quality furniture, and many of these fine old companies were still in existence. Anne persuaded several of them to donate furniture for the public spaces in the President's House.

Of course, one is never completely finished in the renovation of a residence as old as the President's House at Michigan. The vibrations from each new construction project on campus would cause cracks to appear in the plaster walls. The plumbing and electrical equipment would frequently fail. An unusually cold winter or hot summer could cause havoc. But the redecorated interior of the house was both elegant and welcoming. In fact, long-time visitors to the President's House told the Duderstadts that it had never look so good!



Finished at last!!!

Working in the White House

In the good, old days, presidents were treated as royalty. They were expected to live in well-staffed homes, with cooks and servants, to be driven about by chauffeurs in limousines, to entertain distinguished guests in style, to travel to exotic locations, and spend their summers reading, writing, and relaxing in their comfortable summer homes. While there are still a few presidents of private universities who enjoy such perquisites, the lives of public university presidents are far different.

Particularly in these days of concern about the rising costs of a college education, university presidents can be blown away by public perceptions of luxury or privilege. The list of presidential casualties from excessive expenditures on residences, offices, entertainment, or even football boxes grows longer and longer.

Yet, at Michigan, the Duderstadts were expected—indeed, required by contractual obligation—to live in the 14,000 square foot President’s House in the center of the campus, the “White House” to the rest of Ann Arbor. But in a public spotlight in which the local newspaper routinely led attacks on the president for excessive salary (which, in reality, ranked at the bottom of the Big Ten and below almost 100 of the University’s faculty, it was clear that Jim and Anne needed to be creative in how they handled our personal lives.

The first problem was staffing. Certainly there was no shortage of staff or funding associated with presidential events and facilities. In fact, the staffing pattern Anne inherited was the following:

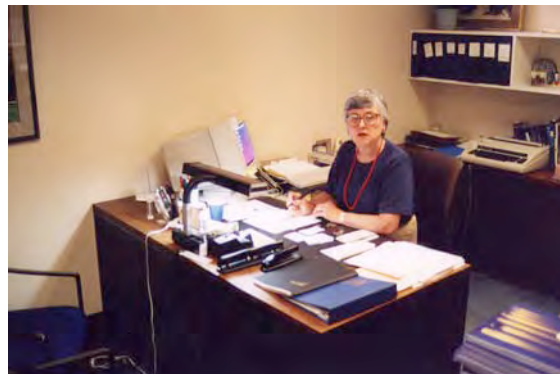
- Assistant to the President for events
- Secretary to the First Lady
- Facilities and Grounds Manager
- Manager, Inglis House
- Cook, President's House
- Cook, Inglis House
- Housekeepers, President's House (2)
- Housekeeper, Inglis House
- Gardeners (4)

in addition to staff in the Office of Development who did much of the events planning and management. Although it took several years of natural attrition and job redefinition, Anne rebuilt this team as follows:

- Coordinator of Presidential Events and Facilities (Barbara Johnson)
- Consultant on Event Design (Judy Dinesen)
- Housekeepers (both houses): Inge Roncoli and Kurt Szalazy
- Gardeners (Joan Korbinski and staff)



Judy Dinesen



Barbara Johnson



Inge Roncoli



Joan Korbinski

Kurt Szaledy



Liene Karels and Nona Mustard

By merging the management of the President's House, Inglis House, and presidential events, Anne cut the number of staff in half and the operating budget even further. Key in this strategy was the use of local caterers to handle most of the events. By developing close working relationships with the best caterers in Ann Arbor, but then also having them compete against one another in terms of quality and price, Anne and her team were able to get exceptionally high quality at highly competitive costs.



Anne and the caterers

The range of size and complexity of events was unusual. Anne planned and managed events ranging from small, intimate dinners for donors to receptions for hundreds in the President's House or a bowl game to weekly football tailgate parties for many hundreds of guests every home game. After each season, she would carefully go over all of the expenses and see where cost could be cut without sacrificing quality.

The Duderstadts soon realized that the only way they could walk this tightrope between cost containment and quality of events was to accept personal responsibility for many of the roles that had been handled earlier by staff. They shopped for their own groceries and cooked their own meals, so that they could dispense with a cook. They did their own laundry and cleaned their living areas in the President's House, so they could reduce housekeeping expenses. They used their own furniture for those areas where they lived and augmented University furniture in public areas of the house with their own items to make the house a home. They drove their personal car for most of their trips. And Jim stopped using the University driver for trips about the state and began to drive himself. In fact, Jim and Anne even paid for their own moving expenses when they moved into the President's House and once again when they moved out eight years later

Needless to say, this parsimonious style did impose additional time, labor, and financial burdens on the Duderstadts. It also led to a rather strange life, in which Jim and Anne lived alone in a gigantic house that had been maintained throughout most of its existence by professional staff—a manager, cook, servants, gardeners, etc. Yet, in this way they manage to reduce very significantly the operating expenses of the house. And, perhaps more important, they removed any possibility that they could be targeted for living a life of luxury at the expense of the public (although that didn't stop the local newspaper from trying to create the false impression that they did).



Setting up for a reception



Setting up the Christmas tree



The First Lady peeling potatoes



More work to get ready



Dishwashing I



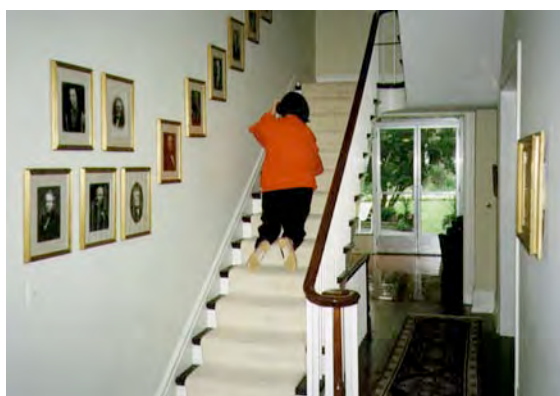
Dishwashing II



Enough, already!



Anne as the video camera crew



Cleaning the stairway carpet



Cleaning the dining room carpet



Teaching Becky Vest (the First Lady-To-Be at MIT) how to clean carpets



The First Lady refinishing furniture

Knock, knock!...Who's there?...

One of the running jokes at the President's House concerns who shows up at the door. As indicated earlier, the Duderstadts lived quite alone in the house--all 14,000 square feet of it. Rarely were any staff available to answer the doorbell. Jim and Anne were the maid and the butler.

Actually, it is more correct to say "doorbells", since that was part of the problem. Three different doors were routinely used by visitors. But these were used almost randomly, with University maintenance staff coming to the rear side-porch door, friends to the front side door, and the curious (or distinguished guests) coming to the front door. Although each doorbell had a characteristic ring, even after eight years, it was hard to remember which ring was for which door. Frequently, when expecting guests, Jim and Anne would find themselves running from door to door, trying to see whether anyone was there.

The second difficulty had to do with the size of the house. If the Duderstadts were in their upstairs living quarters, it was very difficult to get down to the first floor to answer the door in a timely fashion--particularly in the evening. In fact, it was sometimes difficult to even hear the doorbell in some parts of the house, particularly in the rear study.

But the most serious challenge was safety. Since the house was so visible--similar to the White House in Washington--people with an ax to grind with the University or just mad in general, would be drawn to the house as a symbol of their anger. All too frequently, those showing up at the house posed some security risk. And one need only note the dangers experienced by presidents at other universities...UC-Berkeley, Iowa, Minnesota...to realize the hazards posed by unexpected visitors.

Hence, Jim and Anne adopted the practice of simply ignoring most doorbells in the evening, unless they were expecting someone or could determine who was at the door. For example, if a group of students dropped by singing Christmas carols, or a group of

students would appear at the front door to celebrate an important athletic victory, the Duderstadts would generally go down to greet them. But if it were an unknown caller, they reasoned that anyone who really had a need to see them would know enough to call first--or contact Campus Safety and have them alert the House. It is likely that many callers went away disappointed or frustrated. But in these days of public risk, it was only prudent to be safe.

Because Jim and Anne did not answer the door in the evening, and because most of the lights on the ground floor were dark--unless they were entertaining--a myth developed that the President didn't really live in the house at 815 South University. In fact, one of the first questions we would inevitably be asked when meeting with students would always be "Do you really live in the President's House?" "Yes, Virginia, we do indeed. After all, as "Mom and Dad" of the campus, we couldn't very well leave 37,000 students all alone at night, now, could we?" ...

During the daytime the Duderstadts were a bit more venturesome in answering the door, since they were usually on the ground floor working. They could also see more easily who was at the door. Yet, here too, they had surprises.

Every once in awhile a student would ring the doorbell to ask if he or she could tour the house. In fact, one year the *Michigan Daily* published a short article saying it had been a long tradition that the President and First Lady would be happy to give any student a personal tour. All a student had to do was ring the doorbell...

From time to time alumni attending various reunions would show up at the house. Sometimes it was to remember a tea they had attended there during their undergraduate years. On other occasions, they just wanted to visit the house they had never managed to see when they were students. They were always very nice, but Jim and Anne rarely had the opportunity to do more greet them and then explain the situation.

The President's House also attracted its share of the curious. For example, one afternoon a polite man appeared at the side door to ask whether the Duderstadts had ever thought about listing the house for sale. He was from out-of-town, and while he was driving through he noticed the house and was interested in buying it. While Jim and Anne were at first tempted--it had not been a good week--they instead graciously explained that, no, it is indeed owned by the people of the State of Michigan, and they did not think the University would be interested in parting with it.

Of course, there were some more delicate situations. One afternoon in the spring the Duderstadts found a young woman who had handcuffed herself to the ironwork on the front porch in order to protest the grade she had received in a class. Although it was a delightful, warm spring day, they were a bit nervous by this highly visible protest, because it was Commencement weekend. Anne made certain she was comfortable, and then had some University counselors see if they could put her at ease. Eventually,

Public Safety officers sawed off her handcuffs. But, a short time later, she appeared with her small child across the street, to continue the protest. After a few hours she eventually left.

While protesting students rarely targeted the house directly, there were occasions when demonstrations against one tyranny or another would show up on the doorstep. Since many of the protest marches were down South University, right in front of the house, it was common for groups to stop to give the President a few blasts as well. Perhaps the most annoying such incident occurred during the protests over establishing a campus police and a student disciplinary policy. Chanting "No cops, no code, no guns!", several hundred students marched up to the front porch, installed a podium, complete with sound system, and then began a series of speeches about how the president was trampling all over the student body. As was typical in such newsworthy events, television camera crews from the Detroit stations set up shop right across the street from the house so that they could film every fascinating minute. Then, the students decided to demonstrate their anguish by symbolically "burying" students' rights on the front yard, digging up graves, and placing crosses. (The next day the Grounds Department came to the rescue and repaired the sod.)



Burying student rights in the front yard!

Finally, as night approached, about one hundred students set up tents on the lawn and spent the night. Needless to say, this was one of those times when the Duderstadts were delighted to have the refuge of their personal home in Ann Arbor. In fact, the only people that were in the President's House during this fascinating series of events were two campus safety officers, to make certain the house was protected.

On a more jovial note, the house sometimes became the focal point of the celebrations following cosmic athletic events. For example, when Michigan kicked a last second field goal to beat Notre Dame down at South Bend, there was an explosion of thousands of undergraduate students out of the dormitories and into the streets to celebrate. This

surging mass of singing humanity first worked its way down South University to the commercial area--where the bars were located. But since most of these students were underage, there wasn't anything to do there, so they surged back and massed in front of the President's House. When the Duderstadts went out to greet them, several grabbed Jim in their joy and began to bounce him around on top of the crowd, much like "passing students up" in Michigan Stadium. A bit scary, but understandable.



Bouncing the president...

On other occasions of similar out-of-town athletic victories--winning the NCAA Hockey Championship or making the NCAA Basketball Final Four, thousands of students would show up in front of the house. Sometimes they would chant with great respect and awe for the presidency, "Come on out! We know you're in there, Dude!" And, while perhaps it was not the most distinguished way to respond, going out and leading them in a chorus of "The Victors" seemed the thing to do.

This is reminiscent of a story of far earlier times concerning President Harlan Hatcher--told by both President Hatcher and a former Regent, Tom Roach, who was one of the students involved. The situation occurred just prior to exam week, during the 1950s, when a large group of male students decided to take an evening study break by staging a raid on the women's dorms to steal underwear. Yes, indeed, this was another Michigan first--the first "panty raid". After their successful raid, a large crowd gathered on the lawn of the President's House to show him their spoils. President Hatcher, in his robe, opened the door, went out onto the porch to greet the crowd, and said in a loud, distinguished voice: "Men, it is late, and I believe you should return to your dorms and go to bed!" And they did. (Ah, times were so different back then...)

The Plant Department

As first family, Jim and Anne had the opportunity to meet a great many wonderful people working for the University. However, the one group that the Duderstadts

developed a particular respect and fondness for were those folks, who like them, helped take care of the President's House.

This was not an easy task. The age of the house, coupled with the fact that it had evolved over the years into something far beyond its original design, meant that it continually surprised its residents. Rare was the month when some element of the complex heating and cooling system didn't break down, despite the fact that Plant Department staff checked the systems on a regular basis. And, one could depend that on the coldest day of the year the heating system would malfunction, just as would the cooling system on the hottest day of the summer. Once Jim remembers going into the bathroom adjacent to the rear study on a cold winter day and finding that the sink had frozen over with ice.

But there were other surprises. One day in the winter, just before the Duderstadts were to take an extended trip, Jim went down into the basement early one morning to exercise and found about a foot of water covering the floor. Upon further inspection, he found a flood of water gushing down the rear stairway to the outside from a broken irrigation pipe. Fortunately he had caught the problem within an hour or so after the pipe had broken. But, had they left on the trip before finding the break, the entire basement would have flooded.

But Jim and Anne were used to floods in the President's House. Once a leaking pipe in the basement required tearing out most of the pantry wall. Another time, misplaced lawn sprinklers flooded the music room, although sparing the piano.

But, on each occasion, the Plant people--Bill, the plumber; Bob, the painter; Louie, the alarm man; Craig and Mark, the HVAC team; Steve, the computer guy; even Rosemary, the bug lady (...the exterminator...)--appeared promptly on the scene and handled the problem. Indeed, they took as much pride in maintaining the house as the Duderstadts did, and Anne developed a warm friendship with them.

One of the most dedicated, talented, and creative teams was the gardening staff led by horticulturist Joan Korbinski, Rose Abercrombe, and a group of talented women students. Although the house was in the center of the campus, it did have relatively extensive grounds. And because it was so visible, the maintenance of its grounds and gardens was important to the University.

The Duderstadts encountered a situation with the house grounds very similar to the renovation of the House itself during the interregnum between presidents. The Grounds Department developed an elaborate plan for the grounds-- Italianesque gardens, a gazebo, walkways--all very elegant, and all VERY expensive. Fortunately Anne caught this before they moved ahead with it. Not only was it quite inconsistent with the Duderstadts' approach to the house--just as the original renovation plans of the University interior design staff had been--but it would have exposed them to great

criticism. Indeed, university presidencies have been toppled because of excessive expenditures on the president's house.

Instead, Anne asked the very talented team of Inglis House gardeners, under the direction of Joan Korbinski, to come up with an alternative plan that would be more consistent both with their own design tastes and modest expenditure limits. The gardeners came up with a wonderful plan, at a very modest cost (...almost nothing...). Later, this same team rebuilt the elaborate English gardens on the Inglis House estate, again at almost no additional cost.

In summary, the Duderstadts always had wonderful experiences in working with the University staff who were responsible for maintaining the President's House and Inglis House. Perhaps their only frustration was with the layers of bureaucracy and management that sometimes smothered the best intentions of the tradespeople. On many occasions the house would suddenly be surrounded by a dozen cars and trucks and supervisors, usually to inspect a rather minor problem. The Duderstadts had to be particularly careful that such minor repair problems didn't mushroom into gigantic construction projects--and costs--because of the well-intentioned but over-zealous efforts of staff. Some examples illustrate.

When Anne was interested in reactivating the ornate water fountain at Inglis House, she was first told that this would necessitate a several thousand-dollar project to dig and replace the plumbing. She felt it best to defer this expenditure. Fortunately, later Joan Korbinski found that a 5-cent washer accomplished the same task.

The relatively simple-sounding task of repairing some of the stucco and then repainting the exterior of the President's House threatened to mushroom into a \$300,000 summer long saga. Not a good thing. This one they deferred to the next presidential transition.

The heating for the President's House, like for most of the central campus buildings, was provided by steam directly from the University power plant. The pipes carrying this steam criss-crossed the campus in an elaborate network of tunnels, connecting every building. These tunnels, decades old, were sometimes the focus of student highjinks, since they were large enough to accommodate people. Years earlier, the steam tunnel to the President's House had been sealed off with an iron grate for just this reason. However, during their last years in the presidency, they were told that the steam tunnel running to the rear of the President's House was about to collapse, and that since it was lined with asbestos, it would be better to construct a new tunnel from the street and rebuild the piping in the basement of the house. Yet another major expenditure that required not only digging up the front yard of the house, but taking the basement out of commission for two months. Not surprisingly, this was another project left for the next president...

Anne and Jim and the Three Bears...

Although the President's House has evolved over the decades into an elegant public space suitable for the many formal events associated with the presidency, it is also the home of the president's family. Each family has added its own special touches to make the house their home.

As noted earlier, Jim and Anne lived in the President's House alone, without regular staff. While they handled most ceremonial events--receptions and dinners and such--using caterers, they provided for themselves much as they had in their "real home" in Ann Arbor. They shopped for their own groceries, cooked their own meals, cleaned their own quarters...and furthermore, spent a good deal of personal time and energy maintaining the President's House itself.

One of the wisest decisions Jim and Anne made early in their presidency was to maintain their own house in southern Ann Arbor just as it was prior to moving to the President's House. After all, they had lived in this house for almost 20 years. They had raised their daughters there. And although small and cozy--it was less than one-seventh the size of the President's House--it was just right for them. Hence, they decided to continue to keep the house fully operational, even as they moved from it to the President's House. They kept it fully furnished. They maintained their personal mail delivery to the house and picked it up every day. They contracted for yard and driveway maintenance and installed a sophisticated security system.



The real President's House

As a result, their old house was warm and waiting as a refuge, whenever they wanted--or needed--to escape from the President's House. This proved to be a Godsend. Whenever Jim and Anne needed to get away from the stress of the presidency, which was only intensified by living in the "public housing" of the President's House, they only needed to hop in their car and drive over to their old home for a few nights. The

peace and quiet and simplicity of their old house was very reassuring and only ten minutes away.

Of course, there were some complications. Since the private living quarters in the President's House were essentially unfurnished, and since the Duderstadts didn't want to move the furniture out of their old house, they had to buy enough furniture so that they could live at 815 University--at personal expense. This meant duplicate beds, living room furniture, as well as all of the other essentials of life--televisions, stereo systems, and such. Later this duplication was to prove a particular challenge when they left the presidency--and left behind the challenge of maintaining two houses. (Although, as will be explained later, in reality they were maintaining three houses for awhile...)

But there were also other complications. Since the Duderstadts spent most of their time in the President's House, they rarely had food in their other house. So whenever they would escape from the President's House, they first had to stop by the grocery store--or live on fast food for awhile. They also had a challenge with clothing. They could always throw enough clothing together for a weekend in their old house. But there were periods when they would spend several weeks at their other home--that is, in which they would come into work each day, either in the Fleming Building (Jim) or the President's House (Anne), but then return in the evening to their old home. Over time, clothing would gradually migrate back from the President's House to their house, so that soon they became totally confused about just where the suit or dress someone needed was located.

But, despite the expense of duplication and the occasional confusion of finding food and clothes, maintaining their own residence as an escape was absolutely essential to their ability to tolerate the public life of the presidency. It would have been very difficult, if not impossible, for the Duderstadts to live only in the President's House, with no refuge, as did the Shapiros, the Fleming's, and many of the other Michigan presidents who preceded them.

Many other presidents at other universities share these views. Most believe that the stresses of the modern presidency are simply too intense today to add the burden of requiring the president and family to live in a University house--and therefore be on duty 24 hours a day, seven days a week. In fact, most universities are moving away from requiring presidents to live in a "president's house", and instead allowing them to purchase--and, in some cases, actually helping them to finance--their own home, a short distance from the campus. This gives the president's family some measure of privacy. It also allows them to maintain equity in the rapidly inflating real estate marketplace.

But there is one more reason for moving the president off campus. From time to time, the Internal Revenue Service has attempted to claim that living in a University-provided resident is a taxable benefit. For a number of years, universities have depended upon an earlier ruling that if living in the residence was a requirement of the position--as explicitly stated in the appointment letter of the president as necessary to the

performance of his or her role--it was not considered taxable. However, in recent years, the IRS has been conducting both institutional and personal audits on several university campuses that are raising this issue once again. Since the personal financial exposure to the president would be staggering if the earlier ruling were reversed--imagine the estimated rent on a 14,000 square foot mansion--it seems most prudent to abandon the presidential residence. And most universities and presidents are rapidly doing so.

But during the tenure, the Duderstadts were still required to make the President's House their home, and so they did. They moved over many of their personal things--clothes, books, knick-knacks, and such. And they added another personal Duderstadt touch by scattering a variety of stuffed animals at strategic points about the President's House, including three very large, stuffed teddy bears.

This family tradition requires some explanation. Unlike most other families, Jim and Anne had never had pets in the house. Although Jim had been raised in a house filled with dogs and cats, he had developed serious allergies that were inherited by his daughters. Hence, instead of real animals, the Duderstadts always had lots of stuffed animals scattered about the house while their daughters were growing up. In fact, it became almost a family joke that each birthday or Christmas, Jim and Anne would buy one another outlandish stuffed animals--a menagerie that grew larger and larger with each passing year. Since these were a part of their environment, they invited many of these stuffed beasts to move with them over to the President's House.

The king of the jungle of stuffed animals was a gigantic teddy bear--Theodore Sebastian Eli Aloysius AKA "Big Al". Al had appeared on the scene many years earlier--in fact, long before Jim descended into academic administration. One Christmas season, Jim's mother sent him a check to buy a winter coat. While he was out shopping on South University for the coat, he passed by the Middle Earth gift shop and noticed in the window, a gigantic stuffed bear advertising those funky bear claw slippers that used to be popular many years ago. But he also noticed a "for sale" sign on the bear--for just the amount of the check his mother had sent. So, in one of those fateful moments of inspiration--perhaps like Jack and the Beanstalk--he decided to stay cold the rest of the winter, but provide a new warm home for the lonesome looking bear. The store was sorry to see the bear go, but they helped Jim load him in his Volkswagen--they had to poke his head through the sunroof--and off he went.



Big Al moves in (1986)



Since that time, Al has always been an important part of the family. He was a bear of many talents. Beyond adding a certain character to their house, Jim soon learned that Al had administrative skills as well. In fact, the Duderstadts used to bring him in to liven up the dean's and provost's office during the Christmas holidays. When Harold Shapiro left on sabbatical, it is even rumored that it was Big Al that sat behind Harold's desk and ran the University as acting president. So it was clearly appropriate for Al to accompany them to the President's House.

But Al was lonely in such a big, old house. So it was only logical that one Christmas, a second bear would appear--even a bigger bear--but this one was female--Victoria. Finally, a year later, a third large bear appeared--Edward. So, for much of the Duderstadt presidency, these three, large stuffed bears held court back in the study. At Christmas receptions, they would frequently greet the University campus. During one Christmas holiday, when there had been a power outage, who should the University electricians prowling through the dark house encounter but three large bears, sitting there quietly there in the dark.



The Three Bears



Big Al and Vicki



Anne with Big Al and Vicki



The camel under the piano

The Duderstadts had many other animals scattered about the house, both to lend an air of informality and create a sense of “home”.



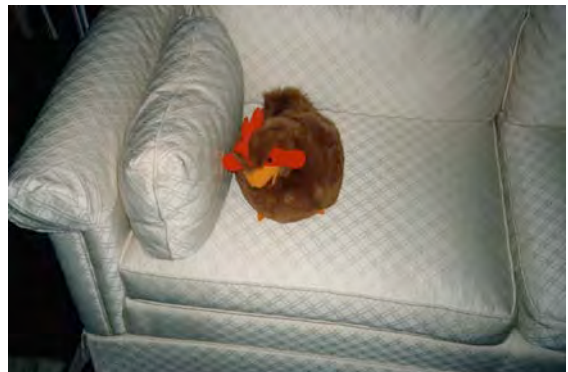
The Cheshire Cat



The Purple Dog



Chicken I



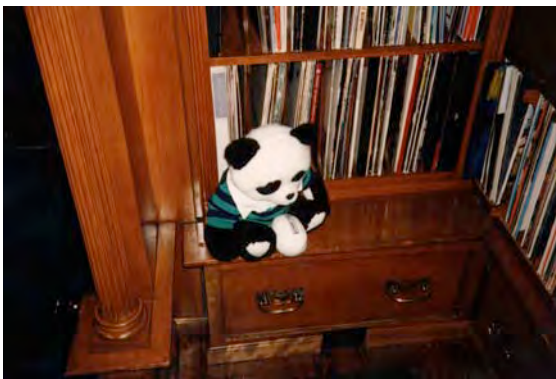
Chicken II



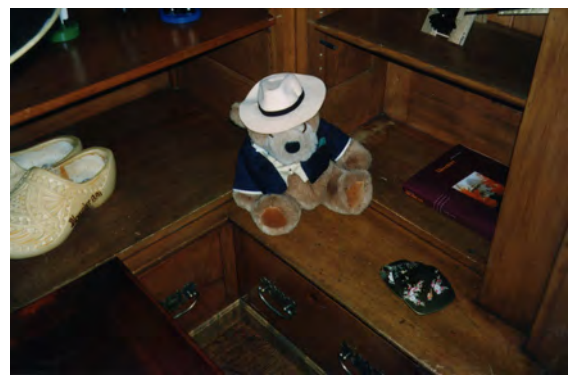
Some of the many pigs



A couple of Easter bunnies



Teddy Bear I



Teddy Bear II

Eight Years of Life at 815 South University

The Duderstadts lived in Ann Arbor's White House for the eight-year period of Jim's presidency. And while they never really felt at home in the house, they did everything they could to restore and maintain the elegance of the facility.

When they finally moved out of the house on July 1, 1996, Jim and Anne made certain that it was left in spotless condition for the next president. Despite the inevitable repair projects that would continue, they were confident that they had left the President's House in perhaps the finest condition of its long history (just as they hoped they had left the University). And, to make certain their memories didn't fail them later, they personally took an extensive series of photographs to record the interior and exterior of the house, with copies provided to the Bentley Historical Library.

Of course, without someone to watch over the estate, changes occur. And within a week after they moved out, the Plant Department had moved a backhoe in, excavated the entire front yard to install a new steam tunnel, and torn the basement apart. Fortunately, Jim and Anne had returned their keys to the President's House to the University by that time, and their only memories of the house are those of the elegant, pristine condition as they left it.



The Post-Duderstadt era begins...

Been there...done that...no need to return...

Chapter 7

A Matter of Style

Each presidency is characterized by a distinctive style that, over time, tends to affect—or infect—the rest of the institution. The way one approaches the challenge of leadership, the nature of working relationships with students, faculty and staff, the spirit of teamwork among other University leaders, even the character of events, all contribute to this perception of style.

Since both Jim and Anne had grown up in a small, Midwestern farmtown, they generally tended to approach their roles in an informal, unpretentious, and straightforward fashion. In fact, Jim and Anne both realized that they came from essentially peasant stock, and they viewed themselves very much as commoners thrust for a time into the complex and demanding roles of public leadership.

Of course, Jim and Anne brought their own quirks and patterns to their roles. Jim tended to be one of those folks who always had to have lots of balls in the air, although from time to time he would drop a few. Perhaps a more appropriate circus metaphor for his management style was the performer who started a whole series of plates spinning on a table, jumping quickly from plate to plate, just to keep them spinning together. Jim would launch a series of activities, assigning the responsibility for each to a member of his leadership team. For example, he might initiate a project to secure capital outlay funding from state government or an effort to better integrate academic learning with student housing or a scheme to go after a major federal research laboratory. Once launched, Jim would generally move ahead to another activity, only checking back from time to time to see how things were going. Jim rarely strove for perfection in any particular venture. Rather he felt that, at least for a large, diverse, and complex institution like Michigan, it was better to keep lots of things going on than to focus on any one agenda.

Anne, on the other hand, was a perfectionist. She focused her attention on only a few matters at a time, but was not satisfied until they had met her standards of excellence. Whether it was a major renovation project such as the President's House or Inglis House, or the photographic essay she helped design for the University, or a special fund-raising event, Anne's standards were very high. And just as Jim's spinning plate style kept the University in high gear, Anne's insistence on excellence rapidly propagated across the campus.

The Leadership Style

Jim realized how important it was both to acknowledge and build upon the accomplishments of his predecessors. Compared to other universities, Michigan had had relatively few presidents—11 over its 150 years.



A pictorial history of University presidents and first families
(at the President's House at Christmas time)



The presidents of the University



The first families of the University

Each Michigan president seems to have filled a particular leadership role for the University, perhaps less because of how they were selected than the degree to which the institution and its needs shaped their presidency.

- *Henry P. Tappan (the leader)*, the visionary, providing strong leadership to establish Michigan as one of the nation's first research universities. (Tappan was also the first and last UM president to be dismissed by the Board of Regents, demonstrating the hazards of being ahead of one's time...)

- *Erastus O. Haven*, a quiet stabilizer, who carried out policies of Tappan with quiet competence and diplomacy.
- *James B. Angell (the dynasty)*, who built Michigan into a truly national university. The longest serving president (38 years), he presided over enormous growth and set the course of the university by proclaiming its mission as that of providing “an uncommon education for the common man”. (He also insisted that a water closet be installed in the President’s House and started intercollegiate athletics at Michigan.
- *Harry B. Hutchins*, a scholarly lawyer, who consolidated progress made during the Angell years.
- *Marion L. Burton (the builder)*, who oversaw the largest expansion of the physical plant in UM’s early history, building much of the Central Campus as it exists today.
- *Clarence C. Little (the Martyr)*, innovative, energetic...and controversial...who pushed important initiatives such as the University College. His tenure was short, not for lack of vision, but rather because of his controversial stands on social issues such as prohibition.
- *Alexander G. Ruthven (the General)*, a leader during the crisis years, the Great Depression and WWII. Ruthven created the “corporate” University, with an administrative structure that remains to this day.
- *Harlan Hatcher (the King)* led a period of the most dramatic and sustained growth of the University, with enrollments doubling and new campuses added (North Campus, Flint, Dearborn).
- *Robben W. Fleming (the Mediator)*, a consensus builder and skillful conciliator, who maintained the University’s strength and autonomy during a decade of unrest.
- *Harold T. Shapiro (the Judge)* who piloted the University through perilous economic times while raising the bar for the quality of its academic programs.



Presidents Hatcher, Shapiro, Smith, Duderstadt, and Fleming



Harlan Hatcher



Robben Fleming



Allen Smith



Harold Shapiro

Which of these earlier presidents most resembled the Duderstadt administration? There are many in the University who probably regard Jim as the barbarian from the North, an engineer. (Although, in reality he was a “Yale engineer”, which is a bit of an oxymoron...) To be sure, Jim was a builder, like Burton, leading a successful \$1.8 billion construction effort to rebuild all of the University’s campuses. While bricks and mortar do not make a great university, it was difficult to conduct high quality teaching and scholarship in the dismal facilities that housed many of Michigan’s programs prior to his presidency.

Some on the faculty regarded Jim as a “corporate type”, a CEO, who completed Harold Shapiro’s effort to financially restructure the University. The success of the \$1.4 billion Campaign for Michigan, increasing endowment from \$300 million to \$2.0 billion, fighting the political battles to build Michigan’s tuition base to compensate for the loss of state support, providing the environment and incentives to make Michigan the nation’s leading research university, reducing costs through efforts such as M-Quality and VCM—all were components of this effort to become a “privately-supported, public

university". And all would have been important accomplishments, regardless of whether an engineer or a humanist was president.

It was certainly true that Jim was a "driver", with a relentless commitment to completing the ascension on academic quality launched during the Shapiro years. Today, in 1999, the quality and impact of the University, when considered across all of the University's academic disciplines and professional programs, clearly ranks Michigan among the most distinguished universities in the world. Like Shapiro, Jim's academic roots were with institutions committed to the highest academic standards—Yale and Caltech—and he was determined that Michigan should strive for similar quality. In fact, during Jim's tenure, the University became the nation's leader in the magnitude of its research funding. Furthermore, in a 1998 ranking of "highest impact" research universities, based on a survey that measures importance rather than volume of research activity, the University of Michigan ranked fifth behind Harvard, Stanford, Caltech, and Yale, and ahead of MIT and UC-Berkeley.

It was probably not surprising that a scientist as president would develop, articulate, and achieve a strategic vision for the University that would provide it with great financial strength, rebuild its campus, and position it as the leading research university in the nation. But many were surprised by Jim's deep commitment to diversifying the University through initiatives such as the Michigan Mandate, the Michigan Agenda for Women, and the revision of Bylaw 14.06 to prevent discrimination based upon sexual orientation. Further, the broad effort to improve undergraduate education and campus life were far beyond what one might have expected from one who had spent his academic career in graduate education and research.

However, if Jim were to choose his own descriptor to characterize his tenure, it would be that of providing leadership during a time of change. In a sense, he aimed at serving as both a prophet and a force for change, recognizing that to serve a rapidly changing world, the University itself would have to change dramatically.

Advancing the Institution

Anne faced a formidable challenge when she was thrust into the role as First Lady, responsible, in effect, for the myriad of events, facilities, and staff associated with the president's role in institutional development. She inherited an important legacy from the contributions of early first ladies of the university:



First Ladies Hatcher, Shapiro, Smith, Duderstadt, and Fleming

Each had brought to the University a unique style, but all had been totally committed to this important role.

However, because of the long interim period between the Shapiro and Duderstadt presidencies, presidential events and activities had been largely on automatic pilot, assigned to staff but without strong supervision or standards. As a result Anne had to rebuild the capacity of the University to support the quality necessary for supporting major initiatives such as the Campaign for Michigan, and to do so with a close eye to cost-effectiveness.

An earlier chapter discussed how Anne took over the project to renovate the President's House, not only restoring its elegance but also reducing significantly its operating costs. She sought these same objectives—excellence and efficiency—in a broad range of other projects: presidential events, Inglis House, football weekends, bowl events, fund-raising, etc.

Anne actually began these efforts while Jim was in the provost role. She launched a broad array of events to draw together the University community: a monthly series of faculty dinners at Inglis House, receptions for honor students, student-athletes, and student leaders; dinners for groups such as the deans, athletic coaches, and women's groups. Through these efforts she had developed considerable experience in designing, organizing, and conducting events, but she also had an intimate knowledge both of University facilities and staff. She also had developed a keen sense of just what one could accomplish in terms of quality and efficiency. And both characteristics were sadly lacking after the 18-month transition between presidents.

Anne's first challenge was to get into place the appropriate staffing. While there was no shortage of staffing, there were serious concerns both about quality and cost. Hence,

Anne completely redesigned the staffing and budgets for the President's House and Inglis House. Although it took several years of natural attrition and job redefinition, Anne built an outstanding team of talented and creative staff who were hardworking and dedicated. Not only did the quality of presidential events rise sharply, but these standards soon propagated to other university advancement activities—a result that would prove critically important to the upcoming fund-raising campaign.

It is important here to note the degree to which Anne was personally involved in these events. While she was ably supported by her talented staff, she also participated in all aspects of these activities, from planning to arrangements, from working with caterers to designing seating plans, from welcoming guests to even cleaning up afterwards. No job was too large or too small. And her very high standards were applied to all.

The range of size and complexity of events was unusual. Anne planned and managed events ranging from small, intimate dinners for donors to receptions for hundreds in the President's House or a bowl game to weekly football tailgate parties for many hundred every home game. After each season, she would carefully go over all of the expenses and see where cost could be cut without sacrificing quality.



Anne during the Provost years



With the help of the Duderstadt daughters



Anne preparing invitations



Anne organizing the seating charts



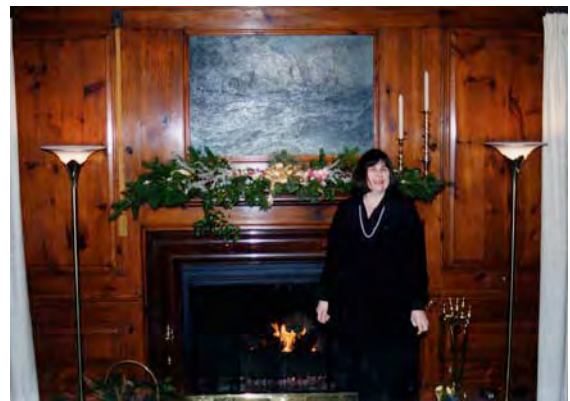
Placing placecards



Checking some details with Judy Dinesen



Making certain everything is perfect



Ready for the guests



Last minute preparations at a Rackham reception



Checking the Inglis House gardens



Joan lighting the luminaries



Anne with Katie Curtis and the caterers



Anne in the President's Box at Michigan Stadium



Anne with the pressbox box staff



Anne and Judy Dinesen



Keeping an eye on things, even on crutches



Now if only I could organize this place...

Events

Anne established standards for presidential events that took them to a new level of quality. Whether it was the design of menus or the place settings or the floral arrangements, events at the President's House and Inglis House became very special.



Clements Library reception



One last check



Dinner setting at the President's House



Michigan League reception



The President's House



Christmas reception at the President's House



Table settings at Inglis House



Table settings at Inglis House



Henry Russell dinner for faculty



President's House dinner for Regents



A Faculty Women's Club luncheon



A President's House reception



Dinner for the deans



Dinner for the executive officers



Reception in the President's House



Reception in the Museum of Art



Tent for student party at Inglis House



Deans & Executive Officers potluck at Inglis House



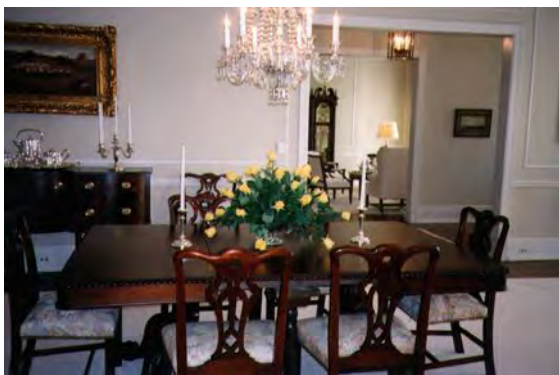
Henry Russell faculty dinner at Inglis House



Dinner for President and Mrs. Ford

This care for details is illustrated by the floral montage below. It should be noted that all of these arrangements were done either by Joan Kobrinski, the Inglis House horticulturist, or by Anne, herself.







And, as more and more faculty and staff were entertained at these events, Anne's standards began to propagate to the rest of the University and became adopted for more general events. Over the course of Jim's presidency, the impact was quite significant.

The Inglis House Estate

The renovation of Inglis House provides another example of Anne's passion for perfection, tempered with a concern for budget realities. The Inglis House estate had been given to the University in the 1950s, originally for the purpose of serving as the president's residence. But, since most presidents continued the tradition of living at 812 South University, the estate was used as a guesthouse for distinguished visitors and important events.



Anne at the Inglis House estate

The Inglis estate comprises eight and one-half acres north of Geddes Avenue adjacent to the University Arboretum. The house, built in the style of an English country mansion, was constructed in 1927. The ground floor of the House consists of the principal entryway, a large library, restrooms, and service facilities. The first floor contains a combination living and dining room, kitchen, breakfast room, and a three-car garage. The master bedroom, two guestrooms, and maids' quarters are on the second floor; and on the third floor is a two-bedroom suite. The property also includes a caretaker's cottage, a greenhouse workshop, and extensive English gardens.

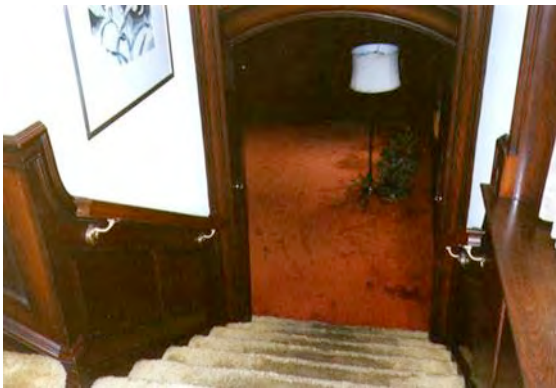
Although the manor house and grounds were regarded among the most elegant estates in Michigan, over many years of University use with inadequate funding, the facility had deteriorated quite significantly. The furnishings had become dilapidated, and the carpets threadbare. (In fact, the house had been carpeted with leftovers from the Holiday Inn company, courtesy of one of the regents.) By the late 1980s it could no longer be used as a guesthouse, and even dinner events were difficult because of the obsolete kitchen equipment.



Holiday Inn Chartreuse



Holiday Inn Pink

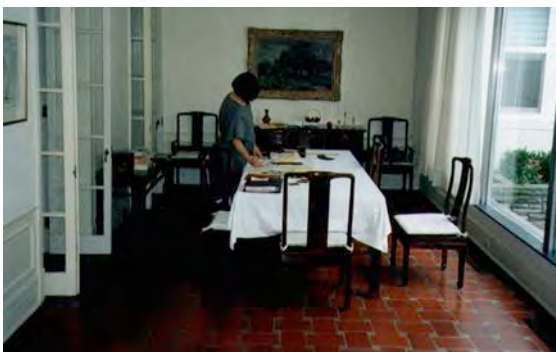


The threadbare staircase



Love those drapes

A routine inspection of the facility in 1989 determined that the slate roof of the house was near collapse. When the University decided to launch a \$300,000 project to replace the roof, Anne suggested that they add into the budget another \$200,000 to renovate the interior, in the hopes that the house could once again be used as a guesthouse. When the Regents approved the project, Anne began work with the same team that had helped renovate the president's house.



Here we go again



Trading Holiday Inn for Stark



Stripping off the hot pink



Measuring for the drapes



Laying out the carpets with Brian Harcourt



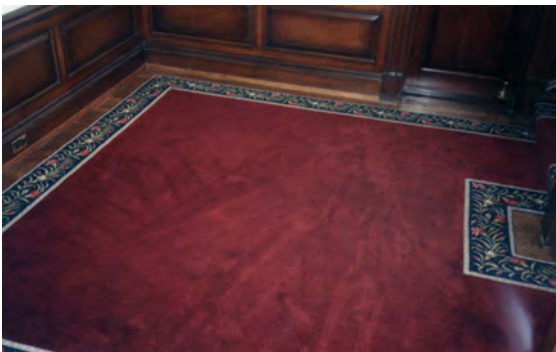
Getting the carpet borders in place



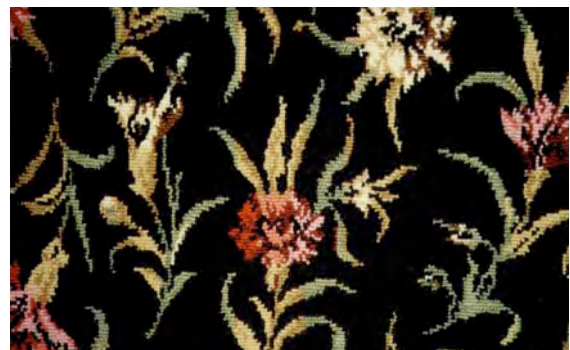
A car load of bedding



Do-it-yourselfing



The hallway carpet



The pattern in the Stark carpets



The library



The dining room

Once again, the aim was to return the manor house to its original grandeur, with beautiful oak floors, wood paneling, and tiles. Anne also found and framed material on the original owners, the James Inglis family, so that visitors would know something about the history of the estate.



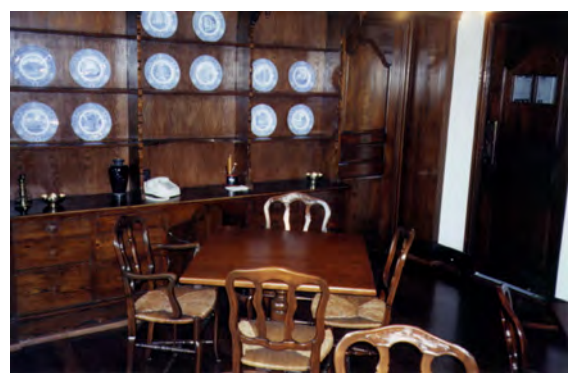
The entry hall



The second floor landing



The Inglis family



The breakfast room



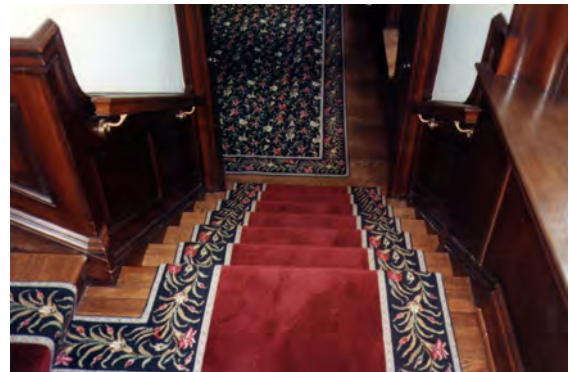
One of the guest bedrooms



A guest bedroom



The second floor hallway



The entry staircase



The stairway to the dining room



The ladies powderroom



The kitchen



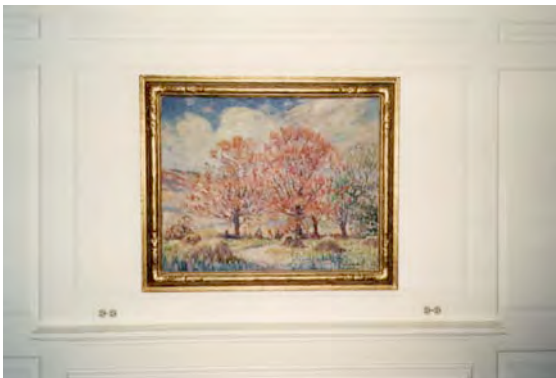
The pantry



A Turner knockoff



Another Turner knockoff



More paintings



More paintings



Inge preparing for dinner



Table settings for an Inglis House dinner



On the seventh day Anne rested ... on the Inglis House loggia

A parallel project was launched with Joan Korbinski and the gardening staff (mostly students) to rebuild the formal English gardens and other landscaping on the 8-acre estate.



The Inglis House gardens

Although the personal effort was considerable, Joan Korbrinsky and her team were able to bring the project in, under budget, and with at a quality standard that remains exceptional to this day.



Joan Korbrinsky, head gardener and horticulturist



The student gardeners



Digging out the old gardens



Stripping the lawns



The gardens back in place



Anne checking the gardens



A walkway through the Inglis House woods



Anne in the new rose gardens



The new herb gardens



Inglis House wild flower garden



The Inglis House walkways



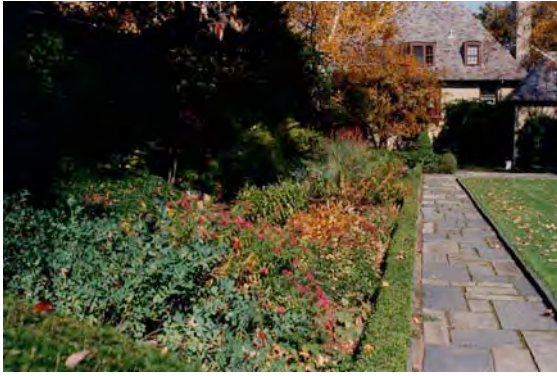
Rose and Anne in the gardens



The wisteria on the loggia



The wisteria in bloom



The gardens in fall



The Inglis House grounds in fall



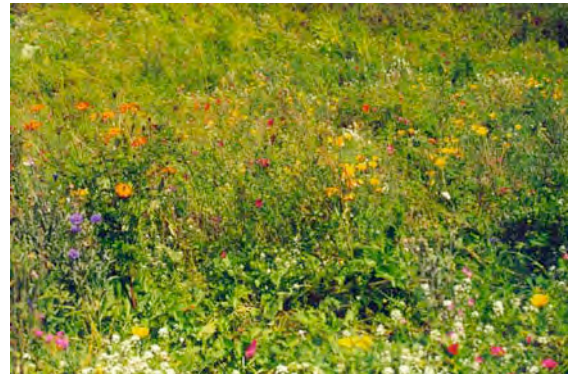
Anne's folly in the gardens



The Inglis House drive in spring



Fairy rings about the Inglis House trees



Poppies, at last! (Jim's insistence)



The Inglis House gardens

In fact, after a weekend at the estate, Mike and Mary Wallace wondered if Anne might be interested in consulting with some of their friends in New York facing similar renovation challenges. (Anne declined, noting that two mansion renovations were enough for one life...)



Perhaps just one more project...

Anne became involved in a number of other such projects. When the decision was made to build an enlarged hospitality area and renovate the president's box in the Michigan Stadium pressbox, Anne worked closely with the design staff to make certain that these areas were appropriate for a broad array of institutional advancement activities. Working with the Bentley Historical Library, she assembled a major photographic montage on the history of Michigan football and Michigan Stadium. She redesigned the seating areas to permit convenient interaction with guests (so that she and Jim could "work the crowd" during the game). Since the tailgate parties were such

an important part of football weekend, Anne worked with the staff of the Michigan Golf Course to renovate areas of the Clubhouse so that it could be used for these football events.

She also became heavily involved in a number of projects associated with the History and Traditions Committee. For example, she assisted in the design of the commons areas in the historical renovation of the University Observatory. She also helped in the design of the display areas in the Heutwell Reception Building and with historical plaques denoting important historical elements of the campus, such as the Professors Monument. These historical projects will be considered in more detail in Chapter 14.

Chapter 8

A Turn About the University Calendar

University life revolves around the calendar, changing with the seasons. After the hot, humid doldrums of a Midwestern summer, excitement begins to build in late August as students begin to return. The fall is a time of renewal, as new students and faculty arrive on campus bringing the excitement of new beginnings. The energy and activity level are high with community celebrations such as football weekends, alumni reunions, Homecoming, and fall traditions such as apple picking and trips to the local cider mills.

Winter brings the clouds, the cold, and the rain and snow—the phrase “good, gray Michigan” is an apt one. The focus is on more serious matters: classes, research, politics, and, at least at Michigan, dissent. Yet there are also basketball, hockey, and a number of other indoor sports. And, on not infrequent occasions, the joy of a holiday season concluding in the warm sunshine of a Rose Bowl.

In contrast to the rest of society, the university approaches spring with mixed enthusiasm. Certainly, the end of winter and the transition from gray slush to green growth is welcome. Yet, spring also signals the approaching end of the academic calendar, commencement, and the departure of students and faculty. Academic administrators turn to the serious business of budgets and state politics.

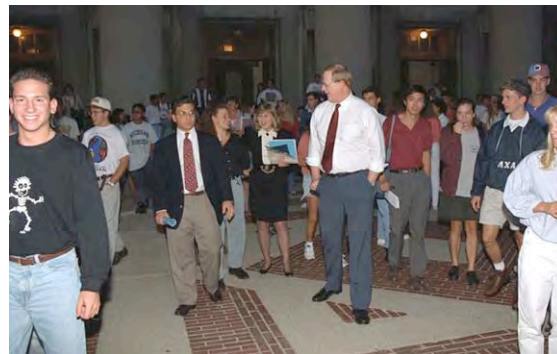
Summer is a strange time on university campuses, with most students and faculty gone, many campus facilities closed, and campus life in a dormant state.

Fall: A Time of Beginning

A hot summer day in late August. Still air under the wide, timeless branches of the tree canopy shading the University of Michigan Diag. A moment of quiet, before Ann Arbor begins to fill once again with returning students and faculty for the fall term. The only premonition of impending change, the muffled thunder of an approaching summer storm.

As Labor Day approaches, streets become crowded, parking disappears, and one of the most traumatic moments in a college education begins: The Great Dropoff. Parents bring their young students to the University, moving them into residence halls and away from home for the first time. Jim always made it a point to speak to the parents of new students, to reassure them that their sons and daughters were academically talented and would be carefully nurtured by the University. Both Jim and Anne would

participate in welcoming activities such as hosting a Good-Humor ice cream wagon in front



Welcoming new students and parents

of the dorms for excited students and tired parents moving in, a freshman convocation to convey a few words of advice to new students—usually ignored, of course—and an array of welcoming events for new graduate students and new faculty. Jim always used to tell the parents that there was only one college event more traumatic than the Great Dropoff. It was that moment, following commencement, when just as parents swell with pride, their graduating student happens to mention their intent to move back home until deciding what to do next.



Jim, addressing first year students

Universities are places where tradition is important, and there are always many traditions during the beginning of a new academic year. In their roles as dean and provost, the Duderstadts had long been accustomed to hosting a fall kick-off event to get the new academic year underway. Anne had been particularly creative in designing novel ways and interesting venues to get the new academic year off to a good start—a dinner hosted on the stage of the MacIntosh Theater at the School of Music, a new facility in the College of Engineering, the Museum of Art, and the new Chemistry

building. Now, in their presidential role, they felt such events were extremely important to build the necessary spirit of teamwork among deans and executive officers. Anne created the tradition of a fall kickoff potluck, in which the elegant Inglis House gardens were used.



The Dean and Executive Officer Kickoff Potluck



Jim and Chuck Vest do the cooking honors



The EO-Dean potluck

Jim used this as the opportunity to demonstrate a rare culinary talent: baking apple pies. Each year he would spend the Saturday before the Sunday kickoff event baking pies, usually during an out-of-town football game. Since Michigan is famous for its apple orchards, a quick trip to the Ann Arbor Farmers' Market early in the morning provided the necessary ingredients, and he would spend the rest of the day making and baking pies (while, according to Anne, the kitchen was demolished). In later years, he was challenged to pie-baking contests by the mayor of Ann Arbor, Ingrid Shelton. Finally he was persuaded to share his secret recipe for a faculty cook book (see Appendix).



The presidential pies



The famous UM-Notre Dame apple pies

The spectacle of college football is a celebration of the joys of fall. In a sense, a football weekend has become an American holiday for its participants. It provides an excuse to join with others (thousands of others) in the enjoyment of fall color and weather. In a sense, a football Saturday is a community experience, drawing tens of thousands together in a festival more designed to celebrate the wonders of a fall weekend than the game itself. In fact, while most of those attending the game probably draw some excitement from the game, most are probably not fans, at least in the intense sense which one finds in sports like basketball and hockey. Some come to enjoy the spectacle, the tailgate parties, the bands, and the crowds. Some have a more social interest in seeing friends. Still others are there simply because it is the thing to do on a fall weekend. After all, how else can they participate in conversations later in the week if they have missed the game?

Fall was always a very busy time at Michigan. In part this was because of the unusual nature of the academic calendar, which attempted to schedule a complete academic term between Labor Day and the Christmas holidays. But it also had to do with the very many events that were always scheduled for university presidents at this time. Beyond the usual array of on campus receptions, dinners, speeches, and meetings, many of the national organizations such as the American Association of Universities (AAU), the National Association of State Universities and Land Grant Colleges (NASULGC), the Big Ten Conference, and the Michigan Presidents' Council would all hold multiday meetings during the fall. In fact, during their second year in the presidency, the Duderstadts faced the challenge of hosting the fall AAU meeting of the presidents of the nation's top 60 universities at Michigan. (These events were scheduled far in advance, and since the Shapiros had committed to this years earlier, even though Jim and Anne were relatively new to the presidency, they were obligated to host the event.) The weather was perfect—crisp and clear, with blue skies and bright fall colors.



Press conferences at the AAU meeting ...



And the EDUCOM meeting

Several weeks later, the University hosted the mammoth meeting of EDUCOM, the primary organization for computing in higher education. Thousands of faculty, corporate leaders, and technologists descended on the campus, and were treated to a more typical Michigan weather experience—rain, sleet, snow, and ice. Each of the major computer corporations took over a University facility for a large reception, which created a three-ring circus character on the campus. Ironically enough, during the first day of the conference, there was a major earthquake in San Francisco, and the University offered the use of its computer networks to the 700 participants from Northern California so that they could communicate with their families.

Everything was always too busy in the fall, particularly for the President's Office. Activities that had been suspended for the summer would come alive once again, demanding time and attention. No matter how much time one spent getting ready for the new term, it never seemed enough to cope with the demands and the challenges. Although it usually took several weeks for the first crisis to develop, sometimes it was earlier. Perhaps the end-game of the summer budget process in Lansing would have gone amiss, requiring days of follow-up effort with state government to repair the damage through a supplemental appropriations. Sometimes Washington would spring a new surprise on the University—a new scheme for cutting the amount of research grant support or a Congressional inquiry. With new students came new issues that could rapidly dominate the agenda for campus activism. Even the Regents would occasionally pitch in, returning to their first meeting after the August recess with new demands or accusations, particularly in an election year when positions on the board were at stake.

Even with all of the activity, fall was a good time at the University. Michigan falls are glorious, with bright blue skies, the color of the turning leaves and moderate temperatures. There was always a sense of optimism, the excitement of returning students and faculty, the hope of a winning football season (since Michigan always did well during its early non-conference season), the enthusiasm of returning alumni and friends.



The fall colors along South University



The President's House in its fall colors



The North Campus from the Arboretum



The North Campus

However, as the skies turned gray and the leaves disappeared, more serious matters began to take hold. Student activists would have defined their agendas and developed their strategies, and campus demonstrations would begin. One could always depend on a crisis developing in one academic unit or another—a faculty revolt against a dean, the

raid of an outstanding scholar by a competing university, a serious budget problem. The local newspapers would run out of national or regional news to report, and turn their attention to stirring up controversy about (or within) the University. And, perhaps most demoralizing of all, the football team would sometimes be upset by Michigan State or Northwestern.

Perhaps one of the most traumatizing annual events was Jim's birthday, occurring right after Thanksgiving, known by most of the University community, and generally celebrated with an office surprise party (particularly on the completion of his 50th orbit about the sun):



Guess who is 50?



No suprise



But 50 or not, there is still work to be done

Anne faced a somewhat more awkward birthday situation. Since her birthday fell on January 2, it usually had to be celebrated at a bowl event. In fact, on two occasions, the Rose Bowl was actually played on her birthday. In celebration of her 50th birthday—and Michigan's win over Washington—the team gave her an autographed game ball, which became one of her most treasured birthday presents.



Winter Commencement

The Holiday Season

By the time the Christmas holidays approached, like many other members of the central administration, Jim and Anne were ready to collapse. Yet, even during the holiday season, they still had little respite. From Thanksgiving to Christmas was the season of holiday parties and receptions. Anne was always particularly busy, since she was responsible for a host of activities associated with the holiday season. She first had to decorate both the President's House and Inglis House for the countless events scheduled for the month of December:



The President's House at Christmas

Here Anne had to steer a careful course between creating an appropriate spirit of the season—and yet not having “the season” labeled as any particular religious experience. She was finally reduced to explaining that trees and wreaths were, in reality, pagan symbols of the winter solstice from prehistoric times (although Jim's electric train under the tree in the President's House was a pagan rite of more recent origin).



Unloading the Christmas tree



Putting it on the stand



Erecting it in the house



Anne decorating the tree with family ornaments



Anne decorating the tree



Jim assembling his LGB electric train



The Christmas tree at the President's House

As First Lady, she was also responsible for designing and hosting an array of events, from large receptions for groups such as the Faculty Women's Club or the University administration, to more intimate dinners for the Regents, the Executive Officers, the Deans, and other University guests.



Setting up for a Holiday Reception



The entry hall



The living room



The dining porch



The music room



The dining porch



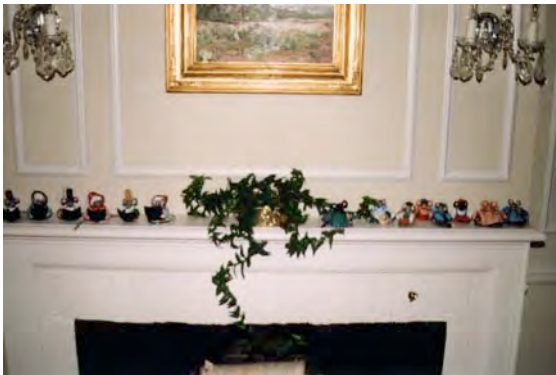
The front staircase



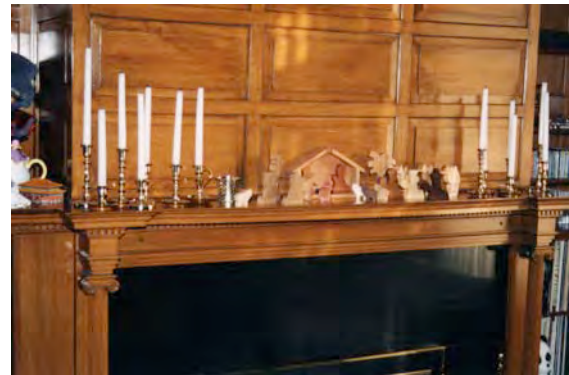
The dining porch set for a holiday reception



The dining porch



The dining room mantle with Susan's mice



The library mantle



Inge preparing her cookies



Inge's Christmas cookies



Even Big Al gets into the Christmas spirit!

The last event hosted by the Duderstadts each holiday season would be a dinner party at the Presidents' House for the Executive Officers, who, like the Duderstadts, were exhausted and in desperate need of both TLC and R&R. Fortunately, Santa



The EO Christmas dinner



Santa visits the EOs

always appeared at these events bearing presents for each of the executive officers and their spouses, although for some strange reason, the President was never at the table when Santa appeared.



The Clements Library Christmas tree



Big Al presiding at the Christmas reception



The Vests and Holbrooks help greet guests



Jim joining Big Al in presiding

Jim also suffered from overload during this period. December was crammed with an array of standing commitments such as the Big Ten Conference meetings in Chicago or National Science Board meetings in Washington or key fund-raising activities. And, when Christmas finally did arrive, and the Duderstadts would get to spend time with their family, it would always be short-lived, because the day after Christmas they usually had to take down the Christmas tree, pack their bags, and lead the Michigan expedition to a football bowl game.

Winter: Good, Gray Michigan

Winters in Michigan can be rugged. The temperature usually drops below freezing by Thanksgiving and rarely surpasses this threshold again until March. Storms sweeping across the Great Lakes can be ferocious. But more typically, a Michigan winter is wet and overcast. The phrase "good, gray Michigan" is apt. It is just the kind of season when one wants to stay home, and curled up in front of a warm fire.



Good, Gray Michigan

As with most memories, Jim and Anne remember their early winters in Ann Arbor as particularly harsh. The first snow would occur before Thanksgiving, and by December, the grass would be covered with snow and ice, not to reappear until late March. One could depend on at least one mammoth snowstorm, 20 inches or more, each year. In fact, they used to attach these memories to other cosmic events. For example, the snow began to fall in 1973 the Sunday after the famous UM-Ohio State tie. As they were watching the weather bulletins that afternoon, predicting more and more snow, there was an even more alarming bulletin: the Big Ten athletic directors had voted to send Ohio State to the Rose Bowl rather than Michigan, with the tie vote being broken by Michigan State.

However, the real impact of winter on life at the University set in when students and faculty returned after New Years. Since Michigan is high in latitude and on the western edge of the Eastern Time Zones, days were not only very short but also darkness would fall in mid-afternoon. Although Michigan's proximity to the Great Lakes prevented long periods of sub-zero weather, it was usually wet and the skies were always overcast. Winter sports provided some distraction, but trudging through the snow to a basketball game or hockey match on a bitterly cold night was still a challenge.

Not surprisingly, after a few weeks, there would be the first signs of cabin fever—or perhaps sunlight-deficiency syndrome. People would become more irritable. Complaints would increase. The newspapers would become more hostile. And much of this would eventually find its way to the Office of the President.

One could be certain that February and March would also be the peak times for student activism. Usually it took several weeks for campus politics to regain momentum after the holidays. But by February, protest leaders would have created a fever pitch in concerns—although, of course, the issues would change every year. This would generally peak during the February Regents meeting, since this usually provided the opportunity for maximum public visibility. Fortunately, the week of spring break would follow in early March. But after break, even though the weather was not quite as bitterly cold, Michigan remained in winter’s grip, the campus remained irritable, and protest movements could be easily re-ignited.

Fortunately, there were usually several distractions that kept such politics from coalescing into a crescendo. First, if the basketball or hockey team was nationally ranked, then students could look forward to the NCAA tournaments, March Madness and the Final Four. Second, Michigan’s unusually short Winter Term left very few weeks for building major political movements before exam period and commencement. In fact, it is sometimes rumored that the reason the University shifted in the 1960s to a trimester system in which the term ends by May 1 is that they wanted to get students out of town before warm weather, with the potential for real disruptions. Not a bad idea...

Fortunately, Jim’s national and corporate board activities would sometimes get the Duderstadts into a warmer climate for a few days during the winter. They would sometimes get a weekend in Florida or California. However, Jim was never more than a pager away, and sometimes he tended to spend more time in airports than warming up in vacation resorts. Furthermore, these were sometimes hectic experiences for Jim, since his board meetings were frequently from early morning until late at night.



Winter at the President’s House



Spring at the President’s House



Business-Higher Ed Forum in Tuscon



CMS Energy in Naples, Florida



Higher Ed Roundtable in Santa Cruz



Senior Scholar at Stanford



CMS Energy in South Haven



National Academy of Sciences at Woods Hole



Lake Geneva from Glion, Switzerland (the Hewlett Conference)

Spring

Spring is a very brief season in Michigan. In late April the thermometer finally moves above freezing ... and then keeps right on going into the 70s and 80s, so that by early May summer has arrived. The tulips bloom, leaves appear on the trees, and students graduate and leave. All in the space of a few weeks.

Hence, spring memories are few and brief. The blooming of the peony garden in the Arboretum. The May Festival (although after a century of performances, it was discontinued in the late 1990s). Commencement. That's about it.



The Peony Garden in the Arboretum

Summer "Vacation"

For most university faculty members and students, summer is a welcome break from the hectic pace of the academic year. Many faculty scatter to the winds, traveling about the globe, combining scholarly work and traveling vacations. Even those who stay in Ann Arbor to work on their research, generally slow their pace a bit, and try to take a few weeks of pure vacation.

Once summers were also a time of rest and relaxation for university presidents. Many had summer places, to which they would retreat to read, write, and relax during the summer months. It was also a time to travel abroad, to fly the University flag in far-flung locales and be wine and dined by local alumni.

It was hard to imagine that such peaceful summers had ever existed for University presidents. In the high-paced world of state and federal politics, summertime in the 1980s and 1990s was the time when the critical phase of the budget process occurred. May, June, and July involved nonstop negotiations, with governors, legislators, and regents to pin down University funding and determine how this would be distributed. During times of limited resources, this period was particularly stressful. Many were the long days spent pleading the University's case in Lansing for an adequate appropriation or attempting to persuade contrary regents about the importance of charging adequate

tuition levels to sustain the quality of the institution. The Detroit-to-Washington shuttle also became a familiar experience for Jim as Congress and the Administration worked their way through appropriations and authorization bills with major implications for leading research universities such as Michigan.

This was an intense effort, involving long hours and seven-day workweeks. It also required constant vigilance, since a slight shift in a legislative conference committee vote or an inane comment to the press by a maverick Regent could blow the strategy all apart. As a result, by the time the July Regents' meeting was completed, the executive officers were usually on the verge of collapse and looked toward the month of August for a well-deserved break—usually as far away from Ann Arbor as they could get.

Unfortunately, the same was not true for the president. Indeed, August was always a traumatic month, since Jim was frequently left quite alone, to protect the university from the slings and arrows of outrageous fortune. For example, early in his presidency the challenge was an ongoing political struggle to prevent the Governor James Blanchard from eroding the University's autonomy by attempting to control its tuition levels. Ironically enough, Jim had developed an excellent working relationship with the Governor early in his administration on a range of technology-driven economic development issues. But he also realized that he had to resist the state's effort to dictate tuition, since these resources represented the only real alternative to maintaining the quality and health of higher education in Michigan during a time in which state support was declining. In fact, as chair of the President's Council of Public Universities, it was Jim's role to lead a bitter yet successful struggle to resist the governor's efforts to control tuition. And this fight usually came to a head in August, following the Legislature's approval of the appropriation bill, when the Governor's staff would begin to pressure the presidents and governing boards to roll back tuition increases. Hence Jim would spend much of his time in August coordinating the efforts of the other universities to stand up to this intimidation. And much of the time, Jim Duderstadt was the only one in the fort carrying on the fight...

This was a lonely battle, but one in which defeat would have seriously damaged the University. In the end, Michigan managed to win each time—much to the consternation of the Governor and his staff. For the next several months they would convey subtle threats of "We'll get even one of these days."

August was also a silly time in the political season, since every other year the state's political parties would hold their conventions to nominate candidates for the fall election slate—including the nomination of Regents. While both parties played games in the selection of Regent candidates, the Republicans were by far the worse because of the deep divisions within their party. As a result, the interplay between party politics and the press would always attempt to draw universities into the fray.

On the Road ... and on an Electronic Tether

Compounding the calendar complexity of leading the University were a number of other commitments. It is customary for presidents of major universities to serve on a variety of public and private boards. Such service activities not only benefit a university through the contributions their leaders make to such efforts, but they also add to the experience and ability of the president.

Jim served on a number of such bodies: the Big Ten Conference, the executive committees of higher education organizations such as the American Association of Universities and the National Association of State Universities and Land Grant Colleges, the Presidents' Council of State Universities of Michigan, the Executive Council of the National Academy of Engineering, and so on. He also served as a director of two major corporations, Unisys (which had formerly been Burroughs, a leading Michigan company) and CMS Energy (the holding company for the state's largest electrical utility, Consumer's Power).

But Jim's most significant and demanding service activity was the National Science Board. The National Science Board consists of 24 leading scientists and engineers, appointed by the president and confirmed by the Senate, that oversee both the National Science Foundation and the development of broader national science policy. Jim had been appointed to a six-year term on the NSB by President Reagan while he was Dean of Engineering, and he was in the presidency when he was appointed to a second six-year term by President Bush.



Being sworn in for the National Science Board



A Washington meeting



The National Academy of Sciences



National Academy West: The Beckman Center

The National Science Board had a demanding schedule, holding two or three-day meetings eight times a year, usually coordinated with the federal budget process. In addition, its various subcommittees took on major assignments to develop key federal science policies in a wide range of areas of scientific research and education. During Jim's first term on the NSB, he had the additional responsibility of chairing one of the two key subcommittees of the Board, the Education and Human Resources Committee. During his second term, he was elected chairman of the National Science Board, and he held this position for three years, one of the top scientific posts in the nation.

This is one of the more important science roles in the nation, and for a variety of reasons, he felt it quite important to take on this assignment. (Interestingly enough, even though this was quite an extraordinary honor for the University, a senior Regent—Deane Baker as usual—objected and tried to persuade other Board members not to let him serve!) In this role, Jim was not only responsible for the operation of the Board, but as well for the supervision of a staff of roughly two dozen. Furthermore, he was in the unusual position of having the Inspector General of the National Science Foundation and her staff reporting directly to him. In a very real sense, he had a second complex and demanding job, beyond the myriad responsibilities of the Michigan presidency.

Hence, for several years, the Duderstadts schedule was even more complex than usual. Jim had to balance campus responsibilities with federal politics. It was always an interesting mental transition to shift from the issues swirling about the campus or Lansing when Jim set aside his Michigan president's hat and donned his federal hat to worry about Congressional committees or White House policy or international relations. While life was never dull, it was also very complex, and no doubt balls were dropped from time to time.

Despite this, Washington service did provide an occasional break in routine. During those years in which the NSF was located two blocks from the White House, the Duderstadts would stay in the J. W. Marriott on Pennsylvania Avenue, also adjacent to the White House. Since this hotel was also the center of much of the action in Washington--the National Governors' Conference, numerous fund-raising events, and such--one was swept along by national issues. Thanks to electronic mail, faxes, and cellular phones, Anne and Jim were never out of touch with Ann Arbor. In fact, rare

was the time when Jim could go more than a couple of hours in a Washington meeting without his electronic pager going off--or a fax coming in. But just being several hundred miles away was a relief at times.



Jim and Anne ready for an evening in Washington

Throughout Jim's 12 years on the NSB, there was an ongoing challenge of coordinating his NSB calendar with that of his various University roles as dean, provost, and president. It was clear that his service on the NSB greatly benefited the University. In fact, during Jim's presidency the University of Michigan rose from 7th place to 1st place in the nation in the magnitude of its research activity. While Jim's role as one of the leaders of American science was understood in Washington and across the scientific community, it was sometimes not well appreciated on the campus.



Jim receiving the National Medal of Technology from President Bush

Unfortunately, in 1993, after Clinton succeeded Bush, the National Science Foundation was moved out into new quarters in Arlington, Virginia--more specifically, adjacent to the Ballston Commons, a low-end shopping mall on the Beltway. The NSB tried to resist the move, but the Virginia Congressional delegation was very effective in working with developers to build new buildings and then raid federal agencies from the District of Columbia to fill them. They managed to persuade a newly elected president to go along with this hijacking, and as a result, National Science Board members had to trade the excitement of the Smithsonian Mall for the blandness of a shopping mall. Washington trips ceased to be much fun...



Jim always in contact by computer



The telecommunications center in
The President's House



Jim's symbol: the Energizer Bunny

Yet, Jim managed to persevere and serve both the University and the nation in these multiple roles, albeit with even less sleep and exercise...

Beyond presidential duties and the National Science Board, Jim also had a series of personal interests and obligations that stretched him even further. He had been elected as a member of the Executive Council of the National Academy of Engineering. Normally this would not have been a great time demand. But during Jim's term as a Councilor, a maverick candidate managed to get elected through a write-in ballot--although how responsible people ever voted for him was hard to understand since his track record for disrupting organizations was well known. As he then proceeded to dismantle the operations of the National Academy of Engineering, there was no choice for the Council but to undertake the unpleasant task of arranging for a recall action--difficult, but in the end successful. But a very time-consuming and troubling activity for many on the Council.

Jim's other personal responsibilities involved service as a director on two corporate boards--Unisys and CMS Energy (the holding company for Consumers Power). Actually, this was quite common for Michigan presidents. Hatcher and Fleming had served as directors of Chrysler, and Harold Shapiro served as a director of Dow, Burroughs, Kellogg, and the Sloan Foundation. Such service provided one with an interesting perspective of the corporate world. It also helped develop relationships with key corporate leaders. And, not inconsequentially, it provided an important salary supplement that made the relatively low compensation of the Michigan presidency somewhat more bearable.

These corporate boards would typically meet 6 to 8 times a year. However, there were important committee assignments that took more time. Further, each board generally had a 2-3 day planning session that did require out-of-town travel. Thus, they too added to the presidential overload.

Jim's final additional responsibility was the Big Ten Conference. During the early phase of his presidency, he found his primary role was just protecting the University from Conference actions, since he did not yet have sufficient seniority to be in a leadership role. As indicated elsewhere, this was sometimes a challenge. In later years, Jim's seniority increased to the point where he became a member of the Executive Committee of the Big Ten Conference, first as Vice-Chair and Chair of its Finance Committee, and then finally as Chair of the Board of Directors. In these latter roles he found himself spending a great deal of time on Conference matters--restructuring the NCAA from an association into a federation, representing the Big Ten during its Centennial Year, and negotiating with the Pac Ten over the Rose Bowl relationship. While the day-to-day management of Conference activities rested with its very able Executive Director, Jim Delaney, Duderstadt did have the fiducial responsibility as chair to keep on top of matters. Again, another overload--unseen and certainly unappreciated by most.

Sometimes Jim and Anne would wonder: Have they taken on too much? Is there any way to reduce the number of their commitments? Could they streamline the calendar?



Ready for an event in the President's House



Hosting the Faculty Awards banquet

In the end they concluded that this was probably impossible, as much due to the nature of the position as to their own personalities. Over time, as president of the University of Michigan, one is forced to accumulate roles as responsibilities much like barnacles on a ship. As one becomes more visible as a university leader, opportunities arise that simply must be accepted as a matter of responsibility. The Duderstadt's experience was that the number of new roles put before them always seemed to outnumber the number of old roles that they managed to complete.

Perhaps this is one of the reasons why the tenure of the modern university president has become so short. Perhaps the inevitable accumulation of the barnacles of roles so weights down the presidential ship that it eventually sinks. And must be replaced by a fresh president, a clean ship, unencumbered as a relative unknown by the array of obligations and duties that built up over the years of service for his predecessor.

Or, as all presidents are fond of saying, "It just goes with the territory..."

Escape

Although the times made it impossible for them to ever take an extended vacation during their presidency, as did their predecessors, Jim and Anne sometimes were able to escape for a few days. On these rare occasions, they generally opted for one of two places: Carmel, California or Walt Disney World in Orlando, Florida.

Escaping to Carmel is easy to understand, since it is probably one of the most beautiful places in the world.



Carmel, California



Point Lobos



The Highlands Inn



The Highlands Inn



Anne at the Highlands Inn



The walk along Carmel Beach



Yankee Point



The Post Ranch Inn

Jim and Anne had discovered it during their years in California, and whenever the rare opportunity for a few days away arose, they generally looked to the west. Fortunately, the microclimate associated with the Monterey Peninsula gave Carmel wonderful weather essentially any time of the year. So, whether it was an escape from the heat and humidity of Michigan for a few days in late August or a quick break in early January after a stressful Rose Bowl trip, it provided a reliable refuge. The presence of Jim's brothers in San Francisco added a family incentive for trips to Northern California.



Escape, escape...

The second refuge, Walt Disney World, requires a bit more explanation. For many years the Duderstadts had made the trek south during the March spring break to the Magic Kingdom with several other Michigan families.



The Magic Kingdom



Susan and Kathy at WDW (1972)

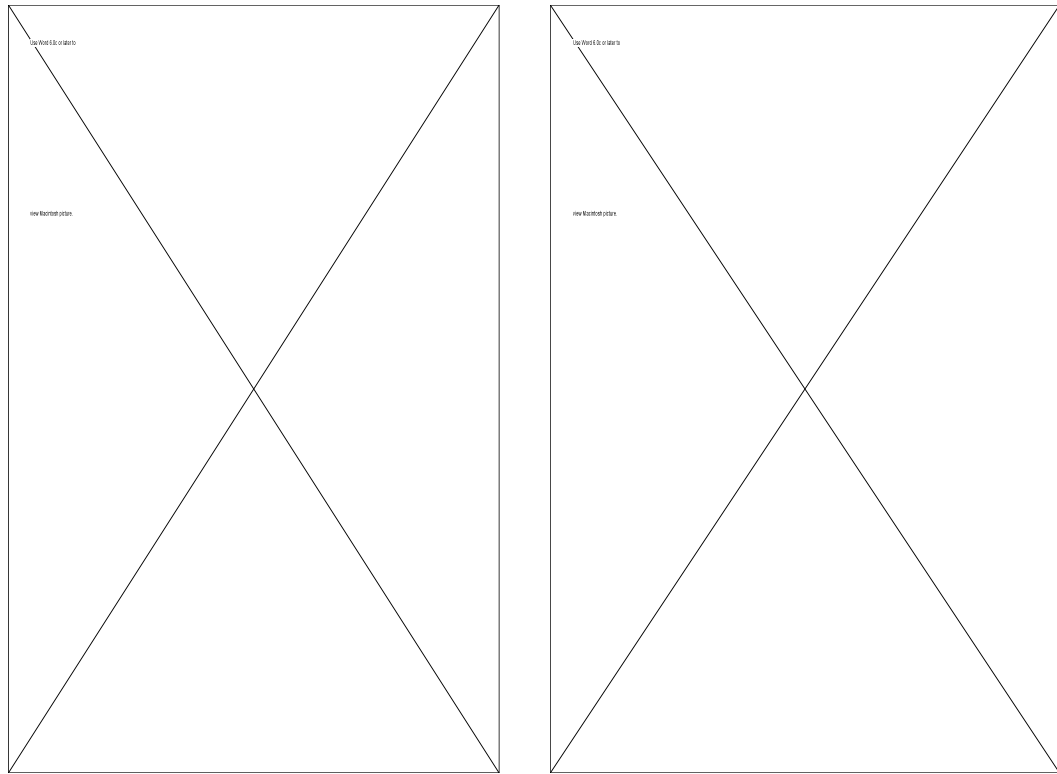


Jim at WDW (1992)

Anne at WDW (25th Anniversary, 1995)

Disneyland Paris

Their children and their friends had all grown to accept several days in the Mouse House in early March as part of the annual tradition. Later, as Susan and Kathy Duderstadt moved away from home and into their own professional careers, they could always be relied upon to give top priority to joining their parents for a few days at Walt Disney World.



Anne, Jim, and Two Friends...

While a Disney World vacation doesn't sound particularly restful, it must be recognized that over the years, this has developed into one of the most complete resorts in the world.

While the various theme parks such as the Magic Kingdom, EPCOT, and MGM, are frequently crowded and confusing, the world of the resort hotels are beautiful, restful, and relaxing.



The Polynesian Village Resort Hotel

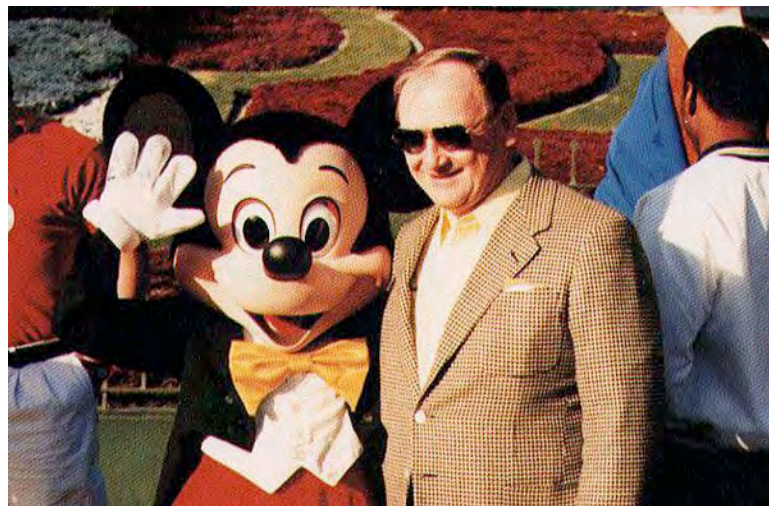


Dining with the Boss in Disneyland Paris

Hence Jim and Anne found Disney World a place where they could get away from things, while their children went their own way at a somewhat more hectic pace.



Michigan Athletics even in DisneyWorld
(Super Bowl MVP Desmond Howard)



Even Bo loves Mickey Mouse!

Yet, even in Carmel or Walt Disney World, they were only a phone call—or an electronic mail message—away from the demands of the University. Many were the times when Jim had to fly back to handle a quick emergency. Even when they were able to get several days away, the time was frequently filled with phone calls, electronic mail, and faxes.

In fact, during their ten years in the central administration as provost and president, Jim and Anne never really had a true vacation. The Duderstadts did manage to get away on several trips—better yet, expeditions—to exotic places such as China and Eastern Europe. But even on these trips, they were representing the University and usually working on institutional agendas. Rare, indeed, was the day when Jim and Anne could set aside University problems or demands. In fact, it was this inability to decouple from the University, to regain their strength, which would play a key role in their decision to step down eventually from the presidency.

Chapter 8 Appendix

Michigan-at-Notre Dame Apple Pie



Apple Pie Mixture:

7 or 8 tart apples
3/4 cup sugar
2 tablespoons flour
1 teaspoon cinnamon
1/4 teaspoon nutmeg
1/4 teaspoon salt
2 tablespoons butter
lemon juice

1. Get up early on Saturday morning and go to the Farmer's Market. Ask your favorite farmer: "Whatchagot that's good for apple pies?" Follow his/her advice and buy a bunch (8 apples per pie).
2. Use your handy-dandy mechanical apple peeler (or your children to peel the apples, slicing them, and then sprinkle with lemon juice to keep them from browning).

3. To a bowl of 8 sliced apples, add 3/4 cup sugar, 1 teaspoon cinnamon, a dash of nutmeg and salt, and then stir together with a large spoon.
4. Pour mixture into pie-tin lined with pastry shell. (Prepare per instructions below.)

Pastry Ingredients:

2 cups unsifted flour
 1/2 teaspoon salt
 1 cup white shortening (chilled)
 5 to 6 tablespoons water (ice-cold)
 1 Fifth Jack Daniels

1. Empty 2 cups flour and 1/2 teaspoon salt into foodprocessor and pulse briefly to mix. Then add 1 cup white shortening. Pulse foodprocessor several times until mixture becomes uniform but coarse. Finally, add 5 to 6 tablespoons water and pulse foodprocessor several times until the mixture clumps together into a single lump of pastry dough. Remove from foodprocessor and shape by hands into a ball. Place dough in refrigerator and chill.
2. When ball of pastry dough is chilled, remove it from the refrigerator and cut in half. Place first half on a chilled surface, sprinkled lightly with flour. Start rolling with a chilled rolling pin, taking care to always roll away from the center of the pastry dough. When the pastry has been rolled to a circle of 6 to 7 inches in diameter, turn it over and continue rolling until it becomes a circle 11 to 12 inches in diameter (about 1/8 inch thick).
3. Fold pastry over rolling pin and then lay carefully into pie pan. Using a knife, trim the pastry rim flush with the rim of the pie tin.
4. Fill pastry-lined pie tin with apple mixture. Then add 6 slices of butter (two tablespoons) spaced uniformly on top of apples.
5. Repeat the process of rolling out the second half-ball of pastry into a circle. Again, fold pastry over rolling pin and lay it carefully on top of filled pie tin. Trim the top pastry about 1/2 inch from the edge of the pie pan. Then, using a dinner knife, fold the edge of the upper pastry crust under the edge of the lower pastry shell.
6. Using thumb and forefinger, crimp edges of pastry around pie to bind upper and lower shells together. Using a knife, slice six evenly spaced slits in the top of the pie. Finally, brush a beaten egg mixture on the surface of the pie to give it a brown color after baking.

6. Preheat oven to 425 degrees. Bake pie 50 to 60 minutes, or until pastry surface browns and fluid bubbles out of pie.

For mass production (6 pies or more), prepare pastry and chill in morning. At gametime, begin rolling out pastry, lining pie tins, preparing apples, and finishing and baking pies. You should be able to make 2 to 3 pies per quarter. If game is close, add one jigger Jack Daniels per Michigan turnover--to the chef. Your productivity by the fourth quarter will slow a bit, but by that time you will have several pies baking at any one time. Since you probably will be sufficiently distracted by the game...or the Jack Daniels...that you will forget about what time you put them in the oven, you should try to watch them carefully, or just keep alert for the first signs of smoke.

If Michigan wins, you should have a number of wonderful apple pies for celebration. If Michigan loses, then send a pie to Coach Lloyd Carr and the team to cheer them up.



Chapter 9

Hail to the Victors!!!

There is an old saying in presidential circles that the university might be viewed as a very fragile academic entity, delicately balanced between the medical center at one end of the campus and the athletic department at the other. The former can sink it financially--the latter can sink it through public gaffs.

But Jim remembers another quote even more appropriate--at least for the University of Michigan. Jim's predecessor, Robben Fleming, imparted these words of advice that apparently had been passed along from one Michigan president to the next: The best way to keep from being consumed by Michigan athletics is to make certain that you win most of your football games--but never, *never*, win the last game. By winning consistently, you keep the alumni, students, and fans interested and supportive. But by never winning the last game, the teams never become so highly ranked that folks take Michigan sports too seriously.



Hail to the Victors Valiant!

Apparently President Fleming had great skill, because this is precisely what he managed to do during his years as president. With Bo Schembechler at the helm, the Michigan football team won Big Ten championship after Big Ten championship. But it rarely managed to win its last game, which frequently occurred in the Rose Bowl.

The Duderstadts were not so fortunate. They began their tenure with not only a Rose

Bowl win, but a NCAA basketball national championship as well. It was all downhill from there...

Hail to the Victors!

Mention Ann Arbor, and the first image that probably comes to mind is a crisp, brilliant weekend in the fall: walking across campus through the falling leaves to Michigan Stadium; gathering at tailgate parties before the big game; the excitement of walking into that magnificent stadium—"the Big House"—with 105,000 fans thrilling to the Michigan Marching Band as they step onto the field playing "Hail to the Victors."

Intercollegiate athletics provide some of the very special moments. The excitement of a traditional football rivalry such as Michigan *vs.* Ohio State. Or, perhaps, special events such as a Rose Bowl or a NCAA Final Four. Then too, there were the Cinderella stories: substitute coach, Steve Fisher's basketball team, moving through an improbable series of victories to the NCAA championship or his return to the championship round three years later with an all-freshman team, "The Fab Five"; Jim Abbott overcoming his disability to become the leading amateur athlete in the nation, and then going on to become a major league baseball pitcher; Desmond Howard's spectacular catch against Notre Dame, and his Heisman Trophy season; and a long string of memorable efforts by Michigan Olympians.

Intercollegiate athletics programs at Michigan are not only an important tradition at the University, but they also attract as much public visibility as any other University activity. They are also a critical part of a university president's portfolio of responsibilities. As any leader of a NCAA Division I-A institution will tell you, a president ignores intercollegiate athletics only at great peril--both institutional and personal.

Although it is perhaps understandable that a large, successful program such as Michigan would dominate the local media, it also has more far-reaching visibility. Michigan receives far more ink in the national media--the *New York Times* or the *Washington Post* or even the *Wall Street Journal*--for its activities on the field that it ever did for its classroom or laboratory contributions. This media exposure is in part to the University's long tradition of successful athletics programs of high integrity. It also stems from the increasingly celebrity character of college sports: successful and quotable coaches such as Bo Schembechler, flamboyant players such as the Fab Five, the extraordinary scale of Michigan athletics, with a football stadium averaging 105,000 spectators a game.

The popularity of Michigan athletics is a two-edged sword. While it certainly creates great visibility for the University--after each Rose Bowl or Final Four appearance, the number of applications for admission surges--it also has a very serious potential for instability. Every college athletic department, no matter how committed and vigilant its

leadership, nevertheless can depend on an occasional misstep. After all, most college student-athletes are still in their teens; the great popularity of college sports attracts all hangers-on to key programs, some well-intentioned, some not; there is intense pressure from the sports media; and the NCAA rulebook is larger and more complex than the United States Tax Code. When mistakes occur, the president is generally expected to shoulder the blame, even when he or she rarely has any direct knowledge much less involvement in the incident.

Perhaps far more serious is the extraordinary emotional attachment which ordinarily rational people can develop toward college sports—at least toward successful programs. We have all seen how fans behave at sporting events—not simply cheering the favored team on, but taunting the opposition, berating officials, and even occasionally booing their own players and coaches. And for many, this emotional involvement extends far beyond simply the moment of athletic competition. After a series of disappointing seasons, boosters and alumni are not only likely to call for the firing of the coach, but for the athletic director and the president as well. Why not get rid of the whole @\$%& bunch?! And their one-dimensional view of the university through their sports binoculars is not only conveyed to other fans, but to legislators and regents as well--folks who have the power and sometimes the inclination to do really serious damage!

Corner any major university president in a candid moment, and he or she will admit that many of the problems they have with the various internal and external constituencies of the university stem from athletics. Whether it is an appropriate concern about program integrity, or a booster-driven pressure for team success, or media pressure, or over-involvement by trustees, presidents are frequently placed in harm's way by athletics. As a result, whether they like it or not, most presidents learn quickly that they must become both knowledgeable and actively involved in their athletics programs. As Peter Flawn, former president of the University of Texas, put it in his wonderful "how-to" book on university leadership, "If you don't like or understand college football, learn how to fake it"

The role of the president in Michigan Athletics has been complex and varied. Although the president and first lady of the University have always had an array of formal, visible roles associated with athletics (e.g., entertaining visitors at football games and representing the University at key events such as bowl games), they have other far more significant roles. The concerns about scandals in college sports have led to a fundamental principle of institutional control at both the conference and NCAA level in which university presidents are expected to have ultimate responsibility and final authority over athletic programs. Although previously there had usually been a formal reporting relationship of the athletic department to the president, in many cases powerful athletic directors had kept the president and the institution at arm's length. However, by the 1980s, it became clear that the days of the czar athletic director and independent athletics department were coming to an end. These activities are simply

too visible and their impact on the university too great for college sports to be left entirely to the direction of the athletics establishment, its values, and its culture.

Furthermore, in the late 1980s, the Big Ten Conference became incorporated, with the university presidents serving as its board of directors. This new corporate conference structure demanded both policy and fiduciary oversight by the presidents. It also demanded a great deal of time and effort, since the operations of the Conference are more extensive than those of the professional athletics leagues. Many was the day spent over in meetings at O'Hare, or elsewhere about the country, working—or jousting—with other Big Ten presidents on Conference matters.

There is yet another presidential role, certainly more enjoyable and perhaps even more important but far less visible: that of providing a sense of caring for and involvement with the coaches, student athletes, and athletics staff. Ironically, at Michigan, the Athletic Department is the only major unit that reports directly to the president, through the athletic director. (Other units report through vice-presidents.) Both Jim and Anne felt a particular responsibility to provide TLC—tender, loving care—for the various programs. Jim and Anne tried to attend as many athletic events as their time permitted—particularly the less visible "non-revenue" sports. They hosted a variety of events and activities for the Department. They developed personal friendships with many of the coaches and staff. And they tried to be as supportive as possible, during both good times and bad.

Michigan athletics is, in reality, very much a family affair, with coaches, staff, players, and families forming a tight-knit community. The Duderstadts felt very much a part of the Michigan family, and they developed a deep appreciation for the trials and tribulations of the people who guided and participated in varsity athletics. While they always thought of student-athletes as students first—and of coaches as teachers—they nevertheless also regarded them as their family, with an increasing sense of responsibility for their welfare.

Athletics 101: The Provost Years

Like most of the Michigan faculty family, the Duderstadts had been distant spectators of Michigan athletics. Joining most of the rest of Ann Arbor, Jim and Anne attended football games, sitting in the same seats near the end-zone year after year with other faculty. They had moved from California to Michigan in late 1968—arriving the same week, incidentally, that Bo Schembechler moved to Michigan, albeit without the same fanfare. Bo's first football season was also the Duderstadts' first. They cheered Michigan on as it upset Ohio State in 1969 to win a trip to the Rose Bowl, and then they agonized along with the rest of the University as Bo had his heart attack and Michigan was defeated in the 1970 Rose Bowl by Southern California. They were enthusiastic fans, but no more closely involved with Michigan football than hundreds of thousands of others in the stands or in front of the television.

Basketball was more of a random experience for the Duderstadts. During the years when Johnny Orr was coach, the Duderstadts shared season tickets with some friends for a few years, remotely situated in the upper reaches of Crisler Arena under the scoreboard. But as their children grew older and became involved in their own sporting activities—and as the trek across bitterly cold parking lots to Crisler Arena made television a more comfortable alternative—they became armchair fans.

Coming from warmer climates (California and Missouri) made it difficult for the Duderstadts to understand hockey, the other revenue sport at Michigan. Although women's athletics were not yet on the Athletic Department radar screen, there were other sports such as swimming, baseball, and gymnastics. But these were never given high visibility by either Michigan athletics or the media and hence did not enjoy the intense fan interest of football and basketball.

All of this is not to say the Duderstadts were not interested or loyal Michigan fans. They enjoyed Bo's success with Michigan football, and they suffered as did other Michigan loyalists when Michigan lost year after year in Pasadena. They followed Michigan basketball with great interest. But they were not personally involved beyond the level of common fan interest.

At least they weren't until they became members of the central administration when Jim became provost of the University in 1986 . . .

Cosmic Confusion

It did not take long for Jim and Anne to realize just how complex Michigan athletics could be. During Jim's first summer as Provost, he was holding down the fort during August while Harold Shapiro was off at his summer cottage on Lake Michigan, when he received a phone call from the czar of the Athletic Department, Don Canham. "We have big problems! You know what those @\$%^& idiots in Admissions have done? They have refused to admit two of the best basketball players in the country! And you've got to do something about it!"

"Calm down", Jim replied. "I'll look into it and see what can be done and then get back to you . . ." Well, come to find out, Canham was right. The Admissions Office was indeed playing a game of "Now I got you, you SOB" and had refused to admit two blue-chip players—none other than Rumeal Robinson and Terry Mills. Granted they were both Proposition 48 players who would be unable to play their first year (although in Rumeal's case it was due to a learning disability that he would overcome to earn his Michigan degree). And granted as well that Michigan's basketball coach, Bill Frieder, had recruited them with great public fanfare and offered them scholarships before their applications had even been received and processed by the Admissions Office. But it was

clear that there had been a major breakdown in communication, with the real victims being the students themselves.

After assessing the situation, Jim concluded that it would be both embarrassing and unfair to the students not to proceed with admission at this late date. They believed they had been dealing with the University in good faith. It was not the students' fault that Coach Frieder and the Admissions Office could not get their act together. Hence, after touching base with Harold Shapiro, Jim asked the Admissions Office to admit both students, albeit as NCAA Proposition 48 athletes.

Now Here's the Deal

Like many crises, this one provided a great opportunity to develop a more rational approach to the recruitment and admission of student-athletes. The incident served as a useful bludgeon to get the attention both of the Athletic Department and the Office of Admissions. Soon after the beginning of the fall term, Jim scheduled a meeting of the Michigan "power coaches"—Bo Schembechler (football), Bill Frieder (basketball), and Red Berenson (hockey)—to discuss the admission of student-athletes.

It took only a few minutes of discussion to learn that these coaches were sincerely trying their best to follow both NCAA recruiting rules and UM admissions policies. But the competition for the best athletes was intense, and the uncertainty and delay experienced in getting a response from the Admissions Office was very frustrating to their recruiting efforts. Although technically the Athletic Department reported to the president while Admissions reported to the provost, Jim viewed this as primarily an academic matter and took the lead in its resolution.

He proposed a very simple deal with the coaches that became the basis for future admissions policies. The underlying premise was difficult to challenge: the welfare of the student-athlete would dominate all the University's decisions, policies, and procedures, subject of course to NCAA and Big Ten Conference rules. In particular, the University would agree to admit only those student-athletes who admissions staff were confident had the academic abilities—with adequate academic support—to benefit from a Michigan education and successfully complete a degree program. Jim acknowledged that there might be times when the student's formal academic record would not be fully indicative of their potential for success. In some of these cases, additional information about family background or extracurricular achievements could be considered. In the end, Jim challenged the coaches themselves, telling them that if they were absolutely convinced the student could succeed at Michigan, the University would be willing to admit on a trial basis—again subject, of course, to NCAA and Conference rules. But if they were wrong and the student did not make it, it would undermine their credibility for future cases.

Jim's next task was to put into place both a timely operating procedure within the Admissions Office and an appeals process to resolve possible differences of opinion. He made it clear to the coaches and later to the athletics director that with these policies in place, the coaches should be able to recruit with the confidence that timely admissions decisions would be made. But he also stated there would be zero tolerance for end-runs to the president or others such as regents. The appeals process for academic admissions ended at the level of the provost.

While it took a bit of fine tuning, this process worked well, and it continues to be used to this day. While other universities sometimes allow coaches a certain number of "wild card" recruits—no questions asked—at Michigan we have continued the practice of admitting only those students with a reasonable probability of academic success. To their credit, the coaches take great pride in this policy, even though it does mean that from time to time they have to turn away from recruiting some extraordinary athletes with weak academic skills.

An interesting anecdote here. After Jim had finished negotiations with the coaches, he set up an appointment to explain this agreement to Don Canham. Since Jim had never visited the Athletic Department, he arranged to meet Canham at his office. He arrived a few minutes early, and Canham's secretary waved him on into his office. When Jim sat down and began to talk to Canham, whom he had never formally met before, Jim noticed that he kept looking at him in a strange way. After about ten minutes, he suddenly slapped his forehead and said, "Hell, you're the Provost, aren't you? I thought you were some @#\$%^& shoe salesman or something!"

Jim should not have been surprised. A few months earlier he had sent a note to Canham inquiring whether his football seats for the past twenty years could be moved away from the endzone and closer to the pressbox area, where the Duderstadts were supposed to participate in fund-raising activities as provost. He received a form letter reply, noting that there were many requests for better seats each year, and they would be unable to honor Jim's particular request. In perhaps a rash moment, Jim returned the form with a brief hand-written note to the athletics director suggesting that perhaps the Admissions Office might also be so overwhelmed by applications that Michigan would not have room for any more student-athletes. Imagine his surprise when a week later he was notified that their seats would be moved!

Mainstreaming

This story leads to the second phase of Jim and Anne's growing involvement with Michigan athletics. The fact that the Athletics Director did not know the Provost—who, after all, as chief academic officer was second in command at the University and soon to be acting president when Harold Shapiro left on sabbatical—was indicative of the vast gulf which had opened between the Athletic Department and the rest of the University. Regarded as one of the leading athletics directors in the nation, Canham had built an

independent empire, in which coaches, staff, and athletes were perceived as something apart from the University. Further, there was little understanding and respect between the Athletic Department and those folks “up on the hill”—a reference to the central administration.

More serious was the considerable administrative and cultural separation that had evolved between the Athletic Department, its staff, coaches, and students, and the rest of the University. While some of this gap was due, no doubt, to the strong and independent personality of Don Canham as Athletics Director, there were other factors. Michigan had long taken pride in the fact that its Athletic Department was prosperous enough that it required no University subsidy, largely because of the gate receipts from the largest football stadium in America. This financial independence contributed to the isolation of the department.

This vast separation between Michigan athletics and the rest of the University posed a real challenge. It was depriving student-athletes of many of the important experiences that should have been part of their education. So too, it placed coaches in the awkward position of being decoupled from the rest of the institution. Indeed, the Athletic Department itself was highly compartmentalized, with coaches and athletes in one program having little interaction with those in others. Since Canham was approaching retirement age, it was clear that building new bridges of cooperation and respect between the Department and the rest of the University could be of great benefit to achieving a smooth transition in leadership.

The Duderstadts both decided to take on as a personal challenge the task of “mainstreaming” Michigan athletics. This was probably a more natural effort for Jim and Anne than many realized. They had both been actively involved in sports. Anne had been a cheerleader in high school—the only “sport” available for girls in their small country school. And Jim had played football at Yale. Furthermore, one of the Duderstadt daughters had been a varsity athlete in college, competing in the heptathlon and crew. Hence they had an appreciation for both the importance of sports to the education of students and the importance of athletics to the University. It also seemed to them that there was an important symbolism associated with the provost, the chief academic officer of the university, taking on this role: it made a strong statement that athletics should be strongly related to the academic nature of the university.

They began by arranging a series of events which brought together student-athletes and coaches in various academic settings—museums, concert halls, and such. They wanted to stress that student-athletes were students first, and that coaches were, in reality, teachers. In the process of arranging and hosting these events, they began to realize that the isolation among sports programs was just as serious as the chasm between the Athletic Department and the rest of the University. Students and coaches enjoyed the opportunity to meet participants from other sports programs. They also began to build

personal relationships with coaches and Athletic Department staff, both through attending events and by meeting with them individually. For example, even while Jim was provost, they began to attend the annual Football Bust held to honor the football team following each season, an event they would continue to attend regularly throughout Jim's presidency.

Graduation

After Jim served two years as Provost and spent several months as understudy to Bob Fleming, the regents elected him as the 11th president of the University, succeeding Harold Shapiro. It was natural that they would adjust naturally to the more visible role of the presidency in athletics because of their strong involvement while in the role of provost and acting president.

Jim and Anne's efforts to strengthen relationships with student-athletes, coaches, and staff of the Athletic Department led to some strong friendships, among them Bo Schembechler. In fact, Bo made it a point to show up at Jim's public interview for president. When the papers reported Jim's selection by the Regents the next day, whose picture should be on the front page but Bo's, with the quote: "He was my choice!"

Prehistoric Times

There have been many histories written about Michigan athletics, probably more than about the University itself. Most have been written either by sportswriters or former athletics directors.

Although the legends and lore of the B.C. days of Michigan athletics—that is, "Before Canham"—make good reading, it is sufficient to begin with the 1960s when Michigan athletics, and college sports more generally, began their mad rush toward commercialization.

In the beginning there was Don. And Don begot Bo. And Bo filled the Big House.

No, wait! That's only the myth. The reality is that in the beginning, there was Michigan Stadium, the largest football stadium in the nation, capable of holding over 100,000 fans. The only problem was that during the 1960s, the Michigan football program had fallen on hard times, with typical stadium attendance averaging 60,000 to 70,000 per game. Michigan State, with Duffy and Bubba, drew most of the attention in the state. Furthermore, student interest in the 1960s had shifted away from enthusiasm about college athletics to political activism, with great causes such as an unpopular war in Vietnam and racial inequity to protest.

The basketball program had enjoyed considerable success in the mid-1960s, with Cazzie Russell leading the team to the NCAA championship game, only to lose to an upstart

UCLA team (which would then dominate the sport for the next decade). Largely as a consequence of this success, the University used student-fee-financed bonds to build a new basketball arena, Crisler Arena—or more commonly known as "the house that Cazzie built."



Cazzie Russell, Harlan Hatcher, and "The House that Cazzie Built"

Although Don Canham is usually touted as the shrewd marketing genius who figured out how to promote college football, most of the faculty saw the situation somewhat different. Following Bump Elliot's advice and assistance, Canham hired a talented young football coach, Bo Schembechler, who turned around the Michigan program in his first year, beating Ohio State and going to the Rose Bowl. The sports scene in southeastern Michigan strongly supports winners, and within a couple of years, Michigan Stadium began to sell out on a regular basis. It doesn't take a rocket scientist—or a Michigan faculty member, for that matter—to realize that if one can regularly fill the largest football stadium in the country with paying customers, prosperity and success soon follows. And indeed it did, since year after year Michigan fielded nationally ranked football teams.

The annual matchup between Michigan and Ohio State, often personified as Bo Schembechler vs. Woody Hayes, soon grew to mythical proportions. Although there was some initial frustration because of a Big Ten Conference rule which allowed only the conference champion to attend a bowl game—the Rose Bowl—the quality of Michigan and Ohio State teams during the early 1970s soon forced the Big Ten to relax this rule, and Michigan began to add a bowl game to its schedule every year.

King Football

Although football was clearly the king of the hill, other men's sports programs benefited to some degree from the growing prosperity of the Athletic Department. Basketball

regained its success, although it now had to compete with an Indiana program led by a talented, young coach named Bobby Knight. Men's baseball, tennis, and swimming competed regularly for Big Ten championships.

Yet, during the Canham years, for all effective purposes, Michigan was a one-sport program. Football ruled the roost, and other sports were clearly of secondary priority. Taking a more objective look at this era, one cannot help but note that while several of the men's programs competed effectively within the Big Ten Conference, none were regarded as national leaders. In fact, Michigan went twenty-five years without a national championship in any sport—from 1964 when Al Renfrew's hockey team won the NCAA until 1989 when Steve Fisher's basketball team won the Final Four. Even football, while generally nationally ranked during the season, always fell short in the end.

However, of far more concern during this period was Michigan's reluctance to expand its sports programs to include women. Michigan, in fact, became the test case for gender discrimination in intercollegiate athletics under Title IX of the Higher Education Act. Canham led the resistance to gender equity among his peer athletics directors. While other universities moved rapidly to introduce varsity programs for women, Michigan remained largely in the stone age, fossilized in a prehistoric state of football-dominated men's sports.

The Bo-Jack Team

Change was the order of the day in intercollegiate athletics during the Duderstadt's years in the presidency. Just prior to Jim's selection as president, the long-standing Athletics Director Don Canham had retired. Although this was no surprise, since Canham had reached the University's mandatory retirement age of seventy, it was nevertheless a difficult moment, both because of his reluctance to step down and the problems in selecting a successor. Due to the high level of visibility of the position, stemming in part from Canham's cultivation of the sports press, it was recognized at the outset that the search would be very complex.

An anecdote nicely illustrates this visibility. During his interim presidency, Robben Fleming was vacationing in northern Michigan, when he pulled into a filling station for gas. In conversation, the attendant learned he was from the University. He said, "I understand you folks are searching for new leadership." Fleming answered, "Indeed we are," assuming that the attendant was referring to the ongoing search for President Harold Shapiro's successor. The attendant then observed, "Gonna be a tough job to fill Don Canham's shoes."

And indeed it was. There were certainly plenty of talented people across the country. But the process was hindered by the great interest on the part not only of those within the University—coaches, faculty, staff—but also of a large group of fans and the sports

media. Lots of folks were convinced that they knew more than the president about who the next athletics director should be—boosters, faculty, regents, the sports press—but, of course, there was no consensus among them. In the end, since only the president would be held accountable for the choice, only the president could make the selection, but his authority on this matter was not left unchallenged.

With this complexity in mind, Harold Shapiro wisely asked former president Robben Fleming to chair a search committee to find a successor to Don Canham. Not only did Fleming have great credibility within and beyond the University community, but he also had very considerable skills and experience in dealing with complicated political situations. It was truly a thankless job, but Bob was willing to help out. Ironically enough, shortly after Fleming began the search, he was also tapped by the Board of Regents to serve as interim president for a brief period between the time that Shapiro left for Princeton and Jim was selected as his permanent successor.

The search was complicated by several factors. Although Canham had reached retirement age, he was not particularly happy to step down, and he shared his disappointment with his friends and supporters. Furthermore, Bo Schembechler was at the peak of his popularity, and it was clear that he would have a significant influence on the search. Bo had occasionally been at odds with Canham, and it was clear that he wanted an athletics director with whom he could work more comfortably.

Finally, there was a certain myth about the importance of the bloodline of the Michigan athletics director. Many of the fans believed that the Michigan A.D. must be a “Michigan man.” After all, Canham had been a former Michigan track coach. Fritz Crisler had been a former Michigan football coach, as had been his successor, Bennie Oosterbaan. And so on. Ironically, very few of Michigan’s coaches had been “Michigan men.” For example, Yost, Crisler, and Schembechler were all three auslanders.

Bob Fleming conducted the search with careful attention both to process and integrity. From the beginning it was clear that Bo Schembechler would not only be an important factor, but that he also must be considered as a serious candidate himself. However, the search began with the premise that it would be very difficult for any mortal to hold both the jobs of head football coach and athletics director. The search committee believed that Bo should step down as football coach if he were to become athletics director. Yet as the search proceeded, Bo made it clear that while he was definitely interested in the athletics director job, he would not step down as coach.

This situation became even more complex when Bo had another heart attack just prior to the 1988 Hall of Fame Bowl game in Tampa. His assistant coach, Gary Moeller, had to lead the team to a last-minute victory over Alabama while Bo was recovering from coronary bypass surgery. For a while there was some doubt as to whether Bo could even return as coach, much less as both coach and athletics director. But his recovery from surgery was miraculous, and he was back on the field in time for spring practice.

In the meantime, Fleming's committee proceeded to conduct a thorough search, looking at both internal and external candidates. As the search progressed, there were signs that Bo was rethinking his position. And just Bo's very presence was making it difficult to get many other attractive candidates interested in the position. Finally, Fleming reached the conclusion that some kind of an arrangement had to be reached with Bo.

At that point, Fleming faced his second great challenge: the Board of Regents. While there was some support for Bo on the Board, there was also considerable resistance. Some Board members were critical of Bo's behavior as football coach, particularly during his early and more volatile years. Some expressed skepticism about whether Bo could do both jobs, particularly in view of his earlier health problems.

In the end, Fleming was able to negotiate an ingenious compromise. A long-serving and well-liked stalwart of the University, Associate Vice President for Business and Finance, Jack Weidenbach, was asked to serve as associate athletics director and handle the detailed management of the Department while Bo was involved in coaching duties. Jack was an outstanding choice. He had long served behind the scenes as the link between the University and the Athletic Department, watching over its physical plant and its finances. Moreover, he had a strong personal interest in athletics. A marathon runner himself, he had long been involved as a volunteer in women's sports. Since he was in his mid-60s, such a move would not harm his career. And most important, he had an excellent relationship with Bo Schembechler and the other coaches.

After a bit of negotiation with individual regents, Fleming was able to convince the Board that the Bo-Jack team solution was the best route for the University, and the dual appointments were approved. This partnership approach worked remarkably well during the brief time it was in place. Bo Schembechler had the experience and public persona to provide strong leadership for the Department. His ability to interact with external constituencies such as the press, the Big Ten Conference, and the NCAA was outstanding. In the meantime, Jack focused on the detailed management of the Department behind the scenes. Of course, there were times when this partnership required amusing accommodations, such as when Jack would have to trot out to the huddle during a football practice to get Bo's signature on an important document. But because of the unusual abilities of both Bo Schembechler and Jack Weidenbach, and their mutual trust and respect for one another, the Bo-Jack team worked very well. In fact, their first year—



Bo Schembechler as Athletics Director

and Jim's first year as University president—was quite extraordinary, with a Big Ten Football championship, a Rose Bowl victory and a NCAA basketball championship (not to mention a trip to the White House to be congratulated by President George Bush).

Flying the Flag

As noted earlier, although the president is ultimately responsible for intercollegiate athletics, just as he or she is for everything else that happens in a university, this responsibility is exercised through a chain of command which delegates authority to the athletics director and to other staff and coaches in the athletic department. While Jim was never involved in the day-to-day activities of the department, he was certainly expected to participate in key events, to represent the University, to fly the flag in a sense.

Michigan's role as a leader in intercollegiate athletics created many of these command performances. Not only was the president expected to be present at every home football game, but for the twenty-four hours preceding each of these games, the president and spouse were usually scheduled to host a wide array of events. Falls sometimes seemed like a never-ending flurry of receptions, tailgate luncheons, and press-box events, requiring dozens of speeches, hundreds of personal greetings, and thousands of handshakes.



Surrounded by excited students after a win over Notre Dame

Winter was somewhat less intense, but the Duderstadts were nevertheless expected to be present—and visible—at the majority of home basketball games, an occasional hockey game, and when possible, at the array of other sporting events such as swimming, gymnastics, volleyball, etc. Added to this range of normal activities were those special events such as a football bowl—for Michigan, this "special" event occurred every year—and the NCAA Final Four—a rarity for most schools, but a not-infrequent event for Michigan. Jim and Anne also felt it important to represent the University at other key events such as the end-of-season banquets for the football and basketball teams, the academic honors banquet for student-athletes, special events for the women's athletics programs, and on, and on. Beyond this were the additional responsibilities associated with the Big Ten Conference and NCAA, frequently involving both the president and spouse.

There is no doubt that flying the flag was an activity that took considerable time, although the opportunity to meet coaches, students, and alumni compensated to a great degree.



Flying the flag...

Defending Against the Forces of Darkness

Unfortunately, there were other aspects of Jim's role as president that were not nearly as enjoyable. It fell to Jim as president to protect the Athletic Department from inappropriate intrusion by alumni and boosters, the media, and occasionally even the regents. He believed it critical to stand solidly behind each of his athletics directors—Schembechler, Weidenbach, and Roberson—when they were faced with difficult decisions or challenges. Actually, there were some occasions when Jim even had to stand solidly *in front* of them to protect them from the slings and arrows launched by others!

The University administration needed the strong support and cooperation of the coaches to protect the athletics director. Each year Jim would meet with all of the coaches to stress the importance of the integrity of their programs and their role in protecting this. He made it clear that while Michigan had a long tradition of never dismissing a coach simply because of a won-lost record, the University would take immediate action to dismiss a coach if it had evidence that he or she had been cheating. But all too frequently, the violations in intercollegiate athletics occur without the knowledge of a coach, because of the actions of alumni or boosters or others who become too close to a program. While the final responsibility fell to the coaches to keep such threats at considerable length from their programs, they clearly needed strong support in this effort.

It was also occasionally necessary to take on the media in order to protect Michigan's programs. The sports press is all too frequently driven by the market values of the entertainment industry rather than the journalistic values characterizing many other areas of reporting. Furthermore, many sports reporters are co-opted by clever athletics directors or coaches; they are cultivated with access, favors, or entertainment, and they therefore feel obliged to press for the dominance of athletic competition over academic imperatives. Still others, particularly among the younger reporters, are after the big investigative story, the Pulitzer Prize, and sometimes in their hunger for sensational stories, they can play fast and loose with the truth. Finally, there is the old guard element of the press, those who have been curried and cultivated in the good old days, who try to convey a nostalgic view of a world which probably never existed in college sports, but who nevertheless would resist any change, no matter how necessary. Sometimes the president was in a better position to fight this battle than the coaches or the athletics director, who needed to maintain a more even relationship with the sports media.

The president also had the task of dealing with that most sensitive of all constituencies, the governing board of the university. All boards of regents or trustees have a few members who are drawn to intercollegiate athletics because of their interest in the program or its high visibility. At public universities, governing boards are frequently comprised of those with political ambitions or agendas, and what better forum than the high visibility provided by college sports? Hence, much of Jim's time—and that of his other vice-presidents—was spent in accommodating regents' requests for ticket preference, special parking, gifts of sporting apparel, and other perquisites associated with athletic events. At the same time, Jim had to protect both the athletics programs and the regents themselves from inappropriate involvement. Whether it involved an innocuous request to fly with the team to away games or a more sinister effort to obtain and then distribute (or even sell) tickets to athletic events for personal gain, Jim was frequently the one who had to say no. When regents would publicly attack the athletic department, as happened all too frequently over a wide range of issues from the scheduling decisions to advertising contracts to even the architecture of athletics facilities, Jim sometimes had to put his body between the board and the athletic department to protect both.

At the level of the Big Ten Conference or the NCAA, it frequently fell to the president to defend the interests of the athletic department and the university. Many were the lonely, invisible battles Jim fought on issues such as football gate revenue sharing, conference expansion, and gender equity. Some he won. Some he lost. But most battles were unseen, unrecognized, and certainly unappreciated.

While the defense of truth, justice, and the Michigan way in intercollegiate athletics was a necessary role for the president, it was never a very pleasant or easy one. And, over time, it took its toll.

Another Transition at Athletics Director

After the first football season, it became apparent to Bo that carrying two jobs was far more difficult and stressful than he had imagined. His first year was spectacular—a Big Ten football championship, a Rose Bowl victory over USC, and then the surprise of the NCAA basketball championship with a substitute coach, Steve Fisher. There were also downsides, such as the investigation of serious violations in the baseball program. But Bo began to realize that, even with Jack Weidenbach as backup, there was simply too much personal stress in handling both jobs.

Bo had another tremendous football team in the Duderstadts' second year in the presidency, once again winning the Big Ten championship and earning the opportunity to play in the Rose Bowl. Shortly after the season ended, however, Bo called and asked to come over to talk with Jim about an important matter. Jim had a hunch what was on his mind. Sure enough, Bo stated his intention to retire as football coach. Bo said that he and his wife, Millie, had decided that it was time for him to step down from coaching. Jim strongly urged him to stay on, but he declined, explaining that while he loved coaching, the other demands of the job—long recruiting trips and such—were just too stressful for his health. Jim asked if he would continue as athletics director, and he said that he was leaning against it, but he agreed to wait until after the Rose Bowl to make that decision. He tried to talk Bo out of this decision, noting he was only one season away from breaking Woody Hayes's record of football victories and suggesting that there might be some way to reduce the stress of recruiting trips by relying more on his assistant coaches. However, it was clear that Bo's mind was made up and that he wanted to announce his decision early the next day, after he had talked with the team.

When Bo announced his decision to step down, he also wanted to announce that Gary Moeller, his top assistant coach, would succeed him as head football coach. He was absolutely convinced that Gary's appointment was necessary to hold together the coaching staff and ensure the continuity of the program. He also believed Gary had earned this opportunity and would be a great coach. Jim was very concerned about this request. He knew Gary well and had a high regard for him. He believed that Bo had assembled a strong coaching staff, and that moving in any other direction would scatter these folks to the winds. But he also knew the fallout that short-circuiting the normal search process would trigger. There were important principles such as affirmative action to be considered.

In the end, Jim decided to let Bo have his way, although he knew he would take considerable heat. After over twenty years at the helm, Bo Schembechler and Michigan football were one and the same to many people. Although Jim could have denied Bo's request, he believed that this would stir up a firestorm even more distracting to the University than allowing Bo to bypass the search process and name Gary when he

announced his own decision to step down. In the end Jim told Bo he would support his decision both to step down and to name Gary Moeller as his successor.

It came out later that Bo made the decision to step down in part so that he could accept the presidency of the Detroit Tigers, offered to him by his friend and then club owner, Tom Monaghan. Years later, Bo acknowledged that this was probably one of the worst decisions of his life. He could have easily continued coaching for several more years, and his brief tenure with the Tigers was not a happy experience. But at the time, he thought it was the right thing to do.

Needless to say, Bo's resignation was the news story of the year. Media interest was extreme, to put it mildly. There was extraordinary coverage of the press conference where Bo announced his decision to resign as football coach. The hype surrounding Bo's last Rose Bowl reached monumental proportions. But, as fate would have it, once again Michigan lost, this time to a USC team it had beaten the year before, although a questionable holding call late in the fourth quarter stalled the Michigan drive which could have won Bo's last Rose Bowl.

When Bo and Jim returned from California, they had two more private meetings to discuss Bo's continuing as athletics director. Jim strongly urged him to continue. He felt that he had done a good job even while wearing his coach's hat, and that he could do quite a bit in building Michigan's other sports programs. But Bo said that he simply didn't enjoy sitting behind a desk. He outlined the opportunity with the Detroit Tigers. No matter how hard he tried, Jim was unable to change Bo's mind. However, Jim did convince him that rather than resign his appointment with the University, he should instead take a leave of absence for a year, since that would allow him to return if the Tigers assignment did not work out.

When Jim and Bo discussed his successor as athletics director, they both agreed that, at least for the near term, Jack Weidenbach was perfectly capable of handling the job. When Jim asked whether there was anyone else in the Athletic Department whom the University might groom to succeed Jack, Bo responded that there was no one currently at Michigan up to the job.

Once again, Jim took a great deal of heat from several regents for allowing Bo to take a leave of absence. They wanted his relationship with the University severed immediately. But Jim firmly believed that the University owed Bo this much. He put through the leave of absence approval, and fortunately the majority of the Board agreed that this was both a realistic and humane decision.

When Bo decided that he wanted to step down from the athletics directorship, Jim faced the challenge of selecting his successor. He was concerned about further unrest among the regents if the University had to go through the process again so soon after selecting Bo. The haste of Bo's decision proved a certain advantage, since there was no time to

conduct a full search. Jim asked Jack Weidenbach to serve as interim athletics director, with the support of the Board of Regents. During the eighteen months of the Bo-Jack team, Jack and Jim had developed a close relationship, and Jim had full confidence in Jack's leadership of the department. Jim also believed there were a number of objectives that Jack could accomplish as interim AD that might be very hard for a permanent AD to handle. For example, there was the enormous task of rebuilding Michigan athletics facilities. As former head of the University plant department, Jack was ideal for this role. The University faced another major challenge in establishing the priority and the quality of women's athletics programs. Jack's deep commitment to women's athletics made this a natural.

Both Jack and Jim believed that college athletics was facing a period of significant change at the national and conference level. They believed a close relationship between the athletics director and the president was critical if Michigan was to play a leadership role during this period. Jim also was convinced that Michigan would be at some risk if it had to endure the uncertainty and loss of momentum associated with another search for an athletics director.



Jack Weidenbach

In retrospect, Jim remains convinced he could not have made a better choice. While Jack was not the public figure of Bo Schembechler, he was outstanding in managing the department. Furthermore, he had a strong understanding of both the University's and the Department's values and tradition. Jim and Jack worked closely together on a number of critical fronts: renegotiating the distribution of football gate receipt revenue policies in the Big Ten, opposing major expansion of the Big Ten Conference, building the number and quality of Michigan's women's programs, and stressing the importance of the non-revenue sports.

Yet Another Athletics Director Search

The Weidenbach era were years of both extraordinary success and great progress for Michigan athletics. There is no other five-year period in the history of Michigan athletics programs with more conference championships, bowl wins, Final Four appearances, and All-Americans—both athletic and academic. In addition, the financial structure of Michigan athletics was stabilized, its physical plant was rebuilt, and the coaches and student-athletes were more clearly integrated into the broader life of the campus community.

Unfortunately, Weidenbach was already close to retirement when he agreed to provide leadership for the Athletic Department. Although a marathon runner, he believed it important that he step down before age seventy. So once again Jim faced the challenge of selecting a new athletics director. In this case, it seemed appropriate to conduct a thorough national search, totally consistent with the personnel policies and practices of the University. Jim asked the Vice President and Chief Financial Officer, Farris Womack, to chair a search committee comprised of faculty, students, and staff.

The search committee worked hard and eventually presented several candidates, some regarded as among the top leaders of college sports in America. There was, however, one problem: only one of the finalists had credentials as “a Michigan man,” someone with an earlier association with the Michigan program. This did not present any difficulties for Jim or the search committee, since many of Michigan’s searches end up with a list of final candidates from other institutions. In fact, most of Michigan’s coaches come from elsewhere. But many of the “merry men”, boosters of the old traditions, began agitating for an internal search.

Although there were several candidates with Michigan backgrounds considered by the search committee, none of these had the experience or credentials to make the short list, which contained several of the top athletics directors in the country. Following the search committee’s recommendations, Jim began discussions with the top two candidates on the list, who were both quite interested in the position. Unfortunately, some of the booster crowd got wind of the possibility that a “non-Michigan man” would be selected and began to apply pressure on the regents to force the administration to look inside the Department for a successor.

Although the majority of the regents were supportive of the external candidates, the booster pressure began to affect two members of the board. It became increasingly clear that the instability among the regents was putting the institution at great risk of embarrassment. Jim finally concluded that it was simply too dangerous to the University to continue the external search. Instead, with the support of the search committee, he asked an insider, Joe Roberson, then Director of the Campaign for Michigan, to accept an appointment. Joe’s name had been considered early in the

search, but his role as the director of the University's billion-dollar fund-raising campaign was felt to be more important.



Introducing Joe Roberson as Michigan's next Athletic Director

Roberson's appointment was a surprise to outsiders. He was, however, a former college athlete and professional baseball player. More important, he had served as both dean and interim chancellor of the UM-Flint campus. He was an individual of great integrity, with a strong sense of academic values. Although there was some opposition from one of the regents, the others supported Roberson's appointment, and the situation was rapidly stabilized. Joe had served the University of Michigan well in an extraordinary array of assignments, and he was to do the same as Michigan's new athletics director. Yet his task would not be easy.

Signs of Strain

Michigan's athletics achievements during the Schembechler, Weidenbach, and Roberson years were both stunning and unprecedented. For the first time, Michigan began to compete at the national level in all its twenty-three varsity programs, as evidenced by the fact that it finished each year among the top ten institutions nationwide for the national all-sports championship (the Sears Trophy). During these years, Michigan went to five Rose Bowls (football), three Final Fours—including a NCAA championship (men's basketball), four hockey Final Fours (ice hockey) and a national championship, won over 50 Big Ten championships, dominated the Big Ten in men's and women's swimming (including winning the NCAA championship), men's and women's cross-country, women's gymnastics, men's and women's track, and women's softball. And it provided some of the most exciting moments in Michigan's proud sports tradition—Desmond Howard's Heisman Trophy, Steve Fisher's NCAA championship, the Fab Five, Mike Barrowman's Olympic gold medal, Tom Dolan's national swimming championships, and on and on.

The success and integrity of Michigan's athletics programs, coupled with their extraordinary popularity through both the electronic and print media, positioned Michigan as the model for college sports. The Michigan insignia dominated the sales of athletic apparel world-wide and eventually led to a controversial marketing agreement with Nike which later set the standard for similar agreements in the years to come with other leading universities.

Yet at another level, the increasing public exposure of Michigan athletics was causing serious strains. Each misstep by a student-athlete or a coach, the inevitable defeats which characterize every leading program, resulted in a torrent of media coverage. Rare was the month when a Michigan athlete or coach was not either celebrated or attacked by the media. The coaches, particularly in the more visible programs, came under increasing pressure from both the media and the fans, which had developed an insatiable appetite for success.

The heightened public visibility of Michigan athletics, particularly in the marquee sports of football and men's basketball, accompanied by the ever-increasing expectations on the part of Michigan fans put great pressure on both coaches and players alike. After five Big Ten championships in a row—and the entrance of Penn State into the conference—the football team experienced a series of mediocre seasons (although “mediocre” for Michigan means an 8 and 4 season, with only a secondary bowl appearance). Although Steve Fisher managed to continue to recruit top basketball talent after the Fab Five, his teams never were able to win the Big Ten championship or return to the Final Four. The sports media, which had been strong Michigan boosters during the championship years, were now viciously critical of these same programs and coaches as they struggled through mediocre seasons.

The unrealistic expectations of Michigan fans, coupled with the ruthless criticism of the sports media, were soon to push both Michigan football and basketball to the crisis point.

Life in the Big House

What is the first image that comes to mind when someone mentions “Michigan”? For millions, sports fans and non-fans alike, their first image is that of Michigan's football team storming onto the field wearing those ferocious maize-and-blue striped helmets. The school mascot, the wolverine, an animal known for its wild ferocity, reinforces this image. People think of great football rivalries such as Michigan vs. Ohio State or Michigan vs. Notre Dame. They recall names such as Yost, Crisler, Harmon, and Schembechler. Many even think of one of Michigan's most famous alumni, Gerald R. Ford, as the Michigan football player who became president of the United States!



The Big House

Although the University of Michigan is widely regarded as one of the finest academic institutions in the world, much of armchair America thinks of Michigan first as a football school. Of course, Michigan share's this football image with sister institutions in the Big Ten Conference—perhaps the most formidable collection of academic institutions in the world, but known by most as a football conference.

Only by living in university towns such as Ann Arbor, Columbus, State College, or Madison, can one appreciate the degree to which the sport of football is woven into the culture. Men (almost always men) sit for hours in bars or golf clubhouse lockerrooms debating the wisdom of certain offensive formations or defensive strategies. They remember critical moments of critical games better than they remember events from their own lives. Michigan's great upset of Ohio State in 1969. The catch by Desmond Howard which beat Notre Dame in 1992 and won him the Heisman Trophy.



"The Catch" by Desmond Howard against Notre Dame

Or the bomb, the last-second 70-yard touchdown pass thrown by Colorado quarterback Cordell Stewart which beat Michigan in front of a stunned Ann Arbor crowd.

The lives of these communities revolve around football in the fall—not surprising, perhaps, when one realizes that their populations double on football weekends. Merchants, restaurants, and hotels depend on football crowds. Alumni are bound to their institution by the common experience of returning periodically for a football weekend.

But it is more than that. This strange game can deeply affect the morale, the psychological state, of entire populations. When Michigan is winning, on track for the Rose Bowl, life in the University, in Ann Arbor, and across the state is upbeat. But when Michigan is losing, clouds gather, people become depressed, and New Year's Day looks like a grim experience. Pity the poor Michigan coach—or president—who actually has a losing football season, subjecting all those Wolverine fans to a barren holiday season in the cold Michigan winter.

The Big House

Although Michigan football is similar in many respects to football at many other major universities, it has some unique features. One of these is Michigan Stadium, "the Big House," seating over 105,000 fans a game. This gigantic stadium itself creates a sense of spectacle, a feeling of excitement, which provides much of the spirit and visibility of Michigan football.

A bit of history here. The stadium was the brainchild of the great Michigan football coach and athletics director, Fielding Yost. It was built in the 1920s by hollowing out a huge bowl south of the campus, and then building stadium seating for 70,000 fans—then the largest in the nation. Yost was a visionary who had the stadium designed with conduits for wires, in the event that radio would someday be used to broadcast the games. He also made certain that footings were poured which could support the addition of a deck for more seating. Over the years, a steel superstructure was built to allow the addition of another 30,000 seats and a large pressbox.

The resulting facility is regarded by many as the finest stadium for football in the nation. Its plans have been used as a model for constructing other stadiums, including the Yale Bowl. Since the facility was built as a pure football stadium, with no surrounding area for a track or deck superstructure, every seat in the stadium has an excellent view of the game. The staging areas surrounding the stadium are sufficient to handle crowds of 100,000 plus. Surprisingly enough, even parking is not a problem, since most fans are season ticket holders who come year after year and know when and where to park to avoid traffic. Indeed, within thirty minutes after a game ends, most traffic has cleared.

Coaches and players also appreciate Michigan Stadium. The huge stadium carries a certain mystique for Michigan football teams who don't like to lose in their stadium, "the big house." But it also is not a particularly intimidating stadium to visiting opponents. Since the bowl design of the stadium is rather shallow, visiting teams do not feel overwhelmed at field level by enormous crowds. Furthermore, this shallow pitch directs most crowd noise upward and out, rather than focusing it onto the field as happens at many enclosed stadiums with decks.

As with most shrines, the administration was always reluctant to launch any projects designed to modify the fundamental design of the stadium. It did, however, decide to launch a project in the early 1990s, designed to convert the playing surface back to natural grass. The stadium had used an artificial turf playing surface since the 1960s. However, the coaches were increasingly convinced that artificial surfaces contributed to injuries, particularly knee injuries. Hence, Jim agreed to install a new "prescription natural turf" field, originally developed at Purdue, which consisted of a carefully cultivated grass turf with a moisture level controlled by computers and an array of pumps, pipes, and valves beneath the field. This field was becoming popular for northern climates both in North America and Europe, since one could pump water in to irrigate it during dry periods, and pump water out during rainy periods without any need to cover the field.

In order to install this system, the University had to excavate several feet below the surface of the tray to install the plumbing. Since it was necessary to excavate the floor of the stadium in any event, it was decided to lower the playing field six feet to improve sight lines. This enabled the use of the rows of seats adjacent to the field, where views had been blocked by players and others standing along the sidelines for many years. This minor design change added 3,000 more seats to Michigan Stadium, increasing the "advertised" capacity to 102,501 (the "1" is arbitrary and symbolizes Fielding Yost's seat). The total capacity, counting the pressbox, increased to over 106,000. Needless to say, the increased seating rapidly paid off the investment in moving back to natural turf.



Always a seat for Fielding Yost

An aside here: There has long been a rumor that every few years, Michigan Stadium has increased its seating capacity by simply painting the seat numbers a bit closer. Whether this was true in the past or not, one cannot say. However, when they were installing new seats in the stadium, they did note that the seating in the students' areas was at a somewhat higher seat density than in the other areas of the stadium. Of course, perhaps students don't yet require quite the seat width needed for older spectators. Who can say?

The second set of projects was almost invisible, but perhaps even more important. The west side of Michigan stadium rested on excavated land, and the east side consisted of a reinforced concrete superstructure. After seventy years, the east side structure had deteriorated quite badly. So, each spring and summer the University would go in and perform several million dollars worth of repair, so that by the mid-1990s, it had returned the stadium to a structural integrity that the engineers assured us would last another fifty years. In the process, it also expanded a hospitality area beneath the pressbox which allowed the Duderstadts to entertain several hundred friends (donors, politicians, and other VIPs) during a game.

What about the future of Michigan Stadium? The fact that Yost built Michigan Stadium with the capacity for a deck sometimes causes problems for contemporary athletics directors and presidents. As Michigan Stadium continues its long string of sellouts, beginning in 1972 and running until the present, with crowds currently averaging 105,000, there are always proposals to add more seating with a deck, bringing stadium capacity to 130,000 or more. The fact that other college stadiums (Ohio State, Penn State, Tennessee) have approached or exceeded Michigan Stadium intensifies this pressure. There have also been entrepreneurial groups that have approached the University with proposals to add skyboxes—at no University expense. Fortunately, most University leaders have realized that either a deck or skyboxes could become a real albatross. There

is a certain self-perpetuating magic to sellouts at Michigan Stadium. It would be difficult if not impossible to sustain this with additional seating capacity. Once the bubble bursts, attendance might fall off dramatically should the football team fall on hard times.

Incidentally, for many decades, Michigan Stadium always held the official attendance record for college football, most recently 106,000. However, with the opening of additional seating, the University of Tennessee surpassed this mark to set a new record of 107,000 in 1996. Yet, this may not be the real record. In 1971, just as Michigan football was becoming more popular, it continued to honor several traditions from earlier, less popular times. One of these was "Boy Scout Day," when scouts from across the state were invited to serve as ushers in Michigan Stadium at an early season game, and following kickoff were asked to sit in empty seats. In 1973, Boy Scout Day was scheduled for a game when Michigan would play a highly ranked Missouri team led by Dan Devine. To everyone's surprise, the game turned out to be a sellout. The several thousand Boy Scouts in attendance had nowhere to sit but the aisles. While the attendance was never announced, understandable with so many sitting in the aisles, it was likely over 108,000. Needless to say, Boy Scout Day disappeared from the schedule in future years.

Another tradition which went by the wayside was Band Day. For years, Michigan would invite hundreds of high school bands from around the state to fill the field and play at half-time, led by Michigan's legendary band director, William Revelli. Anne and Jim remember dropping by on a Saturday morning and seeing Revelli rehearsing thousands of high school band members in a performance of the first movement of Tschaiakovsky's 4th Symphony. Quite a trick to synchronize a band the size of a football field.



Band Day (1972)

Of course, the problem was that the bands needed a place to sit, and as Michigan Stadium began to fill up, there was no longer any room. Don Canham, ever the opportunist, attempted to continue the tradition by inviting other teams to play in Michigan Stadium during an away-game weekend. The first of these, pitting Slippery Rock vs. Shippensburg State, actually attracted almost 60,000 fans. But the next year, with Grambling playing Louisiana Tech, attendance fell off dramatically, and the practice was discontinued, along with Band Day.

Why the resistance to skyboxes? Just imagine the feelings of 100,000 loyal fans, sitting out in the rain and the sleet and the cold, as they look at "fatcats" sitting in luxury skyboxes. Not a pretty thought. At least for a university president.

Perhaps the only truly needed addition is a new pressbox, more suited to accommodate modern technology as well as the numbers of media folks interested in Michigan football. It would also provide the University with the opportunity to install more VIP space, both entertainment areas and enclosed seating. Fortunately this project will occur on someone else's watch. (There is a cardinal rule among university presidents: never renovate the president's house, the president's office, or the president's box in the football stadium if you want to remain in office very long.)

Football Weekends

Much of life in Ann Arbor during the fall—social, commercial, and University—revolves around football weekends. This is as much the case for the University president as for the football coach. Most of the University's "development" events (read fund-raising) occur around football weekends. Alumni reunions, visiting committees, major fund-raising events, cultivation of politicians—you name it—all occur on the Thursday through Saturday of football weekends. The reason is simple: everybody appreciated an opportunity to visit Ann Arbor and attend the pageantry and spectacle of a Michigan football game.

Although most armchair fans see such an event as simply another televised football game, it is much, much more to those who came to Ann Arbor. The town is alive with activity, student pep-rallies, fraternity and sorority parties, retail events, concerts, plays, rallies, and much more, during the days leading up to the weekend. The "game" itself generally starts early in the morning as thousands of cars, vans, and mobile homes gathered about the stadium for tailgate parties. In fact, there are certain areas set aside, such as the Victors Club parking area adjacent to the stadium, where those who are sufficiently supportive of Michigan football (in a financial sense) have reserved parking to set up their tents, tables and chairs, barbecue grills, and other necessities of tailgating life. Many groups have special tents set up around the stadium, some in parking areas, others on the Michigan golf course. Others arrive in specially designed vehicles, mobile homes and the like, all equipped for the tailgate experience.



Tailgate Parties in the Victors Parking Area

Since fall is always the best time of the year in Michigan, with moderate temperatures and glorious fall colors, going to "the game" is more a weekend outing for family and friends than an intense experience watching a football battle. In fact, for many fans, students, alumni, and others, the game itself is almost secondary. Just the excitement of the crowd gathering at Michigan Stadium, the sights, the sounds, and smells (of burning hot-dogs or such) is enough.

The sights and sounds. These images naturally lead to one of the great treasures of the University: the Michigan Marching Band. Formed over a half-century ago as the first college marching band in the nation, the University of Michigan Marching Band is as much a tradition as the Michigan football team. Whether the football team is winning or not, whether it is nationally ranked or not, the Michigan Marching Band always wins—every game. The Band is generally regarded as a national leader. For example, it was invited to play at the halftime of the very first Super Bowl, and it frequently performs at events across the nation. Competition to be among its 250 members is keen. Students generally arrive on campus in August, weeks before the start of the fall term, to compete for positions. Throughout the fall the students in the Band probably invest more time and energy in practice than the football team. They have too, since they have a long tradition that any member of the Band can be "challenged" and displaced by an alternate at any time.

The excitement in the stands as the Marching Band high-steps onto the field playing "The Victors" is unmatched in college football. And the spirit among its student



The Leaders and Best!

members is extraordinary. Because the Marching Band plays such a key role in providing the spirit and spectacle of a Michigan football game, Jim helped the dean of the Music School negotiate an arrangement with the Athletic Department so that the Band would be partially subsidized out of football gate receipts. Jim also quietly stepped in to subsidize from presidential funds the travel of the Band to events such as the Rose Bowl when it appeared that they might have to leave some members at home. Anne and Jim always made it a point to join the Marching Band at a practice during the bowl expeditions to express the University's appreciation for their incredible effort.

The experience of a football weekend is quite different for the president than for other fans. Since these weekends were one of the University's most important development events, Jim and Anne hosted hundreds of guests at various events throughout the weekend, including roughly twenty-five as guests in the President's area of the pressbox. When the Duderstadts were first sentenced to the presidency, they found that it was customary for the president to host a sit-down luncheon for thirty or forty guests in a small dining area in the pressbox—generally serving something rather dreadful like meatloaf or lasagna—just the thing before a intense football game in generally inclement weather. A few select guests were then invited to sit with the president, although the president's box could only accommodate eight to ten guests.



The Michigan Stadium Pressbox

Working with the Athletic Department, the Office of Development, and various caterers, Anne completely redesigned these efforts. Anne created a major tailgate function, capable of entertaining several hundred guests. During the early part of the season, while the weather was still decent, these were held in a tent on the golf course grounds adjacent to the stadium. Since November in Ann Arbor can become rather grim, she worked with the Athletic Department staff to redesign the Golf Course Club house area so that this could serve as the entertainment venue later in the season. For certain games such as Ohio State or Michigan State, they had much larger crowds and would frequently use Crisler Arena.



The President's Tailgate Party at Crisler Arena

Staff from the Plant Department and the Athletic Department worked to double the hospitality area below the pressbox and provided windows and an entrance directly to several hundred seats in Michigan Stadium which could be used for invited guests. The president's and athletics director's boxes were also renovated to handle the large number of guests invited to sit in these areas. Since the University had launched a major fund-raising effort aimed at generating over one billion dollars in gifts, these facilities were invaluable.

All the fund-raising activities meant that football weekends were a time of intense work for Jim and Anne since they were hosts for most of these events. They usually also had specific objectives to accomplish with many of their guests. Rare indeed was the time when they could watch much of the football game itself.

Their weekends usually began on Thursday or Friday, when the Duderstadts would have a series of events to attend: alumni reunions, special receptions, meetings with people visiting the campus. Usually the Athletic Department would host a reception for both donors and visitors from the next day's football opponent, and Anne and Jim would try to attend these. Saturday morning, they would be up early for a full day of activities. Frequently they would first have to attend an early morning event on campus—a breakfast meeting or reception, where Jim would usually speak. Then it was off to Michigan Stadium to host their own tailgate reception.



Michigan's unofficial mascot, Wally Wolverine

The Duderstadts learned early that it was easiest to drive themselves over to the game, and, since they were generally there very early, they would park over by the Plant Department, out of the way of the tailgaters. They usually then walked through the Victors Club tailgate crowd, stopping along the way to chat with folks. At times Jim would also be scheduled to stop by the radio broadcasting booths for an on-air interview. Then they moved on to host their reception, large affairs for several hundred people, some whom they knew, some of whom they did not. Jim and Anne generally stood near the door, greeting guests, introducing them to one another, and trying to do the Lord's work by raising interest in and money for good old Michigan. Their guests and the scores of University people such as deans and development staff were served a tailgate luncheon, but Anne and Jim were generally so busy and rarely had an opportunity to eat.

About an hour before kickoff, the Duderstadts would quietly drift away from the reception to head for the pressbox. They would be accompanied through the crowds by senior members of the University campus police—Jim was never really quite sure why, since the crowds were so dense that few people recognized them. But the campus police were great folks, so they went along with the practice. They would walk up the four

flights of stairs to the radio broadcasting level in the pressbox, where the Duderstadts box was located. This gave them a chance to catch their breath and get ready for their next role: hosting a couple of dozen visitors in their box for the football game.

This moment of calm before the storm was one of the more enjoyable for the Duderstadts. It gave them an opportunity to chat briefly with some of their friends in the pressbox: the athletics directors (old and new) and their spouses, the coaches' wives, and some of the people in the Athletic Department who were key in keeping this incredible event on track. Usually the teams were still warming up on the field, and there were only a few thousand fans in the stadium.

But the stadium would fill quickly, and the guests would begin to arrive in the box. The Duderstadts would greet each one personally and help them to their seats. Throughout the game, both Anne and Jim would roam around both their box and the athletics director's box, talking with people, introducing them to one another, and always doing their best to make the case for Michigan. Usually around halftime, some of the coaches of other sports such as basketball or gymnastics would drop by the box with recruits and their families, and Jim and Anne would also do their best to sell them on Michigan. They would try to drop down briefly to the hospitality area on the second level of the pressbox to mix once again with the crowd invited to the earlier tailgate.



The hospitality area in the Michigan Stadium pressbox



The hospitality area in Michigan Stadium

Gametime in the president's box was always a bit of a zoo. While Jim and Anne had advance knowledge of most of their guests—indeed, they had personally selected and invited them from a list proposed by deans and development staff earlier in the summer—there were always surprises. Sometimes folks had simply gotten lost and wandered into the box by mistake. Other times they had gatecrashers. They were almost certain to have surprise visitors—guests who had decided at the last moment to drive over to Ann Arbor to attend the game and who expected to be accommodated personally by the president. And they would occasionally have visiting delegations, for example, from various holiday bowls seeking Michigan as a participant. Thank heavens for Anne's political skills, since handling the unpredictable took great tact and adaptability.

A presidential invitation to a Michigan football game was one of the hottest tickets in town, and it brought lots of interesting people to the box. Once, the Duderstadts turned the entire box over to President Gerald Ford and his family, when his jersey number was being retired to honor the former Michigan football captain. Whenever Michigan played Michigan State, the governor and his wife would join them in the box. Since a game in Michigan Stadium was such an experience, the Duderstadts frequently had the president of the opposing university sitting with them. (This could sometimes be an awkward occasion, such as the many times when Michigan upset Ohio State, spoiling both their national ranking and their Rose Bowl possibilities. Their president Gordon Gee, a good friend but a true Ohio State football fan, eventually stopped coming to Ann Arbor.)



The Pressbox at a Michigan-Ohio State game (Michigan won, as usual)

The box was generally filled with various types of VIPs. Jim and Anne sent standing invitations to the CEOs of GM, Ford, and Chrysler. They would occasionally have people from the media or entertainment world—e.g., Mike Wallace (an alumnus), Charlie Gibson, or Joan Lunden. But most of their guests were alumni and friends of the University, people who provided much of the support to make Michigan such a special place. Although the Duderstadts worked hard at these events to sell the University, it was an enjoyable experience as well because many of those folks became personal friends whom they would look forward to seeing every year.

It was always a challenge to keep one eye on the game and the other on the guests. And the way Michigan plays football did not help. In the good old Schembechler days, Michigan would run up a fifty-point lead over most of its Big Ten opponents—at least until the Ohio State game at the end of the season. But as the Big Ten became more evenly balanced, and Michigan's nonconference opponents became stronger, one could never take any game for granted. While Michigan usually started out strong in the Big House, its opponents would frequently come back to challenge late in the game. Michigan's "prevent defense" often became a contradiction-in-terms. Jim and Anne probably have more memories of those last minute comebacks than they do of Michigan-dominated victories, although fortunately, the latter were far more common. For example, Miami's comeback to overcome a 17 point lead to beat Michigan in the last 5:27 minutes (you see, some of these things are burned into one's mind); Rocket Rashad's two touchdown runbacks for Notre Dame; Michigan State's last minute comeback with Desmond Howard's ill-fated attempt to respond with a two-point conversion; or, most tragic of all, the bomb, the 70-yard touchdown pass thrown by Colorado quarterback Cordell Stewart with no time left on the clock to stun a Michigan crowd.

After the game ended and their guests left, Jim and Anne would drop by the VIP hospitality area for a few minutes to wait for traffic to clear. Since this area had TV monitors mounted on the walls, they could catch up on other games. But most of the time was spent in a post-mortem of the Michigan game with guests—along with some additional opportunity for fund-raising, of course. After the rest of their guests left, they would walk back to their car and drive back to the president's house, following a less-trafficked route, which they had discovered from twenty years of post-game driving experience. Once home, Jim and Anne would collapse—unless, of course, they had to go to another event that evening!



The football entertainment area at the Michigan Golf Course Clubhouse

A Special Case: The Michigan-Michigan State Game

Each fall, one of the most important football games for the University president would be the Michigan-Michigan State game. Ironically, while Michigan always wanted to

make certain it did not lose to its cross-state rival, it never regarded Michigan State as a major rival. Its big rivals were Ohio State, Notre Dame, and more recently Penn State. These were the teams that determined the Big Ten Championship and national ranking. Michigan State could be a source of in-state embarrassment if Michigan were to lose to them, but rarely was the game regarded as the critical step toward a Big Ten championship or the Rose Bowl.

But for the University leadership, the UM-MSU game was a time when all of the state's political leaders would come together—the governor, members of the legislature, and other party bigwigs. A special tailgate luncheon was thrown for all the state VIPs by the host institution. At Michigan, Crisler Arena was generally decked out with the contrasting colors of each school, and Michigan served a large buffet of traditional tailgate food—sandwiches, hotdogs, and such. At Michigan State, they went a step further, and hosted a farm feast in their Kellogg Center—prime rib, turkey, and all the fixin's.

The Duderstadts would begin each tailgate luncheon in a receiving line, greeting each VIP and their guests. The only problem was that only a few legislators would ever show up, preferring instead to send one of their staff. The exception here was an election year, when they would be surrounded by campaigning candidates. In contrast, the governor would always show up, since this was a command performance. In the good old days—before student activism—the governor would sit in an open box on one side of the field and then ceremoniously cross the field with his entourage to sit on the other side, thereby symbolizing his impartial role as the state's chief executive.

Impartial? Throughout the Duderstadts' years of leadership, the governors (Jim Blanchard and John Engler) were both Michigan State graduates, Spartan fans through and through. They would sit with their guests in the president's box, and although they tried to be diplomatic, their loyalty to their alma mater was obvious.



Jim with Michigan State presidents John DiBiaggio and Peter McPherson

This highlights the diplomatic skill one needed when hosting or sitting in a president's box. If one cares at all about who wins the game, it is very difficult to hide one's loyalties. When they attended the game at Michigan State, Anne and Jim were invited to sit in the Michigan State president's box. But it soon became clear that this was an awkward situation. If Michigan was winning, the Duderstadts would try to be as inconspicuous as possible. If Michigan fell behind, the Michigan State fans could become rather obnoxious. Early on they learned that the best strategy to use at Michigan State was to make a brief appearance in the MSU president's box to greet people, and then excuse themselves and join the Michigan fans sitting in the endzone. While the view was never very good, at least they were with Michigan people. Later, they got even wiser, and after a brief appearance in the MSU president's box, they would slip out of the box, tiptoe out of the stadium, drive back to Ann Arbor, and enjoy the last half of the game on television.

The Real President's Box

At one of the most memorable Michigan-Michigan State games, the Duderstadts did not even sit in the president's box at Michigan Stadium. They gave the entire box to President Gerald Ford and his family for the game at which they retired his football jersey number. The University had tried for many years to persuade President Ford to attend a game, whether in Ann Arbor or at one of Michigan's Rose Bowls. But he had always declined, worrying that his security requirements would be a distraction. When the Athletic Department finally managed to convince him to attend the 1993 Michigan-Michigan State game so that it could retire his jersey, the Duderstadts immediately offered their box for President Ford, his family, and the necessary security.



Diner for President and Mrs. Ford

The Friday night before the game, Jim and Anne hosted a dinner for President and Mrs. Ford at the President's House. In keeping with the spirit of the occasion, they invited a number of Michigan's popular coaches: the Schembechlers, the Fishers, and the Moellers (although only Ann Moeller attended—Gary wanted to be with the team). The

governor also came down from Lansing, and it was just the kind of informal occasion that President Ford enjoys.

The next day proved just as successful. He gave a pep talk to the team before the game, sat with his family in the box (and Michigan made certain that he could really concentrate on the game), and went down on the field at halftime to have his number retired, before a crowd of 105,000. And to top it off, Michigan had an easy time beating Michigan State. A perfect day!



President Ford's jersey is retired at Michigan Stadium

Football During the Duderstadt Years

What do Jim and Anne remember about Michigan football during the Duderstadt years? To be sure, Bo's last years were great ones, with strong teams and an even stronger commitment to building a program that would remain strong long after he had retired. Counting Bo's last two years and Gary Moeller's first three years, Michigan would win five consecutive Big Ten championships. At the same time, with Woody Hayes gone, Ohio State became mortal, and Michigan would lose to them only once during the Duderstadts' eight-year presidency. (They still refer to this in Columbus as "the curse".) So, too, during George Perles's last years, Michigan was able to dominate its cross-state rival Michigan State. In fact, Bo once told Gary Moeller that while he had left him an exceptionally strong program, he had left him something even more important for success: George Perles at Michigan State and John Cooper at Ohio State!



The Rose Bowl

Michigan also finally began to learn how to win bowl games. Michigan won the Rose Bowl their first year, but the Wolverines were then upset by USC the following year in Bo's last appearance in Pasadena. It took two years for Gary Moeller to get the team back to Pasadena, and then he faced a formidable Washington team that was to win the national championship. But the next year, Michigan's fifth Rose Bowl in seven years, Gary found the right formula and beat Washington in one of the most exciting Rose Bowl games of modern times. Of course, Michigan was always invited to play somewhere over the holidays, and it generally won these games, albeit over lesser opponents—Mississippi in the Gator Bowl in 1991, North Carolina State in the Hall of Fame Bowl in 1993, and Colorado State in the Holiday Bowl in 1994.

The tradition of Michigan dominating the Big Ten Conference and appearing in Pasadena on a regular basis, however, was coming to an end. And the reason was Penn State's entry into the Big Ten. It is clear that adding Penn State did a great deal to level (or elevate, depending on one's perspective) the competitiveness of the Big Ten Conference. In the years since the addition of Penn State, each year has seen a new Big Ten team in Pasadena—Wisconsin, Penn State, Northwestern, Ohio State.



The Gator Bowl

The expansion of the conference had an impact on Michigan that went beyond a more balanced conference. In the effort to adjust schedules to integrate Penn State into conference play, it was necessary to extend the schedules of most schools by introducing a bye. Unfortunately, Michigan was disadvantaged by the fact that in these early years, Michigan State and Penn State each had their bye (that is two weeks preparation) just before they played Michigan. The effect of this extra week to prepare for Michigan was apparent.

In this more competitive conference, Michigan had to face Penn State as yet another major rival, comparable to its traditional rivals of Ohio State, Notre Dame, and Michigan State. As a result, each November, Michigan would run a gauntlet of Michigan State, Penn State, and Ohio State with little opportunity to recover or prepare. This fact, coupled with the unusual strength of Michigan's preconference schedule—teams such as Colorado, Notre Dame, and UCLA, along with an occasional key conference game at the beginning of the season—gave the Michigan football team year-in, year-out, one of the most difficult schedules in the nation. Little wonder that a team which had dominated the Big Ten during the early 1990s soon found itself losing several games a year and ending up in third or fourth tier bowls. And little wonder that coaches such as Gary Moeller faced more and more intense pressure.

The Rose Bowl

On five different occasions during their presidency, the Duderstadts had the opportunity to lead the Michigan expedition to the Rose Bowl for New Year's Day. While each Rose Bowl was a different experience, there were certain similarities.

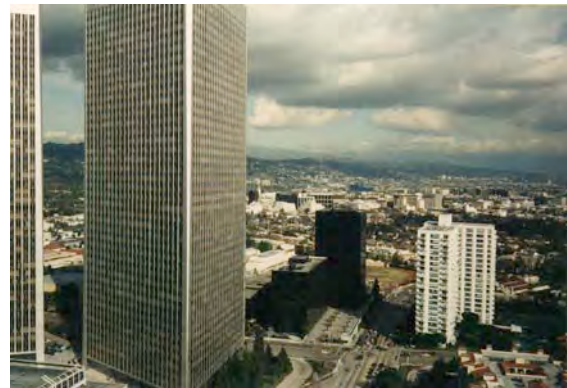


Back to another Rose Bowl

First, the Michigan faithful were scattered all about the Los Angeles area. The team was usually put as far away from the Rose Bowl as possible—Newport Beach, Pomona, Manhattan Beach—so that they could get away from the noise and activity of the Tournament of Roses and enjoy some decent practice time. The alumni tours were assigned to a complex of hotels in Century City, with the famous Century Plaza being the headquarters hotel. And the Michigan Marching Band was usually looking for cheap eats and cheap sleep along side something that resembled a football practice field. On several occasions the Duderstadts had to step in and insist that the Band and cheerleaders be put in a quality hotel, one time even getting them into the new Loews hotel on the beach in Santa Monica.



We're back again!



Century City



The President's Suite at the Century Plaza



Anne and Susan in the President's bed



The real president leaves for Palm Springs



What's up, Dutch?

The Tournament of Roses and its Rose Bowl are, in reality, a weeklong circus of events: promotional press conferences, black tie dinner dances, luncheons, and other activities. Beyond this, the team itself has a number of events: special luncheons and banquets, trips to places like Disneyland, pep rallies, and press conferences. Finally, because of the large turnout of alumni and friends, the Duderstadts viewed the Rose Bowl as a major development opportunity, and always scheduled a number of special events for donors. As a result, they spent much of their time on Rose Bowl trips driving about the Los Angeles freeway system from one event to another.

Jim and Anne had learned from their first Rose Bowl experience in the role of acting president that coordination was essential. Hence they had a command center set up at the Century Plaza to coordinate the broad array of activities. Needless to say, it was always a very hectic period for the Duderstadts, and by sundown on New Year's Day, they were usually as tired as the players and coaches.

The Rose Bowl is all about tradition. Until quite recently, the Big Ten Clubs of Southern California hosted a huge dinner show to honor the team and to raise money for their other projects. Although this was held for years at the Hollywood Palladium, eventually the seedy condition of this facility and the awkwardness of its location resulted in moving the event to the headquarters hotel, the Century Plaza. The event

itself was always the same—a dinner followed by a series of old guard entertainers “volunteering their time and talents,” in return for a block of Rose Bowl tickets. Bob Hope was always the headliner, although as he got on in years, his appearance was briefer, and his jokes more predictable. Other headliners included Pia Zadora and her daughter, an assortment of circus acts and several dreadful Las Vegas nightclub comedians.

Of far higher quality was the elegant black-tie dinner dance hosted by the Tournament of Roses Committee, generally at the Huntington Ritz Carlton Hotel in Pasadena. Since there was a standing tradition that the presidents of the Rose Bowl universities would sit at the same table with the Grand Marshall of the Rose Parade, the Duderstadts got to meet some interesting folks...Pele, John Glenn, Angela Lansbury, Cristobol Colombo (the many, many times removed descendant of Christopher Columbus) who was paired with Ben Nighthorse Johnson for political correctness, and Shirley Temple Black. The crowd consisted of many of Pasadena’s old guard, so Jim’s Caltech jokes were always very much appreciated. In fact, toward the latter days of Jim’s presidency when Michigan football fell on harder times, the representatives of the Tournament of Roses would frequently tell Jim and Anne how much they missed the Caltech jokes and how they needed to try harder to get Michigan back to Pasadena.



Jim speaking at the Pasadena Kiwanis Luncheon

It was also fascinating to watch how the team improvised to handle unforeseen events. This particular year, Southern California was experiencing a series of torrential rains that would soak the practice field. The Michigan coaches turned one of the hotel ballrooms into an indoor practice field—rather they laid out the yard markers and endzone so that the team could walk through assignments. Unfortunately, this was also the year they went up against an undefeated Washington team which trounced them in the Rose Bowl to win the national championship.

Fortunately, the next year Michigan returned to play Washington once again. This time, in one of the most exciting Rose Bowls in history, Michigan won a seesaw battle and

achieved one of its rare undefeated seasons. Anne had particularly fond memories of this game, since she had her 50th birthday the same day. The coaches gave her a game ball as a birthday present!



The Duderstadts' last Rose Bowl (Anne's birthday victory)

In an effort to link together the various elements of the Michigan delegation, the Duderstadts started the tradition of having brunch with the football team the day before the game. (They also would visit the band at one of its practices on each bowl trip.) Since they started this tradition during one of the rare winning Rose Bowl trips, it soon joined the list of sporting superstitions, and they found themselves invited back every year.

There were always many strange traditions that accompanied Michigan on its frequent treks to Pasadena. Among the oddest was the role played by the popular Hollywood actress, Bo Derek. While Bo Schembechler was coach, Bo Derek would always show up at the final pep rally, wearing a Michigan football jersey with the number "10." At the final banquet honoring Bo after his retirement, who should show up and sit next to Bo, but Bo.

Another Rose Bowl tradition was to invite the governors of the states of the Rose Bowl teams as official members of the bowl parties. Although this was always a busy time of year for governors, sometimes even overlapping with their inauguration after being elected, Michigan did manage to get the governors to attend on two occasions. In 1989, Governor Jim Blanchard flew out for the game itself. Then in 1993, Governor John Engler and his wife Michelle came out to California for a number of the bowl events. Each of the two years the governors attended, Michigan won the Rose Bowl, and on each occasion, the governors went with Jim to the locker room to sing "Hail to the Victors" along with the team.

The Final Four

The climax of the NCAA men's basketball tournament, the Final Four, is one of those cosmic events, which becomes a command performance for the president. However,

unlike a bowl trip, in which one has a month or more to prepare, the Final Four descends on one at the very last minute. The final games sending teams to the Final Four occur the week before. Hence there is a certain spontaneity—and almost panic—surrounding the event.

Anne and Jim's first experience with the Final Four was totally unexpected. Prior to the NCAA tournament, Michigan had had a rather mediocre season—lots of talent on the team, but certainly not dominant in the Big Ten. The team was selected among the 64 that would play in the NCAA tournament, but nobody expected them to get very far. Indeed, just before the tournament began, Coach Bill Frieder announced that he had accepted another coaching position at Arizona State, and so the team would be led by the unknown assistant coach, Steve Fisher (as Bo put it, "Only a Michigan man can coach a Michigan team!")

There was mild surprise when Michigan won its first two games to go on to the regionals in Lexington, Kentucky. But everybody knew Michigan would run into a strong North Carolina team, and, just as in previous years, it would be lights out. And so it was, but rather for North Carolina. Michigan tore through the regional, upsetting both North Carolina and Virginia to win the trip to the Final Four in Seattle. It was a shocking turn of events, but, again, most suspected the team would go no further. After all, both Duke and Illinois (a team which had already destroyed Michigan twice) were also in the Final Four.

The Duderstadts hurriedly rearranged their schedules so that they could fly out to Seattle for the first game. It was complex, because they had commitments the night before in Kalamazoo, and they would have to fly out on the Saturday of the game. There were no direct flights available, but Jim and Anne did manage to get a connection through Kansas City that would get them to Seattle in time for the game. While they were sitting on the connecting flight in Kansas City with about a dozen other Michigan fans—all also taking the only available flight—and waiting for the last passengers before taking off, a woman boarded the plane with a small boy in tow. When she saw the small group of Michigan fans, she yelled: "Stewardess, change my seats to sit with *my* people over here. I'm Rumeal's mom!" And she was indeed, Helen Ford, the mother of Rumeal Robinson, who was destined to make the two free throws in overtime to win the national championship. She proved to be a wonderful addition to the Michigan contingent. When someone asked her how Rumeal could jump so high, she responded, "Honey, if I was your mom, you would jump high too!"

The Final Four itself is almost anticlimactic for the participants. It is an event designed for television and for the corporate fatcats which the NCAA officials want to stroke. At Seattle the games were played in an indoor football stadium, in which most people were seated miles from the court. This was made even worse by the NCAA decision to seat row upon row of press around the court, so that the true spectator seating began even farther back. The teams and their schools are treated almost as an afterthought—usually

placed in hotels on the outskirts of the city, given a small number of poor tickets, and otherwise essentially ignored, except for the frequent and mandatory press conferences.

Since this was their first Final Four, Jim and Anne did not really know what to expect. They arrived in Seattle right before the semifinal game against Illinois, and after speaking at a pep rally, they went to the game in the Kingdome. The game itself was exciting, with Michigan upsetting Illinois on a last-second shot to move on to the championship game against Seton Hall.

The Duderstadts then learned the next quirk of Final Fours. You can only purchase tickets—if you can find them—and hotel reservations in blocks for the entire Final Four series, both the semifinals and final. Since the semifinal is played on Saturday, and the championship final is not played until Monday night, that leaves you with Sunday and the better part of Monday without much to do. This is bearable for winning teams looking forward to the championship game. But it is a dismal experience for those teams and fans that lose on Saturday, since they are required to stay through Monday or lose enormous amounts of money.

Of course, many of the losing fans just want to get out of town, and immediately after the semifinal games, there are large numbers of scalpers waiting by the exits where the losing fans are seated, offering to buy their unused tickets to the championship game. Incidentally, this is the reason why tickets to the semifinals are scalped at hundreds of times face value, while those to the championship round sometimes go begging.

Fortunately, Jim had a long-lost relative living in Seattle whom they visited on Sunday. On Monday, they had another pep rally, and then left for the game with Bo and Millie Schembechler. This was an interesting experience, because even though Bo was athletics director, he was still regarded as a celebrity. In fact, the interim coach, Steve Fisher, was so unknown that he had difficulty being admitted to the stadium prior to the championship game. Since Bo had been hiding from the crowds, he needed something to eat before the game. They had arranged for a big, white stretch limousine to take them from the hotel to the Kingdome, so Bo suggested they just pull into the drive-thru window of a MacDonalds on the way so he could get some Chicken McNuggets. Unfortunately, the stretch limo wouldn't fit, so one of the Athletics staff, Jeff Long, had to run in to get the order. A new definition of traveling in style!

The championship game itself was another cosmic event, with the now famous overtime win over Seton Hall. After a seesaw battle, the game went into overtime. Trailing by one point with only a few seconds to play, Rumeal Robinson was fouled. He calmly stepped to the line and made both free throws to give Michigan an 80 to 79 victory and the national championship.



The shot that won the national championship

After the bedlam and celebration at the Kingdome, Jim and Anne returned to the hotel in another limousine, this time with Alumni Director Bob Forman and his wife Patti Forman, and Judge Geraldine Ford, alumni president. Judge Ford explained that she had her “mo-jo” working the entire game. That was the trick. (But Jim still thinks that Rumeal’s mom was the key.)



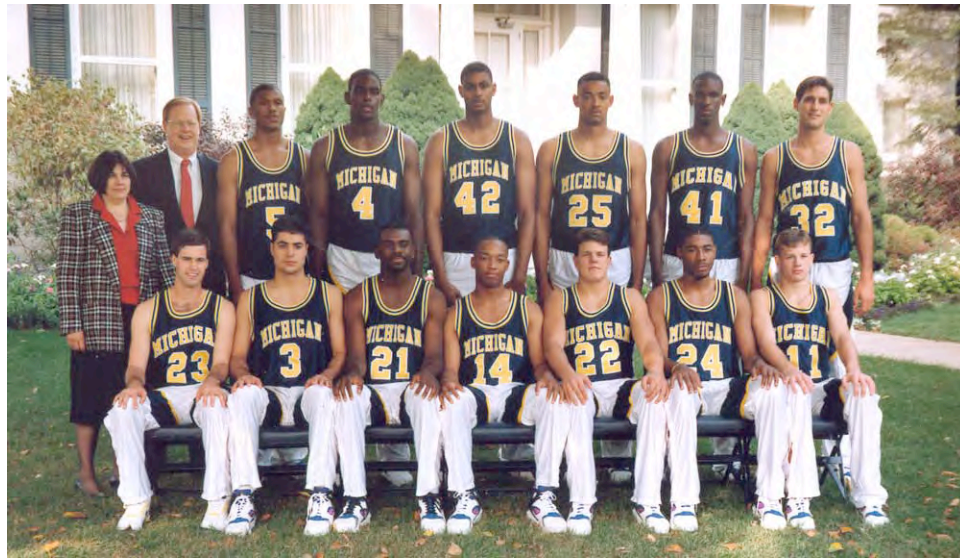
Congratulations from Bo



Congratulations from President Bush

After a rather sleepless evening of celebration—although nothing like the riots they had in Ann Arbor—the Duderstadts flew back with the team on the charter flight. The Michigan State Police provided an escort for the team buses from the airport to a gigantic pep rally in Crisler Arena, with fans honking and cheering at every intersection along the way.

Quite an experience. Indeed, perhaps a once-in-a-lifetime experience, anywhere else but Michigan. As fate would have it, three years later Jim and Anne found themselves back at the Final Four, this time with the Fab Five, probably the most talented class of freshman basketball players in history.



Anne, Jim, and the 1992 Michigan Basketball Team

Although it took awhile for the team to jell—and for Steve Fisher to get enough nerve to play all the freshman at once—by the end of the season they had developed into a national powerhouse. In their last game they took apart a strong Indiana team and earned a berth in the NCAA tournament.



Jalen Rose



Chris Webber

Nobody expected very much of Michigan in the tournament since the team was so young, but, again, Michigan was full of surprises. The Fab Five proceeded to knock off each opponent, including Big Ten champion Ohio State in the Regionals, to earn the trip to the Final Four. Ironically, Michigan followed much the same route through the regionals to the Final Four as it had three years before, including playing its early games in Atlanta. Since most coaches are superstitious, Steve Fisher took no chances, and the

team stayed in the same hotel and went on the same tours that the 1989 team had on its march through Atlanta.

This time Jim and Anne were prepared, and they knew what to expect—although none of the sports press did. Michigan beat a strong Cincinnati team to win the right to play Duke in the finals for the national championship. On Sunday, they went to dinner at the home of the president of the University of Minnesota, Nils Hasselmo, with the president of Duke. The next night, Michigan came very close to beating Duke, leading at the half, but Duke finally wore them down. The trip back on the team plane wasn't as enjoyable as the flight back from Seattle. But the team was young, and the chant was "We'll be back!"

And indeed they were. The next year, they once again beat a series of very good teams in the tournament to make it to the Final Four in New Orleans. The particular Final Four was even more show-biz than the first two, being played in the gigantic Superdome. The other teams were all traditional powers: Kentucky, Kansas, and North Carolina. Again, nobody gave Michigan much of a chance, particularly playing number-one ranked Kentucky in the semifinals. But in perhaps the greatest game a Michigan team has ever played, they beat Kentucky in overtime. The championship game against North Carolina was evenly matched, with the lead seesawing back and forth throughout the game. Although Michigan held a 5 point lead with two minutes left, North Carolina took the lead again on two long 3-pointers. The ending was one of those unforgettable moments: Michigan struggling back, only to have its star player, Chris Webber, call an illegal timeout which iced the game for North Carolina. Although it was a disappointing ending, it again demonstrated, as did their earlier experiences, that the Final Four—who makes it and who wins it—is largely a matter of fate.



The Final Four



Anne and Jerry Weidenbach watch from behind the scenes

This was to be the last Final Four for this team. One by one, the precocious young players of the original Fab Five were lured into the pros, and the team withered away.

The demise of the Fab Five was probably not a bad thing for the University. One of the unusual features of this team was its flamboyance and bravado—and its popularity. It was this Michigan team that introduced a new fashion wave to college basketball: baggy pants down to the ankles—black socks and shoes. This was the team that suggested in their first year they were so good they could win four NCAA championships. The press was drawn to them like flies to honey.

But this fame was a two-edged sword. While some sports press reveled in the athletic talents of the Fab Five, many other reporters were always on the lookout for signs of misbehavior that they could splash over their newspapers. Because these were young students, there were inevitably such incidents, particularly those involving the team's leader, Jalen Rose. Rose came from a rough neighborhood in Detroit, and it was not surprising that some of his old friends occasionally got into trouble. But there were reporters who took great delight in investigating Jalen's friendships and attempting to find evidence that Jalen, too, occasionally had trouble with the law. For publicity reasons, these reporters usually waited until just before the start of the NCAA tournament to launch their salvos.

Some believe that the Fab Five caused longer-term damage to Michigan athletics. In a sense, these precocious athletic talents challenged every tradition of the old guard, both among the fans and the sports boosters. Their street culture style, their arrogance, and, perhaps most of all, their success triggered a bitterness among the college sports establishment which continues to this day.

Steve Fisher, Jack Weidenbach, Bruce Madej (the sports information officer) and Jim were always at DEFCON 3 during basketball season, and they always breathed a sigh of relief when it ended. The behavior of this minority of the sports press was both disappointing and damaging to the integrity of their colleagues. It was clear that they were trying to trap student-athletes in embarrassing situations just to create some news.

While television has turned the Final Four into the showy spectacle of March Madness, those who experienced it as participants developed a more cynical attitude. It represented the extreme of what can happen when one allows the media to transform college athletics into show business. And while several of the Michigan players eventually became big-time winners in this bonanza—Chris Webber's and Juwan Howard's professional basketball contracts for \$78 million and \$101 million, respectively—in the end Jim believed that most of the players, coaches, and institutions were losers.

The Leaders and Best

As with any activity, the memories that remain fresh over time are those of people. And the people associated with Michigan athletics—coaches, staff, and student-athletes—were truly among the most remarkable the Duderstadts met in the presidency. They were the leaders and best.

Of course, there were good times and bad times. Memories of monumental highs, such as the NCAA Basketball Championship or a Rose Bowl win, mixed with incredible downs, such as Gary Moeller's tragic collapse or Bo Schembechler's mistreatment by the owner of the Detroit Tigers.

Yet, all in all, the Duderstadt's memories of Michigan athletics are very positive because of the people who comprised it and carried on its traditions.

Working With Bo

A spirit of mutual trust and respect for each other's judgment, coupled with an understanding of the respective roles of athletics director and president, led to an excellent relationship between Jim and Bo during his term as athletics director. While Bo was always very careful to contact Jim about major policy issues, Jim took care to stay out of his way and allow him to run the department. Minor matters requiring Jim's attention were generally conveyed by Jack Weidenbach, but on major issues, Bo and Jim would always meet. Three such issues arose during the brief period Bo was athletics director: the appointment of Steve Fisher as Michigan basketball coach; the handling of the NCAA violations by the baseball program; and the expansion of the Big Ten Conference to include Penn State.

The Cinderella story of Steve Fisher will be described later. Suffice it to say at this point that following the surprise announcement by Bill Frieder that he was going to accept the coaching position at Arizona State, Bo named Frieder's assistant Steve Fisher as interim coach just prior to the start of the NCAA Tournament. Steve guided the team through a miraculous six-game win streak to claim the national championship and the permanent head-coaching job. While Bo consulted with Jim on the decision to name Fisher as interim coach for the tournament and then as head coach, both he and Jim understood that this should and would be Bo's decision, and that Jim would back him to the hilt on whomever he decided. (However, Jim does recall suggesting to Bo that if he decided to go with someone other than Steve as permanent UM basketball coach, Jim wanted a twenty-four hour advance warning so that he could get as far away from Ann Arbor as possible! Fortunately, both strongly agreed that Steve had earned the job.)



Bo Schembechler congratulating Steve Fisher as NCAA Champ

The handling of problems uncovered in the baseball program similarly exemplified the close working relationship. Shortly after Jim became president and Bo became athletics director, he learned of allegations about possible violations in Michigan's baseball program. Bo recommended and Jim agreed that the University, in cooperation with the Big Ten, should conduct a thorough investigation. They discovered evidence that the baseball coach had been providing illegal cash payments to players, employing them in fictitious jobs, and maintaining team sizes far larger than allowed for a number of years. Bo and Jim accepted full responsibility for the violations—although the incidents had occurred during the latter years of the Canham administration. The baseball coach was dismissed, and the University self-imposed penalties on the program which were satisfactory to both the Big Ten Conference and the NCAA.

It was not an enjoyable experience for the two to appear together before the NCAA infractions committee to acknowledge that the violations had occurred. In reality, if the program had been under tighter supervision during the 1980s, the violations would never have been allowed to happen. In fact, the investigation uncovered a broad range of poor management practices—slush funds associated with the sales of football programs, mismanagement of financial operations, contracting with external suppliers with strong conflict-of-interest difficulties. But since the investigation and discovery had occurred on Jim's watch, Bo and Jim believed it important to accept full responsibility and to put in place procedures to make certain such violations would never happen again. The incident provided strong evidence that the old tradition of autonomy of the Athletic Department was simply not realistic in the high-pressure era of modern college sports.

The third major issue was the Big Ten decision to offer Penn State University membership. Both Bo and Jim were basically opposed to conference expansion, although they had great respect for Penn State. They believed that the case had not been

made for any conference expansion, and that expansion might start the Big Ten down a slippery slope that would destroy much of the Conference's tradition. They were outnumbered, however, by those in favor of expansion, and in the hectic confusion of the final negotiations, Bo was taken by surprise by a premature leak of the preliminary Big Ten decision to consider Penn State. (Jim had left the December, 1988 Big Ten meeting where this topic was discussed early to fly down to Washington to meet with president-elect George Bush and several university presidents, so he had not had time to brief Bo or anyone else before the leak hit the news media.) Although Jim did not know it at the time, this miscommunication annoyed Bo greatly for some time to come, although fortunately it proved a rare exception in an otherwise close relationship.

Not to say that Bo and Jim did not disagree from time to time, but they had a good enough relationship that they could usually work things out, or at least accept defeat with grace. An example of the latter: Bo and Jack approached Jim about an opportunity to install a new scoreboard in Crisler Arena, paid for by advertising signage. Jim had long been opposed to this trend of commercial advertising in college sports, particularly in highly public venues such as Michigan Stadium or Crisler Arena. While Bo accepted Jim's views on Michigan Stadium—which was even more sacred to him—both Bo and Jack felt that the opportunity in Crisler Arena was too good to pass up. In the end, they agreed to disagree and let the matter drop. Jim still remembers his surprise when he walked into Crisler Arena one day and looked up to see the biggest, gaudiest scoreboard he had ever seen. Jim quickly decided, however, that Bo had won this argument, and to press the issue further would intrude unnecessarily on his management authority.

Bo's philosophy that "It is sometimes better to seek forgiveness than to ask permission", came into play again with the building of Schembechler Hall. Bo had long believed that the football program needed a high-quality training facility in order to compete for the best players. Canham had frustrated him by deciding, instead, to build a swimming natatorium with Athletic Department reserves. In response, Bo decided to raise the money for the building himself. He enlisted the help of Tom Monaghan, owner of Domino's Pizza. Without the knowledge of the administration (or the regents), Monaghan hired an architect to draw up plans for the building, and Bo began to drum up support among football boosters. By the time the University learned of the project, it already had so much momentum that it could not be deflected. Not that some regents did not try. One even referred to the architectural style of the building as an "abomination" (a style which, according to the architect, depicts a forward pass—an ironic contrast with Bo's own three yards and a cloud of dust style).

Bo eventually had to go before the regents to get their approval to go ahead with the project. Since the new building would be built on the site of the old lockerroom facilities, they would need to be razed first. Bo's presentation to the regents was successful, and they approved proceeding with the project—although a couple of regents took a few jabs at Bo about the architectural style. Shortly after the meeting, Anne told Jim that while she was driving by the athletic campus that afternoon, she noticed that

the old lockerroom facilities had already been demolished. It turns out that two of Bo's former players ran a demolition company in Cincinnati, and as a favor to Bo, they had come into town and knocked down the old building, just about the time Bo was making his presentation to the Regents for the new building. Good timing? Or an insurance policy by Bo to make certain the new building was built? Only Bo knows for sure ...



Surprise! The old locker rooms are gone!



Anne with Millie Schembechler

Incidentally, it is important to note here that Bo was adamant about *not* naming the new football training facility after him. Yet, Jim and most of the free world, were just as adamant that it should be named Schembechler Hall. In the end, Jim made a deal with Bo. Jim said that the University would indeed name the building after Bo, but they would also turn their back if he (and perhaps some of his former football players) wanted to return some night and chisel his name off. Needless to say, he probably could not find anyone to help him, and he apparently gave up, letting the name stay.

Bo brought quite a refreshing spirit to Michigan athletics in his role as athletics director. To be sure, he was first and foremost a football man. But his understanding of and commitment to Michigan's other sports programs were extraordinary. It was Bo who gave the basketball team a pep talk before its NCAA Final Four victory.

Working With Jack



Jack, Jim, and Abe

Jack Weidenbach and Jim quickly developed a close working relationship between athletics director and president which was the envy of the Big Ten. Jack and Jim shared the same views in a number of areas: the strengthening of Michigan athletics across all of its varsity programs; moving toward true gender equity in intercollegiate athletics; replacing or rebuilding Michigan's athletics facilities, including a massive effort to renovate Michigan Stadium; and strengthening the financial operation of the Department. Together they decided to take on some very important issues within the Big Ten Conference, including renegotiating a more equitable football gate receipt revenue sharing formula, blocking the further expansion of the conference, and working toward a more rational governance process within the NCAA. It soon became apparent that Michigan athletics was making such great progress under Jack's leadership that the regents agreed to support Jim's recommendation that they remove the "Interim" from his title and give him a formal appointment as permanent athletics director.

Jack continued efforts to align Michigan athletics with the academic priorities of the University as much as possible. Student-athletes were provided with the same educational and extracurricular opportunities as other Michigan students. Coaches were provided with more encouragement for their roles as teachers. And clear policies were developed in a number of areas including admissions, academic standing, substance abuse, and student-athlete behavior, which were consistent with those for the rest of the University.

They embarked on a series of steps to secure the financial integrity of Michigan athletics. Cost-containment methods were applied to all athletics programs. A major fund-raising program was launched. More sophisticated use of licensing was developed.

Major improvements in athletics facilities were completed, including Michigan Stadium (returning to natural grass and repairing the stadium infrastructure), Canham Natatorium, Keen Arena, and Yost Arena.

Like the Schembechlers before them, Jack and his wife Jerry were a team in their approach to the leadership of the Athletic Department. Jerry always manned the athletics director's box at football games, entertaining guests and providing support for the coaches and their wives. This was particularly necessary during important games, since Jack was generally so nervous that he couldn't sit still. Instead he would pace, sometimes along the sidelines, sometimes even outside the stadium. In fact, during the 1993 Rose Bowl, the tension of the game between Michigan and Washington became so great that Jack decided in the fourth quarter to go out and pace a bit around the parking lot. And who should he run into while he was nervously walking about, but an equally nervous Ann Moeller, who also could not bear to watch the back and forth action of the game.

Jerry Weidenbach only had to leave the action once. During the 1993 Final Four semifinals between Michigan and Kentucky in the SuperDome—one of the greatest basketball victories in Michigan history—she had an allergic reaction and had to leave the stands. Anne went with her, and the two of them ended up sitting for the last half in chairs behind the bleachers, fortunately within view of a television set. Unfortunately, superstition required them to sit in the same place for the championship game!

When Jack finally stepped down as athletics director, one of the most popular actions the regents took was to name the newly renovated athletics administration building after him. While this kind of recognition was traditional for the athletics campus, it symbolized Jack's extraordinary contribution to the University over a wide range of roles, from managing its Willow Run airport to maintaining its physical plant, from his broad administrative roles in the University's business operations, to his leadership role as athletics director.

Working With Joe

Joe Roberson provided an interesting contrast to Jack Weidenbach. Jack hated to deal with the media, and whenever possible, he tried to work behind the scenes. Joe, on the other hand, took the media on, full force. His years in professional athletics and as a senior academic administrator had given him an extraordinary speaking ability, comparable in many ways to Bo. And like Bo, he told it like it was, even if it was not what the press wanted to hear.

At his first press conference, after the surprise announcement of his selection as athletics director, Joe looked the press squarely in the eyes and told them that during his tenure, educational values would be paramount. And, indeed they were. Joe came to the position with an exceptionally wide range of experiences: a former professional baseball player (he claims his pitching put many hitters in the Hall of Fame), a vice-chancellor for student affairs, a chancellor of the UM-Flint campus, and the director of the University's billion dollar fund-raising campaign. But he was first and foremost an educator. It was his strong sense of academic values, coupled with his deep understanding of the nature and needs of students, that most characterized his period of leadership.

Although Joe had Bo's skills in handling the media, he lacked Bo's patience with the culture and values of the sports press. Like Jack, he grew weary both of those who made their living attacking Michigan, and of those who kept trying to push Michigan athletics back to an earlier time (manipulated, to some degree, by retired leaders from that time).



Joe, Jim, and the Colonel (at the Great Wall of China)

The selection and support of a strong athletics director is one of a president's most important tasks. During Jim's tenure as president, he was fortunate to have been able to work with three outstanding individuals in this important role: Bo Schembechler, Jack Weidenbach, and Joe Roberson. Each was quite different, of course. Bo was almost an icon, a symbol of Michigan athletics. He had a strong sense of integrity and great leadership skills. Jack was far more of a behind-the-scenes leader, with great wisdom and experience, yet choosing to work through other people rather than to lead visibly into battle. Joe was basically an educator at heart, combining a good understanding of the culture of college sports with a deep commitment to the most important academic principles of the University.

It is important to stress here that Jim's relationship with each of these athletics directors was to strongly encourage open communication, but to get out of their way and let them lead the Athletic Department. Although each would touch bases with him on important issues, there was a clear understanding about areas of responsibility and authority. Clearly as athletics directors, they were responsible for the day-to-day leadership of Michigan athletics, and Jim always took great care to give them his strong support but never direct marching orders.

Given this arrangement, Joe and Jim were both amused and sometimes annoyed by the efforts of some of the older sports writers with the local papers to portray Jim as someone who ran the Athletic Department. The source of this rumor was not mysterious. The old saying that athletics directors don't fade away, they just hang around and gossip with the sports press certainly applied to Michigan. Don Canham had never been comfortable with the increasing involvement of the presidents in either Big Ten Conference or NCAA governance. Stirred up in part by Canham, several of his old buddies in the sports press (Joe Falls, Fred Girard) would occasionally launch attacks on Jim, Jack Weidenbach, or Joe Roberson—although, interestingly enough, never on Bo—suggesting that Jack and Joe were puppets carrying out presidential directives.

They usually laughed this off, attributing it to an earlier generation, out of touch with the contemporary realities of college sports. Interestingly enough, so did several younger sports writers, who occasionally confided to Jim that their older colleagues were trying to glorify a past that really never existed.

Coaches

Coaching a modern college athletic program is a demanding and intense profession. The rigors of recruiting, of coaching, of working with student-athletes, of handling the enormous public attention—particularly that from the media—and of adhering to the complex rules governing athletes and athletics are challenging. Coaching requires extraordinary commitment, long hours of work, and demanding travel schedules; it often yields frustration and disappointment.

While the celebrity coaches in highly visible football and basketball programs are usually paid at astronomical levels, at least at universities, their colleagues in other sports programs receive only modest compensation. The same is true for assistant coaches, whose salaries are sometimes almost a factor of ten less than the total compensation of the head coach in the revenue sports. For the majority of coaches in intercollegiate athletics, the real compensation lies not in the income but rather in the enjoyment of working with talented student-athletes, of seeing their progress, and watching them succeed, both on the field and in the classroom.

Although Anne had been close to a number of coaches wives from the earliest days at the University through organizations such as the Faculty Women's Club, Jim really had never met any of the coaches until he became provost. They worked to strengthen the bonds not only between coaches and the University but also among the coaches themselves. Each year they would try to host some kind of an event for coaches and their spouses, although in the first year they had to seek permission from their boss, Mr. Canham.

In the presidency, the Duderstadts had many more opportunities to interact with Michigan's coaches, and they began to develop a deeper sense of appreciation both for their dedication and skills, as well as their challenges. It was clear that there was a world of difference between the lives led by the head coaches of the football and basketball programs and the coaches of the other athletics teams. While the football and basketball coaches were exceptionally well compensated, they also led public lives that placed great stress on them and their families.

They first experienced the family pressures when they got to know Bo and Millie Schembechler. Bo appreciated their efforts to build stronger links between his players and the University, and Jim and Anne certainly came to respect his remarkable leadership ability and his deep commitment to his players. Millie was also a warm and wonderful member of the Michigan team. One Rose Bowl she even taught Anne the

Schembechler side step. That is, when you are walking with Bo, and you see the press ahead, you take a quick step to the side to avoid the photographers. Anne learned well.

Jim and Anne also developed great fondness for Gary and Ann Moeller, and they tried to support them at every opportunity. Early in Gary's tenure as head football coach, this was relatively easy. Although Gary faced a major challenge in succeeding a legend like Bo Schembechler, he brought in an exciting new style of football (a no-huddle offense with lots of high-risk plays) and was quite successful. However, Michigan fans are insatiable, and after three Big Ten championships and two Rose Bowls, Michigan football fortunes declined. To some degree, Gary was a victim of circumstances. Penn State came into the conference, upsetting the traditional dominance of Michigan and Ohio State. Furthermore, years earlier, Canham had saddled the program with a killer nonconference schedule, including not only Notre Dame as a traditional rival, but also the likes of Colorado, UCLA, and Florida State, year-in, year-out. It was understandable that even Michigan would begin to have difficulty with such a schedule, and its record began to slip, with several losses each year. To add to this burden, several of Michigan's most talented assistant coaches left the program for better opportunities.

The stresses on Gary Moeller finally became unbearable for him. Jim remembers the incident well, because it occurred the weekend of the Spring Commencement. Jim learned of it just after they had returned from the Saturday commencement exercises, memorable in part because three of the Fab Five, Jimmy King, Ray Jackson, and Juwan Howard, were in cap-and-gown. Within minutes after their return, the phone rang, and sports information director Bruce Madej told Jim, "Coach Moeller is in trouble." An understatement. Although Gary was not known to have a drinking problem, the night before he had apparently gone on a binge at a local Detroit restaurant, becoming unruly and getting into a tussle with several police officers who were attempting to restrain him and get him in a car headed home. The media coverage was intense, even more so when the police released an audio tape capturing Gary's behavior in full. After a few days, it became apparent both to the University and to Moeller that he could not continue as football coach. Both Joe Roberson and Jim wanted to convince Gary that he should take a medical leave, get some help for the obvious stress he was under, but stay with the program. However, Gary's pride would not let him take this route, and he announced his intention to resign.

The furor erupted again two months later when the press learned through a freedom-of-information-act fishing expedition that the Athletic Department had agreed to buy out the remaining two years on Moeller's contract following his resignation. Although this was not unusual in the departure of any long-serving University employee and certainly within the authority of the Department, through a communications lapse, no executive officer, including the president and the chief financial officer, was informed of the agreement. The regents went up in arms, first demanding that the University void the agreement with Moeller (which would make them subject to a suit) and then attacking the University leadership for excessive generosity in his severance agreement (although,

in reality, the money came from the remaining payments on Gary's consulting contract with Nike and did not cost the University anything). In the end, as in so many other instances, Jim had to throw his body between the regents and the athletic department to protect the integrity of Michigan's programs. Not a fun thing to do.

Another one of the coaches who lived in the limelight was Steve Fisher. Steve had first burst onto the scene in the Cinderella story of winning the NCAA championship as a substitute coach following Bill Frieder's departure for Arizona State. Steve had a way with the media with his folksy, sincere, Midwestern style. And, while there were always a cadre of sports writers out to prove that Steve did not belong at the helm of Michigan basketball, Steve's skill in recruiting and his game coaching got Michigan back to the Final Four two more times. Of course, both of these experiences were with the Fab Five, probably the most precocious and certainly the most flamboyant basketball team in Michigan history. The very audacity of the team gave Steve years of headaches. Sports writers were continually after the team, trying to criticize the player's character, their backgrounds, their style of play—but never their raw talent. One sports writer, Mitch Albom, even shadowed the team for two years to write a best-selling book on them, covering their recruitment and play in great detail.

As the team quickly unraveled in the face of NBA opportunities, Michigan basketball fell on hard times. Although Steve Fisher continued to recruit top talent, the team never rose to a level sufficient for fans and sports writers. Again, the pressure on Steve and Angie Fisher was intense. It reached a climax in a sensational series of newspaper articles. The Detroit papers published a series of anonymous allegations that, unknown to Fisher, a Detroit booster had been slipping cash to several of Michigan's players over the years. Week after week, the local papers ran banner headlines quoting "unnamed sources", and week after week, Steve and Angie Fisher felt the walls closing in on them. The University was pressured to hire a top-flight law firm, specializing in intercollegiate athletics to investigate the allegations. Even the firm was unable to substantiate any of the claims, although they were also unable to completely disprove them, leaving Steve and the program in limbo.

Even though the independent investigation was unable to substantiate any of the allegations made by the local papers—although they were able to document several cases in which the sports press had clearly fabricated or distorted information—the new University administration decided that it needed to take some action to get the media off their backs. Hence, in early fall of 1997, just prior to the start of basketball season, they fired Steve Fisher, tossing him, as it were, as a sacrificial lamb to satisfy the howling wolves of the sports media.

No wonder then, that while the other coaches may have occasionally been envious of the compensation and attention given Michigan's football and basketball coaches, few would trade places with them.

Student-Athletes and Families

In their presidential role, the Duderstadts frequently attended athletics events, but they rarely had any direct interaction with players. Of course, there were occasions such as receptions or bowl events when they met their families. But the players were generally sufficiently occupied with other activities—athletics and academics—that more than a brief conversation with the president was difficult. Furthermore, they were restricted by NCAA rules in the level of contact, e.g., through events such as receptions.

Although Jim always found the time if asked, he rarely became involved in recruiting student-athletes. Most often, he would simply greet them if they were brought up to the president's box during the halftime of a football game, or meet with the parents to assure them that their son or daughter would get a good education. Perhaps the relative inactivity in recruiting was due to his remarkable lack of success.

Every once in a while, Steve Fisher would give Jim a call and ask if he could meet with a recruit and his parents. Jim's one success here was recruiting Juwan Howard, the real cornerstone of the Fab Five. Juwan was a very serious student, and he had traveled to Ann Arbor with his high school coach. He was particularly concerned about whether Steve would remain as head coach, following his NCAA victory. It was straightforward to reassure him about this, and to stress that coming to Michigan was more than playing basketball, it was to get an education. Although Juwan left for a pro contract following his junior year, he tried to keep on top of his studies through correspondence and summer courses.

However, Jim was more a hindrance than a help with other top recruits. Eric Montross should have been an easy recruit for Michigan, since his father had been an All-American here. Jim talked with him and with his parents. In the end, he decided to go to North Carolina, where he was on the team that beat the Fab Five in the NCAA finals in 1993. However, although Michigan lost Eric, it managed to recruit his younger sister, a top academic star who later graduated with honors from Michigan.

For the purpose of both physical and mental maintenance, Jim and Anne would try to make it over to the University's track for an early morning hour of walking and jogging—the outdoor varsity track during good weather, but more frequently in the Michigan climate, the indoor track during the winter. This gave Jim and Anne yet another opportunity to meet coaches and athletes throughout the season. Usually in mid-August the various fall sports varsity teams would begin to appear on the track for pre-season conditioning. Usually first in the morning would appear "the dawn patrol," those football players who were required to run a couple of miles at 6:30 am, under the supervision of some very sleepy assistant coaches or trainers. Usually these were players who had not met certain standards such as weight loss or a given two-mile time. But sometimes there were also injured players, the walking wounded, who struggled around the track a few laps. Cruel and unusual punishment? No. Just football.

Later in the morning, the Duderstadts would see other teams running laps together. Once, very early when it was still dark, they came across a body lying on the track. As they approached, worried about what they might find, up jumped a sleepy basketball player to explain that her alarm had gone off an hour early by mistake, so she had just decided to get another hour of sleep, right in the middle of the track! Well, it is a *very* soft track.

Jogging indoors was even more of a spectator sport, generally there were lots of athletes working out. The women's crew had an array of rowing machines, which they would use in unison, generally to very loud rock music. Then they would run timed laps around the track. Sometimes there were track or cross-country athletes, although they would generally only warm up indoors and then go out into the dark cold for longer runs. In the winter term, the ROTC units would appear very early in the morning for workouts: first, loud exercises, then timed runs around the track, coupled with various exercises such as rope climbs or bar pull-ups along the way. The marines were the most enthusiastic, wearing T-shirts proclaiming "Sempter Fi" as they lapped everyone. In fact, one year they even gave Jim his own T-shirt so he could run along.

Anne's involvement with Michigan athletics deserves a note here. Although she had never been a big football or basketball fan, as she got to know the coaches, staff, and players on a personal level, she became quite emotionally invested in Michigan athletics. In part, it was probably akin to a parental attachment, since in a sense, one of the roles the president and spouse of the university was to act as surrogate "mom and pop" to the students. Anne also developed a very deep appreciation for the wives and families of the coaches, the stresses and challenges they faced, and the importance of providing some visible support. Usually before major football and basketball games, Anne would make a point to visit briefly with the coaches wives. And, over time, she probably became as nervous as the wives during the games themselves—as excited by victories and as disappointed in defeats. It was largely at her urging that they did their best to attend at least a part of an event for each of the teams throughout the year—although the calendar sometimes made this very difficult. Anne became particularly attached to the rapidly evolving programs in women's athletics at Michigan.

The Duderstadts developed a deep affection and empathy for the coaches and staff of the athletic department. Perhaps it was because they, too, felt many of the public pressures and the frustrating lack of understanding of their roles by the media and the fans; they had a sympathetic understanding of the sacrifices made by the coaches and players, and their families. Beyond this, there was a refreshing simplicity of values among most of Michigan's sports programs, an absence of politics, and a deep concern for the welfare of the student-athletes, which was usually missed or ignored by those outside the department.

Concluding Remarks

Jim and Anne found their personal involvement with the students, coaches, and staff of the athletics programs a refreshing alternative to other presidential roles both within and external to the University. There was a remarkable absence of politics and infighting. Despite the great public attention and media pressure focused on Michigan athletics, within the programs themselves there was always a sense of camaraderie and support. During their latter years, students and coaches from various sports began to attend and cheer on their friends in other programs. This was particularly evident as more and more male athletes began to attend the athletic events for Michigan's emerging women's programs.

Jack Weidenbach, athletics director during the early 1990s, once confided to Jim that his job was the best in the University because he had the opportunity to work with such outstanding students. Although the media tends to portray college athletes as academically marginal, in reality, across all the programs, most student-athletes are outstanding students, performing at the highest level both in the classroom and on the field, the court, or in the pool. The model of the true student-athlete is alive and well in most of college sports, in programs such as swimming, hockey, gymnastics, and track where students train to world-class levels while excelling in some of Michigan's most difficult academic programs. Jim once asked one of the women swimmers how she managed to train for several hours a day while pursuing an intense pre-med academic program. She said the secret was "power napping," the ability to use odd moments of time to catch up on sleep-debt. Talk about optimizing one's time...

Jack was right about his job. But the Duderstadts would go beyond the students to highlight the coaches and athletics staff as well. While the coaches had to manage highly competitive athletics programs, recruiting star athletes, developing game strategies, and dealing with the media, their most important roles were as teachers. Even a cursory involvement with college sports soon reveals that successful coaches demonstrate a deep commitment toward their student-athletes, developing relationships that remain strong for a lifetime. They always found the coaches concern for the total welfare of their students, beyond simply their athletic performance, quite remarkable.

It is this perspective, of college athletes as *students* and of coaches as *teachers*, that most clearly reveals the true goal of college sports. At its best, college athletics provide an opportunity for students to learn and develop more fully the values necessary for a meaningful life, values such as determination, sacrifice, courage, and teamwork, perhaps more easily learned through athletic competition than in the classroom. Nothing could be more important to college sports than aligning college sports with the academic mission of the university.

Chapter 10

Lifestyles of the Rich and Famous

One of the most fascinating aspects of a major university presidency involves the people that one meets...and, indeed, host on behalf of the University. During their presidency, the Duderstadts hosted several presidents, numerous distinguished guests from the academy, corporate leaders, celebrities, and even a god...

The responsibility for creating, designing, managing, and hosting the hundreds of presidential events each year fell to Anne Duderstadt as First Lady of the University. Fortunately, her experience both as a leader of the Faculty Women's Club and as deanette and provostess prepared her for these roles. Nevertheless it was a considerable challenge, after over a year of transition, to upgrade the quality of events while reducing their cost to more reasonable levels. It was also a challenge to change the expectations for the role of the president and first lady in these events. During the transition period, the development staff had essentially taken over total control of events in both the President's House and Inglis House. The president and first lady were expected to appear to host events, to greet guests, and to make a few remarks, but they were not included in the planning or design of the events themselves.

Yet Anne believed since that image of the University—not to mention the president—would be influenced by the quality of the event, it was important that the hosts, the president and first lady, be involved in key details of the event. Furthermore, it was clear that running these many events on automatic pilot had led to significant deterioration in quality over time—a “rubber chicken” syndrome. Hence, direct intervention would be necessary to raise the quality of the presidential events. She also realized that by raising the expectations for quality at the presidential level, there would be a rapid cascade effect in which other events throughout the University would develop higher quality standards.

The challenge was to do this while simultaneously reducing costs. In a sense, Anne would launch the University's first major effort in “total quality management” in the presidential events arena.

The President's House

The first image that many distinguished visitors to the University have is the President's House. As noted in earlier chapters, Anne Duderstadt spent very considerable time in renovating and restoring this house, the oldest building on the campus. While perhaps a difficult place to live, the house was a very impressive place to visit.



The President's House

Usually on special occasions, they would fly flags at the front door to greet guests.

In the front entryway, guests were sometimes invited to sign the guest book, although usually this would occur at the end of the event.



The Guest Book

At large receptions or events, the guest book would be placed in one of the side rooms. A quick glance through the book indicates the remarkable variety of guests to the President's House.

Although the President's House was very large—14,000 square feet—it was also very constrained in the types of events it could accommodate. By using the entire first floor area, receptions of up to 200 people could be hosted, typical of holiday receptions and student receptions.



The Dining Room set up for a reception

However, the layout of the house limited formal dining events to groups of 18 in the dining room, with perhaps an additional 10 on the rear dining porch for less formal occasions. Usually, when the Duderstadts entertained a group for dinner, they would greet each guest at the door and usher them into the living room for refreshments and conversation.



The Dining Room

Dinner would be served in the formal dining room, with Anne and Jim typically seated at the center of the table so that could interact with as many guests as possible. After dinner, the group would be invited into the living room for more conversation. Finally, they would accompany guests to the door to wish them on their way.

This sounds simple, but the logistics of these events were usually far more complex. Each event took a great deal of planning and preparation, from invitations to menus and caterers to preparation of the house. Since she believed that their guests were being invited to their home, Anne gave each event her special attention.

There were always some special challenges. Parking was always a real problem in the Central Campus area. Although Anne usually arranged for parking on South University in front of the President's House, if the permits were put up too early, students rapidly filled up the street. During times of student unrest, the President's House was also a prime target for student demonstrations, particularly if an event was underway.

The large receptions were also a particular challenge, since among the crowds of a hundred or more, there would sometimes be uninvited guests that floated in with the crowd. Anne always tried to be gracious in these situations, but it could sometimes be awkward.

After each event, Anne would stay downstairs, working with the catering staff, until the house had been cleaned and everything had been put away. Needless to say, most events in the President's House led to very late evenings for her.

Hosting events in Inglis House was a far easier matter. Although these events took just as much personal planning and preparation by Anne, since they were not in their home, Jim and Anne could limit their participation. They would usually arrive 30 minutes or so before the first guests, to check the preparations, table settings, etc.. They would host the event as if the guests had been invited to their home (as, indeed, Inglis House was originally intended to be). After the last guest left, Anne would check with the staff to make certain everything was in order, and then leave to return to the President's House.

A word here about entertaining Regents in both the President's House and Inglis House. Although Inglis House was usually reserved for regent activities during the week of a Regents meeting—both to accommodate regents traveling from farther distances and the Thursday evening dinner—there was always a bit of sensitivity. Several of the regents developed a personal sense of ownership for the estate, occasionally insisting that the University put their family up in its rooms or host parties for their personal friends. This was always a sensitive matter, since while the regents were indeed the governing board of the University and technically could demand such services, the risk to the University—and the regents—could be significant if it was learned that they were using University facilities and staff for personal activities. Since Jim and Anne believed that

the president might also be subject to such criticism, in their eight years in the presidency, they never utilized Inglis House for personal purposes.

Interestingly enough, several of the regents had the same attitude about the President's House. In fact, early in Jim's presidency he had to put his foot down when two regents insisted that they be served breakfast in the President's House each morning before the monthly regents meeting. Since the house had no cook, this would have meant that Anne would have had to cater and host these events. From time to time, one regent or another would demand that a special event be hosted in the President's House, regardless of the overload this would cause on its occupants.

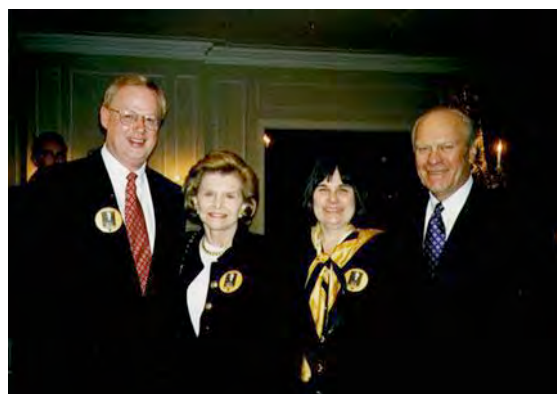
Hence, even though the President's House was intended to be the home for the family of the president, both the needs of the University and the demands of its governing board frequently made it more a place of servitude.

VIPs in the House

The President's House was also an important place for University ceremonies. Here the Duderstadts hosted numerous dinners and receptions for distinguished guests of the University. For example, the evening before Michigan retired Gerald Ford's football jersey number, they had a small dinner for President and Mrs. Ford, attended by Governor John Engler and the real celebrities, Bo Schembechler and Steve Fisher.



Dinner for President and Mrs. Ford



Two First Families

They occasionally had luncheons and dinners to honor or cultivate important donors, including many leading corporate CEOs. From time to time they would also have small, informal dinners, such as when they invited John Engler down to Ann Arbor just for a get-acquainted visit prior to his run for the governorship.

The Duderstadts also had visits from numerous celebrities. For example, they had a reception for Leonard Bernstein following his “70th birthday concert” with the Vienna Philharmonic. Bernstein would only agree to a post concert reception on the condition that it would be a small affair with about 30 students. Anne was just recovering from bronchitis and a hacking cough that prevented her from attending the concern. However she was on hand to host the reception at the President’s House. The guests, mostly from the School of Music’s conducting program, began to arrive around 11:00 pm. Bernstein held court for a bit backstage after the concert and kept inviting people to the reception, and the guest list grew to about 60. Anne ended up pulling everything she could find out of the freezer and cupboards to feed the extra guests.



Leonard Bernstein and guests

Bernstein didn’t arrive until 12:30, and after a couple of large Scotches, he warmed up to the students (who were drinking punch, of course). At one point he went to the piano and began to play some of his Broadway compositions, singing along with lyrics a bit

more bawdy than one is used to hearing. At about 2:30, Bernstein decided to go out on the town, and off he went, following by a dozen students, looking for a bar. The Duderstadts hosted a number of other musical performers. After a May Festival concert featuring the Leipzig Gewandhaus Orchestra, Anne and Jim hosted a reception and present its conductor, Kurt Mazur, with both a sweatshirt and a basketball from the recent NCAA championship.



Kurt Mazur



James Galway

Many celebrities were key volunteers for the Campaign for Michigan. Mike Wallace agreed to be one of the co-chairs of the Campaign, and played a critical role not only in the New York fund-raising efforts, but also in hosting the major kickoff events for the Campaign. He also made a tremendous contribution to fund the facility housing the Michigan Journalism Fellows program, named Mike and Mary Wallace House.



Mike Wallace



David Broder



Andre Watts



James Earl Jones



Hosting Michigan Governor John Engler

Anne and the lawyers
(John Pickering and Avern Cohn)Barbara Walters, Cokie Roberts, Steve Croft
Leslie Stahl, Mike Wallace, Charlie Gibson



Countess Albina Duboisvouvray



Anne and Margaret Towsley

James Earl Jones was an important leader of the efforts on behalf of Michigan's School of Music, while the Countess Albina Duboisvouvray and Margaret Towsley were among the most generous donors.

In 1994, the University had the privilege of hosting Dr. Jonas Salk, in recognition of the 40th anniversary of the announcement of the successful tests of the Salk vaccine. Many of Salk's former collaborators visited the campus for the event, sponsored in part by the March of Dimes, along with a large number of polio survivors.



Jonas Salk

One of the more interesting events hosted in the President's House was a reception for the Dalai Lama, who was visiting the campus to receive the Wallenberg Medal. Of course, the Dalai Lama is the most revered figure in Tibetan Buddhism, regarded by the

faithful as the 14th reincarnation of Siddhartha and as a living god. This visit was particularly meaningful to Jim and Anne, since the year before they had led a delegation of alumni and faculty to China and arranged to spend several days in Tibet on the trip. They had seen first-hand the extraordinary importance of the Dalai Lama. Yet even with this background, they were still overwhelmed by his humble, kind, and humorous nature--and his wisdom.

The visit itself required some careful planning, since the Dalai Lama does not eat or drink after noon. Anne arranged for a small “tea ceremony” using hot water, so that they could first meet and chat with His Holiness for several minutes before



Tea with the Dalai Lama

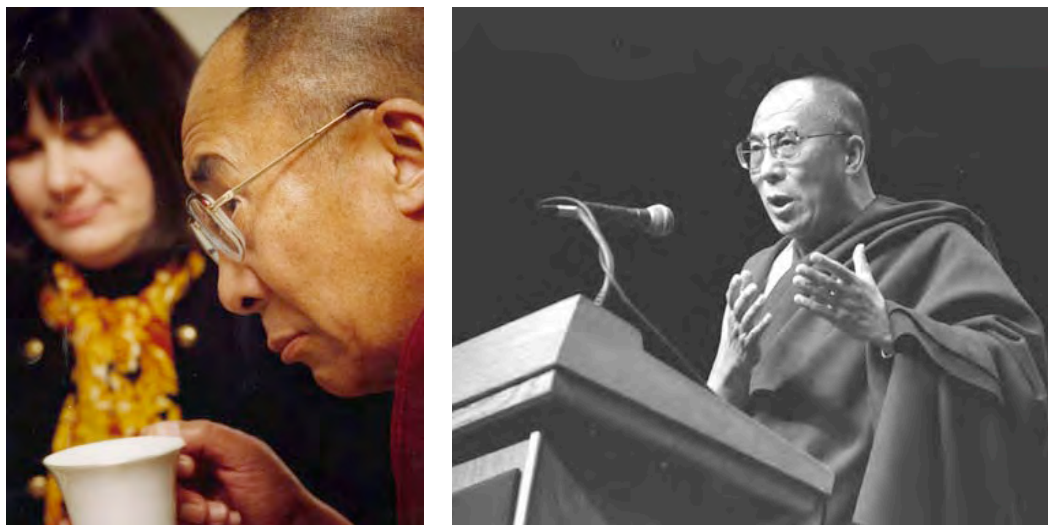
introducing him to the many guests. He was charming, and the discussions ranged from theoretical physics to Tibetan flowers.



Anne giving the Dalai Lama a tour



Jim learning from the Dalai Lama



The 14th Dalai Lama

He presented the guests with the traditional Tibetan silk scarves, and then, after a receiving line, Jim rode with him over to Crisler Arena for the Wallenberg Lecture. It was quite an occasion.

Presidential Commencements

Because of Michigan's prominence as an institution, not a year passed without numerous "command performance" events, involving distinguished visitors. Many of these involved commencements in which the University award honorary degrees to famous leaders. On some occasions, these took on national importance, such as when the University gave honor degrees to President George and Barbara Bush and to First Lady Hillary Clinton. In both cases, the honorees actually spent only a short time on campus--arriving just before and leaving just after the commencement ceremony. However, preparing even for this short visit was a Herculean task.

The Bush Commencement was a particular challenge. The University routinely invited sitting presidents of the United States to deliver commencement addresses, but since so many other universities did the same, they rarely received a positive response. In fact, in modern times the only other "presidential" commencements were Lyndon Johnson's "Great Society" speech in 1964 and Gerald Ford's speech in the late 1970s. However, in March, 1992, the day after the president addressed Congress to signal the end of the Gulf war, Jim received a call from the White House saying that President and Mrs. Bush would be delighted to receive a honorary degree and that the President would also give the commencement address.

Beyond the fact that this was less than 60 days prior to the commencement, Michigan faced another challenge. The only venue large enough to accommodate such a presidential commencement was Michigan Stadium, and it was in the midst of a massive renovation. In fact, the University was in the process of installing natural turf and

lowering the field by eight feet to improve sight lines. At the time of the White House call, the field was a large hole in the ground.



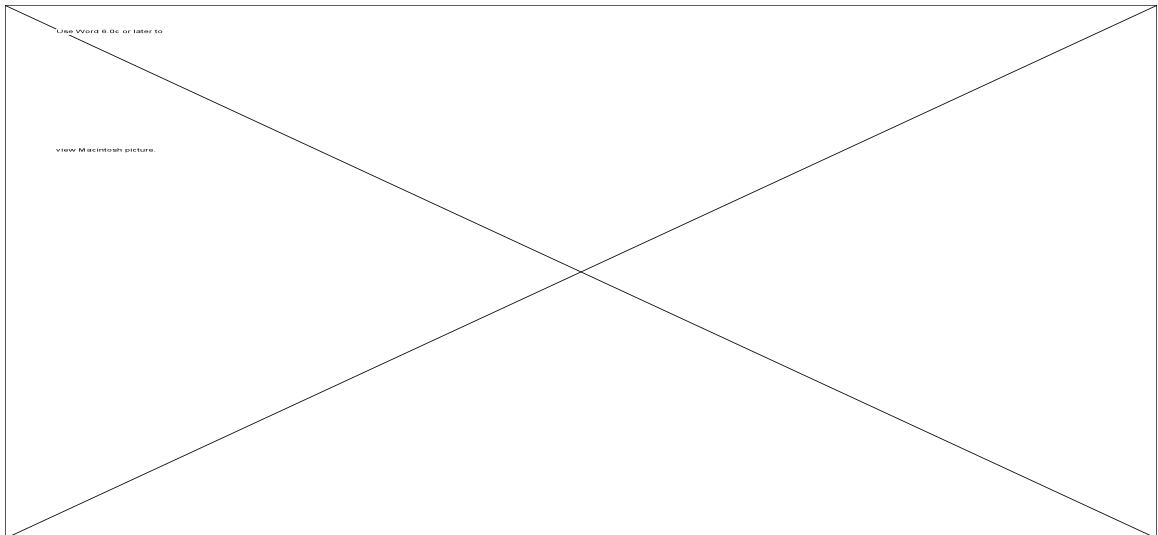
Lowering the field at Michigan Stadium

But University staff stepped forward as if this were their own version of Operation Desert Storm. They ordered enough plyboard to cover the field, and with the efforts of thousands of people, managed to have the stadium ready by the May commencement. The security logistics were also complex, since Secret Service folks took over Ann Arbor a couple of weeks before the event. Ironically, there was an incident just the week before commencement in which a disturbed former employee methodically shot out all the windows of the Fleming Building with an M-15 assault rifle in the middle of the night, just missing a security guard. But the Secret Service concluded that this was a random event unrelated to the president's visit and allowed us to proceed.

The commencement itself was quite an event. Over 70,000 attended, under blue skies. (When the White House staff was asked what to do in the event of rain, they responded with "He gets wet...and YOU get wet!"...)



President Bush speaking at Spring Commencement



The View from the Podium: An Audience of 70,000



Jim addressing the crowd

Everything went as planned, and all breathed a sigh of relief as the presidential cavalcade drove off afterwards. However, later that afternoon after Bush returned to Camp David, he went for a short jog and experienced heart palpitations--the first sign of what was later diagnosed as Graves syndrome. Ironically enough, when he gave the Michigan commencement address his popularity, following the Gulf War, was at an incredible 92%. It was all downhill after that...

The University was well experienced for such command performances when Hillary Clinton accepted Michigan's invitation in 1995. Again it was a marvelous day with 50,000 in attendance. When the First Lady approached the podium and saw the size of the crowd, she soon set aside her prepared remarks and gave one of her campaign trail talks on health care reform and other issues of the administration. But the students loved it, and again everything was a success.



First Lady Hillary Clinton

Commencements were always a three-ring circus--make that a 17-ring circus, since each of Michigan's many schools and colleges also had individual ceremonies, frequently with their own distinguished speakers. The Duderstadts usually hosted a luncheon or dinner just prior to the spring and winter commencements for the honorary degree recipients. During their presidency, Jim and Anne had the opportunity to honor--and to meet--some of the great figures of our times.

There were a variety of other presidential experiences of note. Periodically the Gerald Ford Library would host a major policy seminar, sometimes in cooperation with the Carter Center in Atlanta.



President Jimmy Carter
(Anne and Andrea van Houweling)



President-Elect George Bush
(with the AAU presidents)



The White House reception for
The NCAA Champions



Jim receiving the National Medal of Technology
from President Bush



Candidate Clinton campaigns at Michigan



President Bill Clinton



Vice President Al Gore



Jim with President Ford and Bob Brown



The mayor of Duderstadt, Germany



Governor Engler and family
on the Michigan plane to the Alamo Bowl



The Governor doing some politikin'



The Engler triplets



Dan Quale and John Engler

Dinning with the Queen

Actually, there were occasionally pleasant surprises and enjoyable experiences associated with being the president of a major university. The Duderstadts had such an experience in spring of 1990, just after they had honored President and Mrs. Bush at Spring Commencement.

Jim and Anne were attending a National Science Board meeting in Washington, just prior to traveling on to Boston for the inauguration of Jim's friend and former provost, Chuck Vest, as president of MIT. Jim's secretary, Nona, called the hotel to inform them that the White House had called Ann Arbor with an invitation to dinner with the Queen and Prince Philip the following Tuesday. His first response: "What queen? THE queen?" "Yes." Anne asked, "What do we wear?" Nona said that the copy of the invitation the White House faxed her said "Black tie with decorations"...

Wow!...(Nona was a Scot, so she was not impressed...)



Invitations from the White House

Jim and Anne both decided that this was truly a command performance, so they asked Nona to pull together whatever information she could on protocol at such state affairs. They also realized that they were probably substitute invitees. The state dinner with the Queen was the hottest ticket of the year in Washington, and to be invited with less than

a week remaining meant that someone else had canceled out (...probably Secretary of State James Baker who was on an emergency trip to the Middle East...), and they had been substituted in part out of appreciation for the Spring Commencement.

The next challenge was dress. Jim's part was easy. He did have a black tie--but with no decorations. Anne's was more difficult, since this affair required a floor length evening gown--not part of the normal president's spouse wardrobe. This was made more difficult by the fact that they were headed up to Boston for Chuck Vest's inauguration and would not be back in Ann Arbor until Sunday. But surely Boston must have places where one could find such a gown...

On the Duderstadts went up to Boston, while Nona began to gather protocol material. For example, when greeting the Queen, you never look at her unless she looks at you. You address her with "Your majesty"...and the Prince with "Your royal highness".

The MIT inauguration was fun, with lots of Michigan folks in attendance. In fact, someone (they blamed Jim, but he hadn't been so imaginative) hung an enormous banner over one of MIT's buildings overlooking the inauguration reception saying "The University of Michigan at Cambridge".



Who did this?

All of the Boston bigwigs were there--Ted Kennedy, Bill Weld--since, as the Vests were told later, they were essentially being coronated as "the king and queen of Boston".

The next day Jim and Anne started their shopping rounds for the evening gown. After trying several of the more obvious places --Nieman Marcus, Saks, etc.--they finally found a small dress shop in Copley Place that had a gown that Anne thought would work. However, like most evening gowns, it would require extensive alternation, and the shop said they could have it ready in a couple of weeks. Anne explained the situation...the royal affair just 4 days away...and that they would be leaving for Ann Arbor early Sunday morning. Amazingly enough, the store believed them and said that

they would have the dress ready the next morning. And sure enough, they kept the schedule, Anne picked up the dress (and the bill--which was a bit of a shock to Jim who primarily shops with the Lands End catalog), and headed back to Michigan.

The next couple of days were spent reviewing whatever they could find out about protocol and such. Jim had a prior commitment to speak at a Detroit Alumni Club luncheon on Tuesday, so they were not able to fly down to Washington until that afternoon. As they boarded the plane, whom should Anne spot in the first class section but Governor John Engler and his wife Michelle. She started to say, "Are you going to..." and they said, "Yes, would you like to ride along with us? We have a limousine."

That solved the next problem. Although they were staying at the J. W. Marriott, only two blocks from the White House, attending such an affair requires making a certain entrance. Somehow it didn't seem right just walking up the drive to the West Wing entrance. Fortunately, the Englers had experience, and they had already arranged for the use of a limousine. They were staying in the same hotel, so this made it rather easy.

So at 6:30, off they went...in black tie (with no decorations) and expensive evening gown, accompanied by the Governor and his limo, to meet the Queen! After being checked through security, they entered the lower area of the West Wing and walked down the corridor. When they turned the corner, they ran into a large group of newspaper photographers who had been stationed to capture the famous. They started flashing away, but they soon realized it was not for them but rather Henry Kissinger who was right behind them. As they passed up the stairs to the East Wing, a White House attaché handed each guest a dining card with their table number.

The other guests were gathering in the East Wing, a large stately room designed for such occasions. There were roughly 100 people already gathered in the room. There were no nametags, but looking about the room Jim and Anne soon realized why. Everyone there--except Jim and Anne--really needed no identification. They began to look around the room and whisper to each other "Isn't that... and usually it was." It was a very eclectic collection of folks. Since the state dinner was billed in part as an opportunity for the Queen to honor the leaders of the recently completed Operation Desert Storm victory, there were several military leaders...Generals Colin Powell and Norman Schwarzkopf. There were also a number of political leaders and Washington types--Speaker Tom Foley, the Governors of Michigan and Ohio, Henry Kissinger. Also present were several corporate CEOs--Red Poling of Ford, John Akers of IBM. The usual group of Hollywood figures...Morgan Freeman, Bill Blass, Jesse Norman. And then some interesting new folks like Ken Burns, a former graduate of Ann Arbor High whose documentary on the Civil War had just appeared on television. The Duderstadts appeared to be the only University folks.

At precisely 7 pm, the doors opened, "Ruffles and Flourishes" was played, and the President and Queen entered the room, followed by Barbara Bush and Prince Philip.

They quickly formed a receiving line, and everyone marched dutifully by with their carefully rehearsed “Your majesty” and “Your royal highness”. After the receiving line, the guests were then subtly herded down the hall to the state dining room.

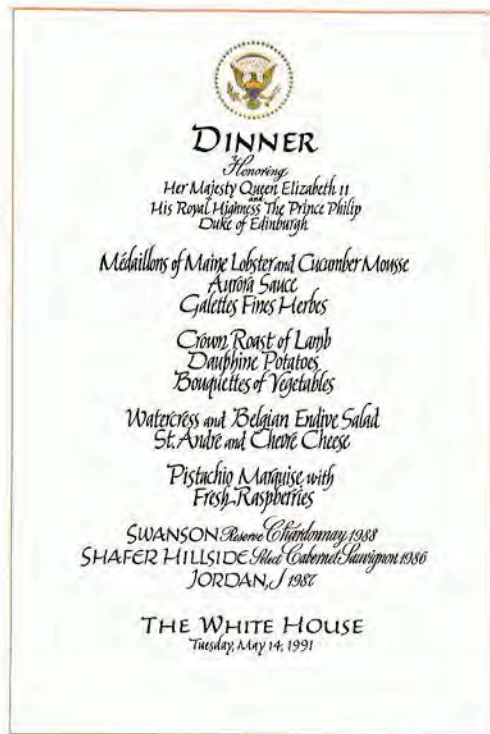


Jim shaking hands with President Bush in the receiving line

Here there was a bit of surprise. The room was set for round tables of 8 to 10 guests, and Jim and Anne were each assigned to separate tables. Jim looked across the room and saw Anne motioning frantically toward him. At first Jim thought something might be wrong with Anne’s dress (a typical male reaction). But instead, she walked over and said “I’m sitting at the table with the Queen and the President!”

When she had arrived at her table, she was first puzzled since there appeared to be no other guests. Then, as she walked around the table looking at place cards, she realized why. Her table was indeed the “Royal Table”, with President Bush, the Queen, and then an array of guests including Arthur Annenberg, Angela Lansbury, and such. Anne was seated between Red Poling, CEO of Ford, and Arnold Palmer, directly across from the Queen! (Although she noted that the very large floral centerpiece prevented her from speaking directly to Her Majesty, even if it would have been allowable.)

The dinner itself was in the Washington style, with each course from large silver trays by waiters. The conversation at Jim’s table was enjoyable, particularly since there was one of the Queen’s Ladies in Waiting who had a very relaxed and irreverent attitude toward such state occasions. Anne got a bit weary talking to Arnold Palmer about golf, but being seated with the President of the United States and the Queen of England kept the adrenaline levels high. The last course was an elegant royal carriage made of chocolate and filled with pistachio marguise. Anne’s head table ate their served portion of the marguise, but Jim’s table devoured the entire chocolate carriage.



The Menu for the White House State Dinner
for Queen Elizabeth II

After dinner the guests were escorted back down the hall to the East Wing, which had now been set up for a concert by Jesse Norman. The Duderstadts sat with the Governor of Ohio and talked about--what else--Michigan Ohio State football! Following the concert, the guests gathered in the hall corridor to talk and listen to the Marine Corps orchestra, and then at roughly 10:00 pm, all of the guests were politely herded along to the exit and their cars.

The next day Jim and Anne flew back to Ann Arbor, to resume life as commoners. They did manage to make the list of guests printed in the New York Times, and the responses were predictable. Many of their presidential colleagues wondered why they had invited the president from MICHIGAN...and not Harvard or Yale. One of the regents sent Jim a letter offering him the use of his fashion consultant, so that he could develop a wardrobe suitable for such occasions.

But the Duderstadts returned to life as normal...at the bottom of the heap that represents the place of the president at a major University...

Always the Entertainer, Never the Entertainee

One of the facts of life one soon learns in university leadership is that while the president and first lady are expected to entertain many thousands both on and off

campus to advance the interests of the institution, they are rarely entertained themselves. This strangely one-sided role had several downsides.

First, there was rarely any food in the President's House. Jim and Anne's schedule was so hectic that they rarely had time to shop. Generally they were entertaining at one event or another or on the road working on behalf of the University. With no cook in the house, the cupboard generally was bare. On those many occasions when they opened the refrigerator door to see bare shelves, Jim would be assigned the role of foraging for pizza, Zingermans, or even MacDonald's. The president became a familiar sight at the fast food outlets close to campus. And malnutrition became an ongoing challenge to the first family.

The second phenomenon was the rapid disappearance of the Duderstadts' social life when they moved into the house at 815 South University. Of course, from time to time the Duderstadts were invited to an event hosted by others in the University, but on these rare occasions they would generally spend most of their time backed into a corner by someone seeking their ear. But during their decade of service in the roles of provost and president, many of their earlier social networks in Ann Arbor dried up. Their old friends assumed they were probably too busy to be invited to a social event. Most others saw them as "entertainers", never as "entertainees". Rare indeed would they ever be invited to a simple party or dinner. Many a holiday they spent alone, abandoned in the President's House, and subsisting on cold pizza or a Big Mac ...

Chapter 11

The Michigan Family

The contemporary university is much like a city, comprised of a bewildering array of neighborhoods and communities. To the faculty, it has almost a feudal structure, divided up into highly specialized academic units, frequently with little interaction even with disciplinary neighbors, much less with the rest of the campus. To the student body, the university is an exciting, confusing, and sometimes frustrating complexity of challenges and opportunities, rules and regulations, drawing them together only in cosmic events such as fall football games or campus protests. To the staff, the University has a more subtle character, with the parts woven together by policies, procedures, and practices evolving over decades, all too frequently invisible or ignored by the students and faculty.

In some ways, the modern university is so complex, so multi-faceted, that it seems that the closer one is to it, the more intimately one is involved with its activities, the harder it is to understand its entirety. It is easy to become lost in the forest for the trees. Clark Kerr once portrayed the community of the multiversity as connected only by a common concern for parking.

The University of Michigan is a diverse community of many families: faculty, staff, and student; but also deans and executive officers and office staff and former presidents. And even the family of the president. As president and first lady, the Duderstadts were not only members of all of these families, but they were also expected to support and protect them, to understand their concerns and their aspirations, and to advance their causes. Although the diversity in needs and expectations pulled Jim and Anne in many directions, it was these families, these people, that made the University such a wonderful community and sustained their efforts.

Student Life

Michigan has long attracted an active and an activist student body. In the 1880s, Harper's referred to one of Michigan's most interesting characteristics as "the liberal spirit through which it conducts education". Michigan students have long driven not only much of the agenda of the University, but beyond that, they have frequently been the social conscience of a nation, e.g., the Vietnam teach-ins, Earth Day, and BAM.

Yet, this tradition of activism, while being a source of great energy and excitement, also had its drawbacks--particularly when the issues and agendas were more annoying than compelling. As the mood of the nation shifted away from confrontation and dissent in the 1980s, so, too, did the majority of Michigan's student body become more

conservative and detached from the agendas of various special interest groups. As a result, those remaining activist elements of the student body became increasingly focused on narrow special interest agendas, even as the silent majority of students became more passive and focused instead on personal issues such as grades, social life, athletics...and job prospects!

This was reflected in student government, in which only the more activist--indeed, radical--students would care passionately enough about particular issues to expend the energy to run for elected office. It was also reflected, unfortunately, in the attitude of administrators and faculty toward such student activism that it should be treated with benign neglect until it burst into flames that required a fire drill.

In part, this was very much the University's fault. The student disruptions of the 1960s and 1970s had left a residue of distrust of and a lack of respect for student leaders on the part of many university faculty and administrative staff. Jim remembers one senior officer from the 1970s noting the belief back then that the only students who wanted to have anything to do with the administration were those who were going through the stage of their life when they needed to challenge authority. Hence the philosophy had been to treat student life with benign neglect. To hire people who would keep the students from burning down the University and disrupting its academic mission, but to otherwise leave them alone.



The Fleming Building on alert

This was further complicated by another hangover of the 1960s--the large number of staff in the student services area who had been members of this generation and who harbored as much distrust and disrespect for "the establishment" as did the more activist students themselves. Indeed, it was not uncommon to find that some of these staff members were pot-stirring among the activist students, encouraging them to protest on various special interest agendas. This University's lack of interest in and respect for student issues created a gulf between student leaders and both faculty and the administration.

Key in changing a Michigan student culture, stagnating between those still trapped in the 1960s and those who had rejected student activism as irrelevant to their personal

concerns, was the appointment of Dr. Maureen Hartford as Vice President for Student Affairs.



Maureen Hartford

Maureen came with extensive experience at other universities (North Carolina, Arkansas, Case-Western Reserve, and Washington State). But, more significant, she came with a deep respect, concern, and love for students that was immediately obvious to those on the search committee that recommended her appointment. During her first week on campus, she checked into South Quad to spend several nights with students, learning more about their lives. She rapidly gained the respect of even the most activist students. Over time, she managed to stimulate a similar degree of respect for student concerns within the administration and the faculty. Within a few months it was clear that a true sea change had occurred in the student culture, and there was a rapid growth of interest in student government among our very academically strongest students.

But despite the mutual respect and affection between Hartford and the student body, she faced several particular challenges in which her reputation for toughness--an earlier nickname of "Attila, the Hen"--would prove valuable. The issues characterizing student activism in the late 1980s were common to most other campuses: military research on campus, gay rights, racism. Yet Michigan had one additional issue that would have seemed almost absurd on other college campuses: the absence of any policy for student discipline and campus safety. One of the hangovers of the volatile days of the 1970s had been the elimination of a code of student conduct. The elimination of this policy in 1974 had been intended only as a temporary lapse pending the development and adoption of a new code. But student government was given veto power over the process, and it had consistently exercised this to prevent the development or adoption of a new disciplinary policy. As a result, the University had gone for almost 15 years without any of the student disciplinary policies characterizing every other college or university in the nation. The only option available for student disciplinary action was to utilize an

obscure Regents Bylaw that gave the president the authority to intervene personally to handle each incident.

Although the University knew it was at some risk in the absence of such a student code--and, indeed, out of compliance with federal laws that required such policies to govern areas such as substance abuse--each time an effort was made to develop a code, it was blocked by activist students.

There was yet another issue of great concern to many students--but also providing opportunities for protest to others who resented any authority: campus safety. For most of the University's history, Ann Arbor was a rather simple and safe residential community. But as Southeastern Michigan evolved in the post-war era to "metroplex" with intricate freeway networks linking communities together, Ann Arbor acquired more of an urban character, with all of the safety concerns plaguing any large city. While many aspects of campus safety could be addressed through straightforward and noncontroversial actions, such as improving lighting or security locks on residence hall entrances, there was one issue unique to the University that proved to be more volatile: the absence of a campus police force. Unlike every other large university in America, the University had never developed its own campus police and instead relied on community police and sheriff deputies. This had caused some difficulties in the activist days of the 1960s when Sheriff Doug Harvey had adopted a highly confrontational approach to student unrest. Throughout the 1980s it became more and more evident that local law enforcement authorities simply would never regard the University as their top priority. Their responsiveness to campus crime and other safety concerns was increasingly intermittent and unreliable. Further, most other universities had found that the training and sensitivity required by police dealing students was far more likely to be present in a campus-based police organization than in any community police force.

The issues of both the code of student conduct and a campus police came to a focus in 1992 when a University task force on campus safety strongly recommended that both be established. Although surveys indicated that most students supported both steps, a number of student groups--including student government--rapidly put together a coalition to protest "No cops, no codes, no guns". As the University took formal action to establish the campus police, a series of protests occurred, including one on a particularly warm day in late fall in which students camped out on the lawn of the President's House to "bury student rights"!

But, like most protests resisting efforts to bring the University in line with the rest of higher education, these rapidly faded as the campus police was established and not only demonstrated that they could reduce crime on campus, but further that they were far more sensitive to student needs and concerns than the local Ann Arbor police. Indeed, several years later students again protested--this time to urge more campus police in preference to the use of community police.

A series of actions were taken to improve campus safety, beyond the formation of a campus police organization. Major investments were made to improve campus lighting and landscaping. Special programs were launched such as the Sexual Assault Prevention and Awareness Center, the Night Owl transportation service, a Safewalk escort service in which students served as nighttime security escorts, and the Task Force on Violence Against Women. Broad programs were undertaken to address the concerns of substance abuse on campus, with particular attention focused on alcohol consumption. The University also addressed the hazards of smoking by making most of the campus a smoke-free zone, including all public spaces (even Michigan Stadium!) It developed programs to help members of the campus community stop smoking.

There was also major change in Greek life during the Duderstadt years. Since the 1960s, the University had generally kept arm's length distance from fraternities and sororities, even though over 6,000 undergraduates each year chose these as their residential community. This reluctance to become involved grew, in part, from the University's concern about liability for the institution should it become too closely linked with Greek life. This attitude of benign neglect changed in the late 1980s, when the University--and the Ann Arbor community--became increasingly concerned about a series of fraternity incidents involving drinking and sexual harassment. The University concluded that it had a major responsibility both to its students and the Ann Arbor community to become more involved with the Greeks.

Jim led this effort by calling for a special meeting with the presidents of all of the University's fraternities in which he challenged them to address the growing concerns about their behavior. He noted that if they valued Michigan's heritage of leadership, they would strengthen their own capacity to discipline renegade members through organizations such as the Interfraternity Council. Although Jim issued a strong challenge for self-discipline, he also indicated quite clearly that the University would act with whatever force was necessary to protect the student body and the surrounding community.

This challenge was picked up by fraternity leaders, and a new spirit of responsible behavior--and discipline--began to appear. Policies were adopted forbidding drinking during rush and strong sanctions for entertaining minors from the Ann Arbor community in the houses. With the arrival of Maureen Hartford, the University took further steps by hiring a staff member to serve as liaison with the Greeks. This was not to suggest that incidents did not occur in the Greeks. Indeed, several fraternities suffered from such a pattern of poor behavior that their national organizations agreed to withdraw their charter and they were removed from campus. But the nature of Greek life was one of far greater responsibility and self-discipline.



Jim meeting with students

Although their calendar was always kept overloaded by the usual responsibilities of the presidency—University leadership, Washington and Lansing representation, fund-raising, etc.—Jim and Anne tried to find opportunities to meet students and listen to their concerns and their ideas. Usually at least once a month they would have meals with students in residence halls or attend their receptions. Although the days of open student receptions in the President's House had long since ended in the face of unpredictable student activism, they did host a large number of special events for students: receptions for honor students, student leaders, and student-athletes; dinners to honor special accomplishments; graduation events, etc. One of the most enjoyable events each year was an elegant dinner hosted each summer at Inglis House for the student leaders participating in Leadership 2017, Maureen Hartford's effort to build a sense of teamwork throughout student organizations. Anne arranged the reception in the Inglis House gardens and dinner so that students were given the same treatment as wealthy donor prospects. Afterwards we let them have the run of Inglis House and then, by popular request, took a series of pictures of the group (including what came to the obligatory photo of students leaders trouncing on the president.)



A student reception in the Inglis House gardens.



Dinner for student leaders



Student leaders



Jim with student leaders



Stomping on the prez...I



Stomping on the prez...II



Welcoming new students



Anne at the student computer kickoff

The Duderstadtts also took a great deal of interest in other student activities. For example, because of Jim's role in the College of Engineering, they worked with Michigan students competing in the National Solar Car Race. On one occasion, Jim and Anne traveled to the finish line in Minneapolis to cheer Michigan on to victory!



Michigan students winning the National Solar Car Race.



Holiday carolers



The Friars



The editor of the Michigan Daily



Wow!

Makes a presentation

Faculty

Of course, as members of the Michigan faculty family for over three decades, it is not surprising that the Duderstadts would give these members of the University community high priority. In fact, during Jim's inauguration address, he began with the statement: "It is sometimes said that great universities are run by their faculties, for their faculties. Clearly the quality of our institutions is determined by the quality of our faculty—by their talents, their commitments, and their actions."

The remarks above were addressed to the faculty of the University of Michigan in a particularly heartfelt manner. Unlike many university presidents these days, Jim had spent his entire academic career as a faculty member at the same institution where he was to be installed as president. Hence, in a very real sense, he regarded himself first and foremost as a member of the Michigan faculty, on temporary assignment as Michigan's president. Anne, too, was a member of this family, working for the University through various faculty organizations such as the Faculty Women's Club for all of her years in Ann Arbor.

Most of the Duderstadts' friends were part of this faculty community. And most of their lives had been spent toiling in its vineyards. The public—and, in fact, many faculty members—tend to think of the faculty as a homogenous group, all engaged in similar activities of teaching and research, and all experiencing similar stresses of publish or perish, tenure or out. Yet there is as much diversity among faculty and their roles as across any other aspect of American society.

For example, there are indeed many faculty members in the "Mr. Chips" mode: dedicated classroom teachers, working closely with their students and writing an occasional scholarly paper. But contrast this with a professor of surgery, with long hours devoted to patient treatment and care, engaged in ongoing efforts to attract the research sponsorship to support a laboratory and students, with teaching in a one-on-one mode the next generation of medical students and surgeons, and perhaps trying to start a spin-off company to develop a new piece of medical technology. Or the professor of violin, working one day with students and performing the next on the concert stage. All are valued members of the university faculty, but their activities, their perspectives, their needs and their concerns are as diverse as can be.

So, too, the role and activities of a faculty member change over the course of a career. Early attention is focused on building scholarly momentum and reputation and developing teaching skills. Then, once the early hurdles of tenure and promotion have been achieved, members of the faculty become more involved in service both within and external to the university. Some senior faculty members become involved in what are referred to as "deeper games," where they use their intellectual power to shape their

field of scholarship. Others become campus politicians, representing their colleagues in faculty governance. Still others take on administrative roles as chairs, deans, or perhaps even presidents.

But there was a certain dilemma here, since the further Jim rose up the administrative ladder, from dean to provost and eventually to president, the more suspect the Duderstadts became to their faculty colleagues. Yet this was not surprising, since faculty resist—indeed, deplore—the command/control style of leadership characterizing the traditional pyramid organizations of business and government. In fact, many sought careers in academe in part because they knew there they would have no “supervisor” giving direct orders or holding them accountable. Faculty members could do what they wanted, when they wanted. Total freedom...as long as they were capable of strong teaching and scholarship in our field.



Jim, meeting with members of the faculty

Faculty members are usually offended by any suggestion that the university can be compared to other organizational forms such as corporations and governments. Pity the poor administrator who mistakenly refers to the university as a corporation, or to its students or the public at large as customers, or to its faculty as staff. The faculty takes great pride in belonging to a creative anarchy. Indeed, faculty members look down upon those who get caught in the trap of academic administrators. Even their closest colleagues become somehow “tainted,” unfit, no longer a part of the true academy, no matter how distinguished their earlier academic accomplishments, once they succumb to the pressures of administration. All presidents, provosts, and deans have heard the suggestion that any one on the faculty could do their job, but scholarship and teaching were higher priorities. In reality, talent in management is probably as rare a human attribute as the ability to contribute original scholarship.

Yet the faculty also seeks leadership, not in details of its teaching and scholarship, but in the abstract, in providing the visions for its institutions, in articulating fundamental values, in stimulating a sense of optimism and excitement. It also seeks protection from the forces of darkness that rage outside the university’s ivy-covered walls: the forces of politics, greed, anti-intellectualism, and mediocrity that would threaten the important

values of the university—knowledge, wisdom, excellence, service—truth, justice, and the American way. Hence those members of the faculty sentenced to roles as administrators, while never really trusted, were nevertheless expected to support and protect and defend the interests of the faculty.

To be sure, in reality the university is very much a bottom-up organization, a creative anarchy, a “voluntary” enterprise. Nevertheless, leadership plays a critical role even in the university, just as it does in other social institutions. If one examines carefully any major accomplishment of the institution—the excellence of a program, its impact on society—invariably one will find a committed, forceful, visionary, and effective leader. Perhaps it is a principal investigator, or a department chair, or even a dean. Indeed, in some cases—as astounding as it may sound, the leadership may even be provided by a member of that most sinister of all academic organizations, the dreaded “central administration.”



Faculty dinners

The Deans

The University of Michigan is known throughout higher education as a “deans’ university”. Because of our size and our highly decentralized organization, deans of our many schools and colleges have unusual freedom and authority, albeit with considerable responsibility and accountability. Most of the progress made by schools and colleges over the years can be traced to the leadership of their deans—although, of course, the same can usually be said for the consequences of any shortcomings.

Clearly, being a faculty member is the best job in a university—the most prestige, the most freedom, the most opportunity. However, if one has to be an academic administrator, the best role is as a dean—at least at Michigan. Although some academic units such as the College of Literature, Science, and the Arts or the School of Medicine rival major universities in their size, financial resources, or organizational complexity, for most University of Michigan schools and colleges, both the size and intellectual span is just about right to allow true leadership. To be sure, a dean has to answer in both directions, to the provost from above and their faculty from below. But their capacity to

control both their own destiny and that of their school is far beyond that of most administrators.

In an interview as the Duderstadts were stepping out of the presidency, Jim remarked that both he and Anne viewed being Dean of Engineering as the best role they had had in the University. In part this was because of the great talent and energy of their faculty colleagues and the close bond among members of the faculty family. But it was also due to the simpler nature of the agenda, the ability to get to know most faculty members and many students, to have an immediate and observable impact. But, perhaps most of all, it was enjoyable because a dean is relatively free from the intense politics that swirl about and sometimes dominate the central administration.

The deans themselves form another family, occasionally in competition with one another, but more frequently working together. A good provost and president make it a point to provide many opportunities for deans and their spouses to socialize together, to build friendships and bonds, since these, in turn, glue together the University. Jim and Anne look back with considerable fondness at the friendships and experiences they had with fellow deans.



The Deans of the University
(with Anne and a future student)

Since the University is so heavily dependent upon the quality of its deans, most presidents and provosts make great effort to attract the very best into these important positions. Hence the cadre of deans is usually quite remarkable. To be sure, there is always a pecking order among deans, with the “big dogs”—LS&A, Medicine, Engineering, Law, and Business—sometimes standing apart from the “little dogs”—Music, Art, Architecture, Social Work, Education, Pharmacy, Dentistry, Nursing, Natural Resources, and Public Health. The Rackham Graduate School is usually an anomaly and, in fact, can sometimes serve as an intermediary between the superpowers and the nonnuclear states.

Although the deans generally meet regularly in a large council with the provost—once called the Academic Affairs Advisory Council but more recently called the Academic Policy Group—the size of this body mitigates against substantive discussion. In the late 1970s, when Al Sussman, former dean of the Graduate school, was serving as interim provost, he formed a clandestine group of deans known as the “SOUP” Group (for “Seminar on University Priorities”) for the purpose of breaking the deans into smaller discussion units. While this group, consisting of LS&A, Engineering, Law, Business, Social Work, Pharmacy, and Rackham was sometimes useful, it later evolved into an exclusive fraternity with members selected more for personality than priority of school (e.g., how could one possibly leave out Medicine while including Pharmacy).

Nevertheless, for the most part, the family of deans was remarkable for the quality of its members and their commitment to the University.



The Deans (front view)



The Deans (rear view)



The EO-Dean kickoff



A dinner with the deans



Bernie Machen and Bill Kotowicz



Dan Atkins and Edie Goldenberg



Dan Atkins and Ada Sue Hinshaw



The Engineering Deans



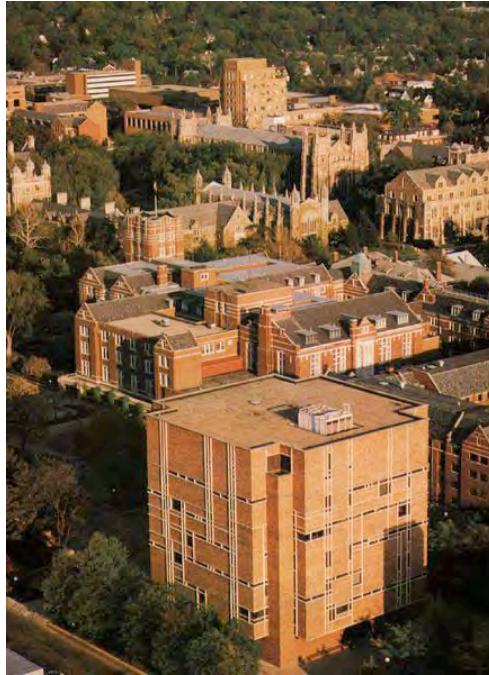
Glenn and Gladys Knoll



Marge Levy

The Central Administration

The Fleming Building



The Fleming Building

The Fleming Building, unfortunately, has become the symbol of the central administration at Michigan—rigid, imposing, windowless, and a fortress, walling off the University community from the sinister activities of the executive officers. It has become a place of legends. Some believe it was constructed as a fortress to keep out student protesters during the 1960s. It is rumored to have escape tunnels, so that beleaguered administrators can sneak out when they are trapped by demonstrations. Some even suggest the narrow windows resemble machine-gun slots in a bunker and that there are dungeons in the basement.

Actually, the history of the Fleming Building is probably more interesting. It was designed by the noted Midland architect, Alden Dow. But it took several design studies before finding one acceptable to the Michigan Regents. Dow's first design looked suspiciously like Dow's design for the Midland Country Club. Clearly not appropriate for a university administration building. The second design looked more like the hanging gardens of Babylon. Again, not the Michigan style. In frustration, Dow developed the third design as a simple blockhouse, patterned after a Mondrian painting. To make the presentation, he used an interesting gimmick by placing a lightbulb inside the model to be shown to the Regents. When the model was placed in the center of their conference table, Dow turned on the light and the windows glowed in the Mondrian design. The Regents were wowed, and they accepted the design.

The interior was also rather avant garde for the times, with an open landscape design in which only the corner offices had physical walls. In fact, this open design was essential to the function of the building, since the windows were so irregularly spaced and the building ventilation was designed for open areas. But, not surprisingly, as soon as staff moved into the building, they insisted on individual offices, so up went the walls. The only problem was that most of these new offices had only small slit windows and very poor ventilation. Furthermore, the entrance to the building became a wind-tunnel during the winter as staff walked through from the adjacent parking structure to other parts of the Central Campus.

The building was arranged rather simply. On the first floor was a large, windowless cavern design as the Regents' meeting room. It had a small area for an audience and a somewhat larger anteroom. Although the first floor could be easily closed off to protesters, once they got into the meeting room, they could—and frequently did—take it over and disrupt the meeting. Furthermore, with new wrinkles such as the Open Meetings Act, it was almost impossible to conduct regents meetings during times of campus protest. In fact, controversial meetings were scheduled in a much larger room in the Michigan Union so that protests could be tolerated without disrupting the meetings.

On the second floor was the Office of the President, along with several other offices such as the Secretary of the University. The third floor contained both the provost and the chief financial officer, the fourth floor the vice president for research, and the sixth floor, the vice president for student services. Although the building was serviced by two elevators (which frequently broke down), many staff used one of the two staircases, as did most student protesters when they took over the building. It was true that the building had an escape tunnel—the steam tunnel that connected all Central Campus buildings with the steam plant was large enough to allow staff to leave the building if the usual entrances were blocked.

Far from being a fortress, the Fleming Building actually became a symbol for protest. Usually, demonstrations would begin over on the Diag, in front of the University Library. Once crowd emotions had reached a fever pitch, the leaders would suggest marching to the Fleming Building. The more clever groups would have already sent advance scouts over to open and secure the door to the side staircase so that the approaching protesters would have access to the building. The target was always the President's Office, since a takeover of this part of the building would give maximum visibility.

We learned rapidly that the key to minimizing disruption was advance intelligence and vigilance. For example, during times when protests were likely, we went on DEFCON III alert by posting campus safety officers to keep track of activities on the Diag and be prepared to lock down the building in the event that a march toward Fleming would begin. Ah, such was life in the blockhouse.

Higher Education's #1 Leadership Team

The Duderstadts took great pride in the quality of the leadership team of the University, which they believed to be one of the strongest in the nation. Most of higher education agreed. The provost position at Michigan, one of the most challenging and important in the nation, typically attracted individuals with the potential for university leadership: Allen Smith, Frank Rhodes, Harold Shapiro, Billy Frye, Jim Duderstadt, and Chuck Vest, all of whom eventually became university presidents themselves. So too, since the University's Ann Arbor campus was not only the largest both in terms of operating budget and physical space, it attracted outstanding chief financial officers: Bill Pierpont, Jim Brinkerhoff, and Farris Womack. A similar situation existed in other key areas such as research, student affairs, medical affairs, government relations, development, and so on.

Surprisingly for one of the largest and most complex universities in the nation, the University of Michigan had a very small central administration. In fact, it operated with only one-half to one-third the number of executive officers (vice-presidents) as most other universities. A comparison of administrative costs for the 60 AAU universities found Michigan ranking among the top three most efficient institutions. Such a lean administration could only succeed with outstanding people, and hence a premium was placed on developing or attracting the very best people into these key positions. They, in turn, recruited outstanding senior staff in each of their organizations.

To illustrate the quality of this group, there was general agreement across the nation that Michigan's provost (Chuck Vest), chief financial officer (Farris Womack), research vice president (Homer Neal), student affairs vice president (Maureen Hartford), hospital director (John Forsyth), chief information officer (Doug Van Houweling) were arguably the very best in the nation at what they did. So, too, on each of their staffs were many others who were regarded as national leaders, e.g., Paul Spradlin in physical facilities, Bill Krumm and Randy Harris in administrative services, Norman Herbert in investment management, Lisa Baker in media relations, and on and on. Each of these individuals not only provided exceptional service to the University of Michigan, but they were widely sought for broader national roles on behalf of higher education more generally.



The Executive Officer Team

Jim had long had a tendency to surround himself with people far smarter and experienced than he was, from his days as dean, then provost, and finally as president. He realized that in an institution as complex as Michigan, only the very best people could provide the necessary leadership. But, of course, these folks were not shrinking violets. They rarely hesitated to say what they thought, even if they knew it was not what the president wanted to hear. Furthermore, if the president was wrong, they told him so in no uncertain terms. Fortunately, Jim's ego could tolerate criticism, and he was used to changing directions when a better idea was put forward.

Of course, it was sometimes quite a challenge to hold together such a group of strong personalities. Teamwork was essential, but it was also sometimes a challenge when strongly held and differing views existed. Anne worked hard to develop social events to pull the executive officer team together. The Duderstadts always kicked off the fall term with a potluck, hosted a Christmas dinner in the President's House (complete with Santa Claus), and numerous informal dinners and gatherings throughout the year. Other opportunities such as football weekends, bowl events, and basketball tournaments were also used to bring the group together.



Getting ready for the EO kickoff



The Executive Officers



EO potluck



EO fall kickoff potluck



TLC dinners for EOs



Farris and Ann Womack



Gil Whitaker



Mary Ann Swain, Farris Womack, Connie Cook

Becky Vest and Andrea Van Houweling



Walt Harrison



Doug Van Houweling



Chris and Bernie Machen



Charlie Nelms



Homer Neal



Maureen Hartford

Farris Womack's Retirement Party



Anne, Ann Womack, Judy Dinesin



Farris Womack



Chuck Vest



Lester Monts



Rhetaugh Dumas



John D'Arms



And and Joe Roberson in Hong Kong

A Tradition of Leadership

Perhaps because of its size and complexity, but more likely because of its long tradition of leadership, Michigan has long been a source of leadership for the rest of higher education. In fact, Michigan has produced several times as many university presidents from its faculty or administrative ranks over the past three decades than any other university in America.

Jim's "progeny", that is, those faculty or administrators serving during his presidency that have gone on to leadership roles are also numerous:

Chuck Vest, president, MIT
 Niara Sudarkasa, president, Lincoln University
 Linda Wilson, president, Radcliffe College
 Jim Crowfoot, president, Antioch College
 Bernie Machen, president, University of Utah
 Walt Harrison, president, University of Hartford
 Maureen Hartford, president, Meredith College
 Jim Renick, chancellor, North Carolina A&T



Chuck and Becky Vest and friends



MIT President Chuck and First Lady Becky

The Staff

The faculty tends to take University staff pretty much for granted. They view them as only the supporting cast for the real actors, the faculty. When they came to mind at all, it is usually as a source of complaints. In fact, service units such as the Plant Department, Purchasing, Accounting, and, horrors, Audit, are sometimes viewed as the enemy.

But with each step up the ladder of academic administration, the Duderstadts came to appreciate more just how critical the staff was to both the functioning and the continuity of the University. While generally operating behind the scenes, the staff is just as important as the faculty in making Michigan the remarkable institution it has become. Unlike many faculty members, who view their first responsibilities to their discipline or perhaps their careers, most staff members are true professionals, deeply committed to the welfare of the University as their highest priority. In fact many staff have a tenure far longer than many faculty. Each year as president, Jim would present service awards to long term staff, and the number with 30 or even 40 years of service to Michigan was always very impressive.



The Fleming Building staff

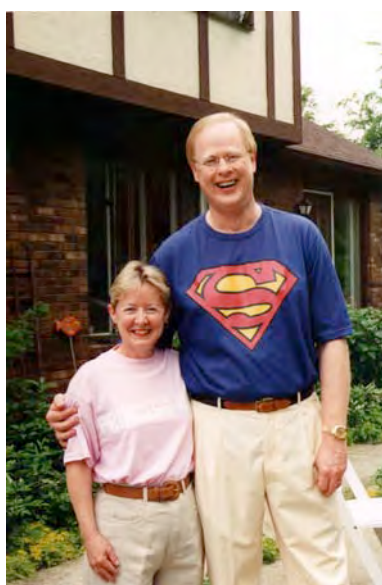
In the role of the president, Jim and Anne had the pleasure of serving with some quite remarkable folks who supported the activities of the president. At the top of the list in the Office of the President was Executive Secretary to the President, Nona Mustard. Jim regarded Nona as the best secretary in the University. Many others regarded her at times as the real behind-the-scenes president.



Nona Mustard



Carole LaMantia and Aaron Schutz



Nona Mustard



Liene Karels (and son Alex)



Anne and Judy Dinesen at Inglis House



Anne and Judy Dinesen at Inglis House



Judy Dinesen and Barbara Johnson



Judy and Anne at the President's House



Ejner and Pozie Jensen



Joan Korbinski



Paul Spradlin



Ted Spencer



Anne and Pam Clapp at a football tailgate



Jim and Anne's public safety friends



Jeff Long



Robben Fleming and Nancy Asin



Lester Monts, Royster Harper, and John Matlock



Ted Spencer and Jackie McClain



A luncheon for office staff



A party for staff

Although the Office of the President was always ground zero for the University, handling a complex and sometimes bewildering array of challenges, it benefited from a particularly competent and professional staff.



The President's Staff

Anne also benefited from a remarkable team supporting presidential events and facilities. Barbara Johnson and Judy Dinesen handled the complex challenges of diverse events and facilities needs with skill and competence. Inge Roncoli and Kurt Szelazy kept the President's House and Inglis House running efficiently and provided hospitality to their guests. And Joan Korbinski and her team of gardeners made both the President's House and Inglis House grounds showplaces for the University.

Beyond their skill, competence, and dedication to the University, there was also a remarkable spirit of teamwork. Both Jim and Anne had an usually close and informal

relationship with the staff. They worked with them not so much as supervisors but rather as colleagues. In a very real sense, they were a part of the presidential family.

The Old Guard

It seems appropriate to mention another element of the faculty: the old guard. Every so often, all organizations undergo a transition in which one generation of leaders passes the torch to the next--or, on occasion, when the younger generation, fed up with the antics of their elders, simply revolts and seizes leadership directly. In their roles as dean, provost, and president, Jim and Anne seem to have been on both sides--and involved in both types of processes.

Back in the good old faculty days, Jim was drawn into the revolution mode when a number of young faculty united to confront a dean who was leading the College of Engineering nowhere. Throughout the 1970s, the College slid backwards. It was unable to compete effectively for University resources, even as its enrollments surged. Its long-planned move to the North Campus was stalled, with not a single new building completed, despite a five-year long fund-raising campaign and, presumably, a University commitment to go after matching state funds. Many of its better faculty members were leaving, and few new faculty members were being hired.

Several of the younger full professors, faculty who were approaching key decisions about whether they should remain at Michigan for the rest of their careers or go elsewhere, finally got fed up with the aimless drifting of the College, and decided to meet with the dean to lay their concerns on the line. This was an unusual group, consisting of folks like Chuck Vest (later dean, provost, and then president at MIT), Bill Powers (later head of the Ford Scientific Lab), Scott Fogler (later associate dean and chair of Chemical Engineering), Dave Sonstegaard (later chief technical officer of 3-M), and Jim. Behind them were dozens of other young faculty, frustrated and ready to leave the College. The group's cordial but frank discussion was instrumental in the dean's decision to accept a position at another university.

Here Jim learned that a determined group of energetic young people can indeed accomplish a transition in leadership. But he also learned that one must approach revolution with great care or otherwise you could get in real trouble. This group of young Turks was eventually asked to take responsibility for leadership (...Jim as Dean...Chuck Vest and Scott Fogler as associate deans...)

The next experience with leadership transitions occurred in the roles of provost and then president. Harold Shapiro had inherited most of his senior leadership team, and with the exception of the appointment of Bill Frye as provost, Jon Cosovich as VP-Development, and Linda Wilson as VP-Research during his presidency, this team remained intact. But it was clear during the transition between presidents, that there would be a major turnover in this leadership team over time, just as there would be

among the deans, as a great many University administrators approach the end of their careers. Hence, much of Jim's early responsibility involved guiding this leadership transition, recruiting outstanding people to succeed those stepping down, and--in some cases--steering some of the old guard to greener pastures.

In this regard, it is important to stress that the Duderstadts did not view the University administration as one would a political administration in Washington. It was comprised of many people, talented and wise, who had served the University long and well. They believed it important that these continue in their roles well into their presidency to provide continuity. But it was also clear that transitions would eventually occur. While the role of providing firm, stable leadership during these transitions in the leadership team was time-consuming, it was straightforward, in part because of the wide experience Jim and Anne had had in their many university roles. Hence as the old guard phased out and new people came on board, in many cases they were able to pick up temporarily their responsibilities until the next team came on board.

So, too, recruiting outstanding people was straightforward in most cases. Michigan is a marvelous institution, and it attracts marvelous people. Jim had always been a very effective recruiter, in part because of his oft-stated philosophy of "attracting outstanding people, giving them the encouragement and support to push to the limits of their ability, and then getting out of their way".

The more difficult task involved those rare occasions when he had to nudge one of the old guard toward retirement. While many folks recognize well when they have completed their duty and it is time to move on, some are tenacious in their efforts to hang on indefinitely. Indeed, there are tragic occasions in which individuals who have worked hard during their careers to build an outstanding organization are determined to tear it back down rather than pass it along to the next generation.

At Michigan, one of Jim's most difficult roles was to make certain that the torch was passed from one generation to the next without being dropped or extinguished. This was made even more complex by an unusual demographic situation that had arisen in higher education. Perhaps because of the social unrest of the 1960s, when most college students were protesting against the academy rather than considering joining it, there was a dearth of academic administrators in their generation--folks who had been educated in the 1960s. At Michigan, for example, the leadership team of deans and executive officers came mostly from those who were educated in the 1950s and earlier. This group had been in power, as deans, directors, or officers, for decades and now was approaching retirement age, in mass.

However, there were very few in Jim's generation, folks in their 50s, who were ready, willing, or even in existence to succeed them. In fact, the leadership transition would have to skip this 60s generation and jump beyond to a much younger leadership team, those in their 30s and 40s. Turning the reigns over to "the kids" was very disturbing to

the old guard. Fortunately, it wasn't to Jim, since he, at one time, had also been a young administrator, becoming dean at the age of 37 and then president at 45.

Nevertheless, the resistance of the old guard in some cases was very strong, and one of Jim's less visible roles was to wrest leadership away from them and pass it along to a far younger generation. And, indeed, toward the end of his presidency, most of his appointments as executive officers and deans came from this younger generation, deans in their late 30s or early 40s. Perhaps, since Jim was relatively young for a major university president (...when Jim stepped down as president, he was still the 3rd or 4th youngest president in the AAU, although among the top ten in seniority), he believed he was the logical one to pass the torch, even though he realized that he was passing it from himself as well as from the old guard.

Alumni

The Duderstadts particularly enjoyed their experiences with another Michigan family, the very large, 400,000 strong family of Michigan alumni. All university presidents are generally extensively involved in alumni activities, but at Michigan they had an array of special events such as Rose Bowls and Final Fours to add to these roles. Jim and Anne particularly enjoyed the close friendships they developed with the directors of the UM Alumni Association, Bob Forman and Steve Grafton, and the distinguished alumni who served as its president during their tenure: Judge Geraldine Ford, Verne Istock, Rick Rattner, and Bob Peterson. In fact, Geraldine Ford performed the marriage ceremonies for both of their daughters, quite a side benefit.



Jim with two President Fords alumni,
Gerry Ford and Jerry Ford

Jim and Anne's Michigan alumni experiences were so positive, that when the UM Alumni Association asked Jim and Anne what they could do to honor their presidency as they stepped down, the Duderstadts asked that they simply be named honorary lifetime alumni!



Alumni dinner



Alumni dinner



Steve Grafton



Lila Green, Gerry Ford, and Judy Frey

A Heritage of Leadership

The Duderstadts were always very conscious of being part of another very important Michigan family comprised of former presidents and first ladies of the University. They believed themselves particularly fortunate in having several of these former presidential teams living in Ann Arbor—the Hatchers, the Flemings, and the Smiths—with the Shapiros only a phone call away. This gave them access to almost a half-a-century of experience and wisdom.



The Michigan Presidential teams



Robben Fleming, Anne and Harlan Hatcher



A dinner for the presidents and first ladies



Anne and Sally Fleming



Unveiling Robben Fleming's portrait

The Duderstadts made it a point not only to seek their advice and counsel whenever they could, but to also involve them as completely in the life of the University as they wished. They made certain that they were invited to all major campus activities such as dinners, receptions, commencements, and VIP visits. They followed the Shapiro's lead by regarding the viewing area in the Michigan Stadium as the "Presidents' box", not simply the "President's box", and not only invited them, but actively involved them in football weekend activities. In fact, the Hatchers had not been to a Michigan football

game since they retired in the 1960s, and they thoroughly enjoyed being part of the activities.

They also invited the former presidents to make use of University facilities such as Inglis House whenever they were involved in University activities. They directed the staff of the President's Office to support their business activities, when this would be useful.

This conscious effort to involve the former presidents in the life of the University was intended not only to take advantage of their experience and wisdom, but to better establish a sense of continuity. The Duderstadts realized that each presidency built on the accomplishments of their predecessors, and they wanted to make certain this was recognized throughout the University.

But Jim and Anne also enjoyed immensely the friendship of the Hatchers, Flemings, Smiths, and Shapiros. There was a bond that only those who serve in these roles can understand. Even after Allen Smith passed away, they felt it very important to keep Alene Smith involved in University activities. And when they had the chance to honor the Shapiros by naming the newly renovated Undergraduate Library after them, Anne went all out to design events both for the Shapiros and their families to convey a sense of the University's appreciation for their efforts.

The Duderstadt Family

Of course, there is yet one other Michigan family of particular importance to the presidency: the president's family itself. Although their daughters were away at Yale and Harvard during their early years and then later chose not to live in the President's House when they returned for graduate school at Michigan, they were very much part of Jim and Anne's lives during their tenure. Hence they are very much part of their story of the Michigan presidency.



The First Family

The Duderstadts had always been an exceptionally close family. Both Anne and Jim took great interest in their daughter's activities as they grew up. They rarely missed a parent's orientation at school, a swim or gymnastics meet, a music recital or a theater production. They were thrilled by their daughter's academic success, although there were times when they worried that they worked too hard and tried to do too many things.

Both were rather sophisticated from their own high-profile experiences at Yale and Harvard, and while they were proud and supportive of their parents in the presidency, they took things with a grain of salt. They put up with the press, although sometimes with tongue-in-cheek, as when Susan perched on the couch for their official cover photo in the President's House for one of the local newspapers.



The Duderstadt girls

They also brought the same spirit of humor to lighten the stresses that sometimes characterized their lives. Not to say that they weren't intense at times. Both faced major challenges both at Yale and Harvard and then in their graduate studies and careers afterwards. But both had a good sense of humor and, with Anne's help, really helped make the President's House a home.



The family dinner at the Inauguration



The Duderstadt daughters, Kathy and Susan



Susan and Kathy



The Duderstadts in Beijing

The Duderstadts actually learned a good deal from their experience as parents of college students that proved of use in their leadership role at Michigan. They certainly developed a sense of empathy for poor, struggling (not to mention broke) parents as they moved their new college students into their dorm rooms during the Big Dropoff. They learned to suffer through their mood swings as they adjusted to their undergraduate colleges—"I hate my roommates."; "I'm sure they made a mistake in admitting me because I'm going to flunk out."; "Every one else goes out every night, and I just sit home alone.", and so on. They enjoyed traveling back East for parents weekends and commencements.

But the Duderstadts had an interesting perspective beyond that of many parents. They knew personally the presidents of each of their colleges: Benno Schmidt at Yale and Derek Bok (and Linda Wilson) at Harvard (and Radcliffe). They also had close friends in high places at both universities: Jim's old roommate Terry Holcombe was senior vice-president at Yale, and his former assistant Robin Jacoby was vice-president at Radcliffe. Beyond that, Jim's sister lived only a few blocks from Harvard Square in Cambridge. Hence there were plenty of folks they could call on if they really got worried about things. For example, once the ceiling of Susan's dormitory room collapsed during a rainstorm, and Jim chewed out Benno for allowing such dilapidated student housing.

Although Susan was very social and involved in organizations such as the Yale Glee Club, she chose a particularly intensive academic sequence, beginning in Yale's famous Directed Studies program and then later majoring in Molecular Biophysics and Biochemistry. Following graduation, she returned to Ann Arbor to enroll in a joint five-year M.D. and M.P.H. program, since she was interested both in medical practice and policy. She also was rapidly captured by her interests in Michigan's Gilbert and

Sullivan Society, and was generally in the chorus in each of their performances throughout her Michigan education.

Although Susan chose to live across the street in the Martha Cook Residence Hall—in fact, with a five-year tenure, she was one of the longest surviving “cookies”—she was frequently in the President’s House with her friends. As her M.D. program became more involved, they would frequently see her collapsed on the couch after an all-nighter in her clinical work. It was a great experience to see Jim participate in awarding Susan her M.D. at commencement.



Susan as a medical student



Susan receives her M.D. from Jim

Susan had long had an interest in children, and she chose to do her residency at Children’s Memorial Hospital in Chicago, a component of the Northwestern University Medical School. Living in Lincoln Park, however, was a bit like living in Ann Arbor, even from the perspective of all the Michigan alumni, and they tended to see her frequently. When she completed her residency, she began her practice in rural medicine by following her boy friend and later husband, John Iskander to work in a small clinic in Albany, Georgia. Interestingly enough, the head of the clinic, provided the model for the popular movie, Doc Hollywood.

Kathy had an even more challenging academic experience than Susan. Because of her strong ability in science—she was both a Westinghouse Science Talent Contest winner and a National Merit Scholar—she began her studies at Harvard in astrophysics. Yet, even her AP work at Pioneer High School had not prepared her adequately for the intense pace of Harvard physics. After a couple of rough years, both academic and

socially (although she continued her athletic interests by competing in varsity track—the heptathlon—and crew), she decided to take some time off her junior year to catch her breadth. Although she first thought about just taking a job for a term (a truckstop waitress in Texas), her parents convinced her to enroll in the fall program at Michigan’s campus in Florence. As it turned out, this was one of the best things that she could have done. She made some friends, thoroughly enjoyed a term of wandering about the art museums of Florence and later Europe, and learned about “life” from the Italians. She returned convinced that a Harvard education was too valuable to waste on science, and transferred into English Literature—and was thoroughly happy.

However, Kathy also had an intense social commitment, so it was not surprising when she signed up for the Peace Corps following graduation. She claims that one of the key questions asked in their interview was, “If we accept you as a Peace Corps Volunteer, and your parents object, what will you do?” Apparently she gave them the right answer, but she never would tell Jim and Anne what it was. When the Peace Corps notifies you, they send you a telegram with your proposed assignment and give you five days to accept. In Kathy’s case, they assigned her as one of the first group of 30 to go to Eastern Europe, to Hungary, to build an English Language teaching infrastructure. In fact, just before boarding the plane to Budapest, Kathy participated in a White House Rose Garden ceremony (where President Bush mispronounced her name—but at least he tried).



Kathy in Komoron, Hungary

The Peace Corps experience in Hungary was very challenging. Kathy likened it to parachuting behind enemy lines to set up a spy network. She was first assigned to a dismally polluted industrial city in eastern Hungary, near the Czech border, and a three-hour train ride away from any other American. After a year, the Peace Corps decided that her location was too dangerous, and she was relocated to a town on the Danube midway between Budapest and Vienna.



Kathy teaching English in Hungary

While Kathy was very glad she became a Peace Corp volunteer, she also found the experience quite stressful and lonely at times. But it accomplished the task of giving direction to her life. After experiencing first hand the incredible environmental damage in Eastern Europe, she decided to return to her earlier interests in science and do graduate work in global change. Since Michigan had one of the leading departments of atmospheric science, she applied and was accepted to its Ph.D. program.

Like many Peace Corps volunteers, Kathy experienced some re-entry problems in returning to American culture. She also faced the challenge of retraining herself in science, after several years as an English major. Fortunately, since she was close by, Jim and Anne could take her back under their wings for awhile while she readjusted.



Kathy's R&R in the fields of elysian
(Actually the peony gardens in the Arboretum)

They knew she was back on track when she passed her Ph.D. candidacy examination—and celebrated with a bottle of Chateau Lafite Rothschild.



Back on track—I passed!!!

Kathy looks back on her Peace Corps experience as something she was glad she did, but that she would probably never do again.

The Duderstadts have many wonderful family memories of the President's House—in addition to those more traumatic and stressful experiences in the presidency. As noted in an earlier chapter, the President's House is really divided into two sections: the first floor is essentially all public space, with rooms for dining and entertaining guests. The president is expected to live in a small suite, including a sitting room, bedroom, and bath, on the second floor.

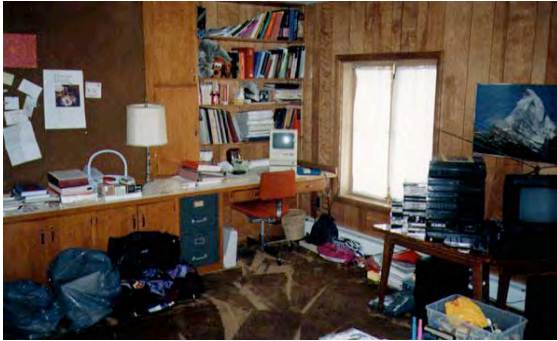


The upstairs sitting room



Anne's office

There are other bedrooms on the second and third floor that can be used for family and guests. They did a bit of reconfiguration and converted one of the bedrooms into an office for Anne. When Susan and Kathy were around, they stayed in bedrooms on the third floor, which also had a study space that they could treat like a student room (which they did!) They sometimes also used the basement area as a recreation room when there were rambunctious guests (e.g., children).



Susan and Kathy's study room.



The basement recreation room

On those rare occasions when the Duderstadts could be a normal family, they had many of the usual family experiences. Christmas was always an enjoyable time—except that it came to an end the day after Christmas when they had to take down the tree, pack the bags, and head off for a bowl game. Anne and the staff would put up the tree and Jim would assemble his electric train. Susan and Kathy would usually be back—from college or their graduate work—so the house would generally have people in it. (Although on a couple of occasions they were in Europe over the holidays.)



Getting the train ready for Christmas.

Toward the end of their presidency, the Duderstadts actually had Kathy's wedding in the house—more correctly, in the Clements Library, with the reception in the President's

House. This gave them one of the very rare opportunities to get the entire Duderstadt family together for a portrait.



The Duderstadt tribe at Kathy and Nathan's wedding.



The last Christmas in the President's House
(with two new sons-in-law)

Chapter 12

If This Is Tuesday, We Must Be In...Where???

There are times in a president's life when one begins to feel as if each morning, when arriving at the office, the drill is to be handed an airline ticket and told that the car to the airport is waiting. To be sure, travel is no stranger to university presidents and their spouses. Whether it is fund-raising, or visiting alumni, or attending meetings, or simply flying the flag, the life of a president is always on the go.

Jim once framed the hypothesis that there were, in reality, only about 500 people who traveled all the time. They always ran into each other at airports. And half were university presidents.

One good measure of travel mileage is gold card customer status with airlines, generally 60,000 miles or more each year. Jim once earned this status simply traveling back and forth to Washington for National Science Board meetings (about 60 round trips worth!).

All In The Family...

The president and spouse serve as the official representative of the University in numerous organizations. Since the University of Michigan is generally regarded as the leader of public higher education in America (just as Harvard is regarded as the leader of private higher education), Anne and Jim generally were expected to play a significant leadership role in many of these organizations. While this provided them with many opportunities, it also imposed very significant responsibilities and time commitments on the president. Such was life...

The Association of American Universities (AAU):

This is the most important of the higher education associations, since it is a presidents/spouses-only organization representing the top 55 research universities in the nation (and Canada). Since both presidents and spouses are involved together in its activities, it is also a very important mechanism in building personal relationships among the leaders of various universities.

The association meets twice each year, on a university campus in the fall and in Washington in the spring. The fall meeting is probably the more interesting, since it gives one the experience of seeing other campuses. By late spring, when the Washington meeting occurs, most of the presidents and spouses are so tired and stressed out that not much gets accomplished--except seeing who has managed to survive another year.

Since the fall meeting rotates among universities, the odds of it landing on one's own campus are small. But, as it sometimes happens, Harold Shapiro had volunteered Michigan as the site for the AAU fall meeting before he left for Princeton. Hence, in only their second year of the presidency, the Duderstadts found themselves hosting the AAU presidents. Hence they had their AAU baptism by fire rather early. A bit scary for a new presidential team...to know that the presidents and first spouses of the nation's top universities will be visiting one's campus...and INSPECTING everything you do...

Fortunately, the AAU meeting hit a time when the students were relatively well behaved, the weather was tremendous, and everything came off on schedule. The University appeared at its best. The first night's dinner was in the Law Club, and Joan Morris and Bill Bolcum provided the entertainment...complete with an encore of "Marshmallow Lime Jello Surprise". The next night, a special treat was arranged for the group. The dinner was held in the reading room of the Rackham School of Graduate Studies, which was noted for having the seals of each of the founding members of AAU on its walls. All in all, it was a good show--and very important to convey a sense of the momentum of the University to others.

During Jim's presidency the Duderstadts were entertained in similar ways at many other campuses--Tulane, Penn, Washington, Colorado, North Carolina/Duke, Indiana--but Michigan still stands out.

While the AAU meetings did deal with some important issues, their real value was to provide an opportunity for informal discussions of the trials and tribulations of higher education--and to build a network among the presidents. Since the AAU was very concerned with research funding and policies, Jim's role as chair of the National Science Board always kept him very involved in their activities.

Perhaps the only disconcerting aspect of the AAU was their tradition of publishing each year the names of the 55 presidents, ranked by longevity. The turnover in this group was quite extraordinary. By the time the Duderstadts stepped down, they ranked 8th in seniority among the AAU presidents. Furthermore, there were only three presidents left who had served more than 10 years...

National Association of State Universities and Land Grant Colleges (NASULGC)

This is the primary association of major public universities, with roughly 130 members. However, this involves many smaller institutions that were not UMAA peers. Furthermore, unlike the AAU, which was a presidents' organization, NASULGC had strong participation by deans and others. Michigan has never given it the same priority as AAU. (Indeed, during the dark days of budget cuts, Harold Shapiro even considered withdrawing...which would have been a big mistake.) Since Jim felt it important for UM to stay involved and step up to leadership from time to time, he and Anne maintained

some level of involvement. Furthermore Jim headed up its federal relations effort (with Tom Butts' able help) and had a good working relationship with the President, Peter McGrath.

Its meetings were generally in the convention mode, more like three-ring circuses than the smaller, more intimate affairs of AAU. Hence the Duderstadts never really developed a particular attachment to the organization.

The Big Ten Council of Presidents

Although the Big Ten is generally thought of as an athletic conference, the organization also links together its members (including the University of Chicago) as an academic association. The Council of Presidents tends to spend most of its time as the Board of Directors of the Big 10 Conference, Inc. The Council members generally met for two-day meetings each December, in the bitter cold of Chicago, and then in early June on the sweltering campus of one of their member universities. Although spouses sometimes participated in the June meeting, there was not the strong camaraderie of AAU.

Since the Council of Presidents is legally a Board of Directors, it has frequent meetings, usually in Chicago or in conjunction with AAU meetings. It also relies extensively on teleconferencing.

Like the AAU, the leadership of the Conference is determined by seniority, with the senior president in the conference serving as chair of the board. In Jim's last year as president at Michigan, he was also chair of the board of directors of the Big Ten. It perhaps is also a sign of the times that after his eight years of service, only President Steve Beering at Purdue had served longer. In fact, there were no other presidents in the Big Ten who had served even five years. The casualty rate was unusually high.

The Business Higher Education Forum

This organization, founded by the American Council on Education, consisted of 40 presidents and 40 CEOs of major corporations. It met twice each year for three-day meetings, usually in Arizona or California in January and somewhere in the US or Europe in June. It was also an organization that involved spouses as well, so its meetings could be both informative and enjoyable. It also provided an opportunity to build important relationships with business leaders.



Ventana Canyon Resort, Tucson

The problem was simply timing. The winter meeting generally occurred during the last week in January--a very busy time in higher education. Although it was generally held at the Ventana Canyon Resort in the mountains above Tucson, folks were always on the go.

However there were some interesting memories. One of the more interesting dinners was held at the infamous Biosphere II, with Art Buchwald as the speaker, no less. The tour of the Biosphere, led by the "biosphereans" themselves just prior to their being sealed in for a year's habitation, lasted a bit long, so the group probably tried to make up for lost ground too rapidly at the cocktail hour. All it all, it was a rather irreverent dinner...

The summer meeting generally occurred the same week in June as the Tanner Group, so the Duderstadts rarely could make it. The exception was an unusual meeting held in Brussels with the European counterpart of the Forum to discuss the implications of the Common Market. Since this landed back-to-back with the Tanner Meeting at Oxford, they were able to do both--and, over the weekend between the two meetings, drove down to Paris to experience the newly opened Euro-Disney (a story for another time...and another book...)

The Tanner Group

Perhaps the most interesting and enjoyable higher education gathering was the Tanner Group. This group consisted of the presidents and spouses of the leading universities in the world: Harvard, Michigan, California, Stanford, Yale, Princeton, Oxford, Cambridge...and Utah (which was the home institution of the benefactor, O. C. Tanner). The presidents/spouses serve formally as trustees of the Tanner Trust, which sponsored

the Tanner Lectures on Human Values at each of the institutions. They met for several days in late June, at either university campuses or world-class resorts.



The Tanner Group (Yale, 1996)

In many ways the Tanner Group was similar to the AAU in being an organization of presidents and spouses. However, because the group was so much smaller, and the locations of the meetings more remote (e.g., a Grand Hotel in Bellagio, the Mauna Kea Resort in Hawaii, a great house near Oxford, a ski resort high above Park City), there was more of an opportunity for developing friendships and sharing the experience of the presidency. Obert Tanner, his wife Grace, and their daughter Carolyn watched over the group and provided the bond that kept it together year after year.



The Tanner Ladies (Oxford)



The Tanner Gentlemen (Oxford)



The Tanner Meeting (Oxford, 1993)



Anne and Harold Shapiro (Oxford)



Anne at the Tanner Meeting, Oxford



Anne at the Tanner Meeting, Maunaea Kea, Hawaii





Anne and Vivian Shapiro (Stanford, 1993)



The Tanner Meeting (Stanford, 1993)



Anne at Oxford



Jim in Bellagio



The Tanner Meeting, Bellagio (1995)



Bellagio Hotel (1995)



The Tanner Group (Bellagio, 1995)



Dining in Bellagio



Harvard, Stanford, and California



Bellagio gardens



The Tanner Group (Yale, 1996)



The Tanner Meeting (Yale, 1996)



The Tanner Group (Yale, 1996)



The Tanner Meeting (Yale, 1996)

Although the group's primary responsibility was to watch over the assets of the Tanner Trust and its associated Lecture Series on Human Values, there were many opportunities to get together to discuss important issues facing higher education. And the group usually tried to set aside some time each meeting where presidents and spouses could sit around the table and chat informally with each other about trials and tribulations of the modern university presidency, usually launched with a question such as "Well, what kind of a year have you had, anyway?"

Since the group included presidents such as Donald Kennedy of Stanford, David Gardner of the University of California, Chase Peterson of Utah, and Neil Rudenstine of Harvard--all able leaders, but also presidents who had faced extraordinary personal challenges--the meetings were always very interesting--and sometimes actually quite moving.

Alumni Trips

Like most alumni organizations, the University of Michigan Alumni Association manages a very extensive travel operation. Each year the UMAA sponsors 30 to 40 international tours for alumni. On each of these tours, it is customary to invite a faculty or staff member to serve both as host and as a source of information about the University. It was also common for the Alumni Association to invite senior administrators such as deans or executive officers along on such trips, in part to serve as University resources, but also to cultivate these individuals. In fact, some deans and vice presidents end up taking UMAA trip somewhere almost every year.

Unfortunately, the Duderstadts never had the opportunity to participate in these activities while Jim was in the Engineering Dean role. Oh, after a last minute cancellation, they were invited to host a tour group to Katmandu in the middle of the fall term on two weeks notice (clearly impossible). But they never received a serious invitation. Finally, when they had moved into the provost role, they were invited personally by the director to participate in Camp Michigania in Switzerland, a favorite of the previous provost. They gladly accepted. But, noted earlier, this trip occurred just after Jim had been elected as president of the University.



Anne and Jim in the Swiss Alps



Budapest



Vienna

In the presidency, the Duderstadts' schedule was so hectic that they rarely had time to consider such trips. However, there were two exceptions: a Michigan trip to China and an alumni trip down the Rhine and the Danube to Hungary.

The China Odyssey

Although the Duderstadts' trip to China in 1993 involved an alumni group, it was organized apart from the conventional UMAA travel packages. The intent was to provide a number of key alumni with an in-depth exposure to China and exceptional access to China's leaders and educational and cultural institutions, which would result in a strong base of commitment and support for the Center for Chinese Studies. Because of the unusual nature of the trip and the high level of anticipated interactions, it was felt important that the president should be a member of this delegation. This trip would represent the first time that the president of the University visited China since President Shapiro's trip in 1981.

This trip was quite unlike anything Jim and Anne had tried before. It combined high-level visits with government officials, interaction with the leaders of Chinese universities, and major alumni outreach activities. A number of alumni who had already made significant gifts to the University were invited to participate in a trip,

which had been carefully arranged by members of the Center for Chinese Studies, under the direction of Professor Ken Lieberthal. Included in the faculty group leading the trip were Leonard Woodcock, Adjunct Professor and former Ambassador to China, and Marshall Wu, Curator of Asian Art at the University's Museum of Art.

The arrangements associated with such an effort were complex, and planning for the trip started over a year earlier. Because there was last-minute capacity on the trip, Jim and Anne decided to provide their daughters, Susan and Kathy, with a belated graduation present by inviting them on the trip as well. (As it turned out, Susan was the closest the group had to a medical expert on the trip and was of considerable help during some of the more challenging parts of the journey.) It was planned from the beginning that the trip should be self-funded, and all of the alumni involved were asked to pay not only their own travel expenses, but also the travel costs associated with the faculty leaders and development support. The Duderstadts paid personally for the full cost of their daughters, of course.

The trip was quite extraordinary, visiting a number of key cities including Beijing, Xi'an, Shanghai, Changdu, and Lhasa, Tibet. Because of the unusual nature of the trip, a photographic record of the trip has been provided in an appendix to this book. However a few photos can capture the highlights:



The Forbidden City, Beijing



A walk around Beijing



The terra-cotta warriors of Xi'an



The UM Alumni Club of Shanghai



The Great Wall



Jim addressing the UM Alumni Club of Beijing



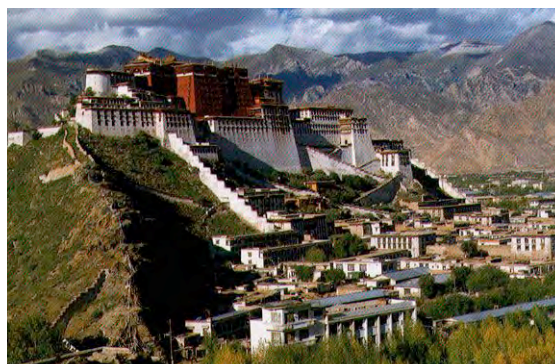
Visiting the gardens of Suzhou



Waiting for the next flight to Lhasa



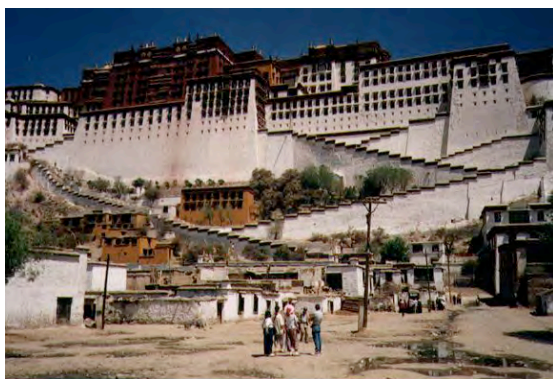
Flying over the Himalayas



Lhasa, Tibet



A bit of oxygen (at 14,000 ft)



The Potala, Lhasa, Tibet

Kathy and prayer flags



Kathy on the Potala Palace



Climbing down from the Potala



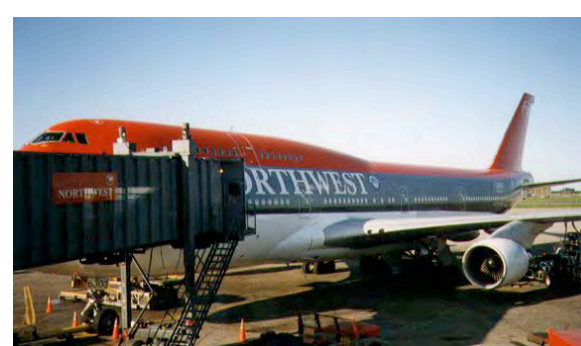
Jim, interviewing AD candidates in a monastery



Dining with the mayor (of Lhasa)



Kathy in a Tibetan nunnery



The UM Alumni Club of Hong Kong Never thought Northwest would look good...

Chapter 13

Rebuilding the University

During the latter part of the Duderstadt presidency, there was an unprecedented level of construction activity on the campus. Jim once suggested that perhaps the University should temporarily replace the wolverine as its mascot by the crane—the building crane. A favorable alignment of the planets, rather low interest rates and construction costs coupled with state and private support had provided the University with an opportunity to address a decades-long physical facilities need. During a brief five-year period, essentially every academic building on the Michigan campuses was either replaced or rebuilt. By the late 1990s, the University enjoyed not only the highest quality campus facilities in its history, but the quality of environment it was able to provide for teaching and scholarship was unequaled in the nation.

However, in the 1980s, this task looked daunting, indeed. During the previous several decades, the campus environment had declined significantly. A two-decade long freeze on state-funding for capital construction, coupled with the age and obsolescence of many of Michigan's facilities, was having a serious impact on the quality of the University's academic programs and the morale of faculty, students, and staff. Classrooms were dilapidated, laboratories were no longer adequate for state-of-the-art research, major book and art collections faced serious risk. Even the appearance of the campus looked dismal, with trash littered everywhere, posters taped to any bare space, and chalked messages across the sidewalks and building walls. It was clear that many of the students and faculty had lost any sense of pride in the appearance of the campus, and they treated it like the slum it had become.



The architects of campus renaissance: Farris Womack and Paul Spradlin

In the late 1980s, a carefully designed plan was developed to rebuild, renovate, and update all the University's buildings. This massive campus renaissance, eventually amounting to almost \$1.8 billion of facilities construction and renovation, was made possible by a combination of state support for capital improvements; gifts and grants; the reallocation of internal UM funds including contributions from the University's auxiliary units; and student fees. Its tremendous success was due to the vision, commitment, and hard work of a great many individuals at the University. Of particular note here was the incredible effort of VP Farris Womack in leading the effort to finance the projects, Paul Spradlin in directing the projects, and Jack Janveja, Tom Schlauff, and Fred Mayer in the design, management, and execution of the complex effort.

By the conclusion of this massive effort, essentially every building on Michigan's three campuses had either been substantially renovated or replaced with modern, state-of-the-art facilities. The infrastructure necessary for modern research and teaching was installed, including extensive investments in networking the campuses and installing modern information technology systems. Furthermore, this massive construction effort provided an opportunity to significantly enhance the appearance of the University's campuses with exciting new architecture and new landscaping. Finally, by taking advantage of modern technology, the University was able to design facilities to lower lifetime operational costs.

The University of Michigan had moved rapidly from an aging campus to a leader in the quality of environment it was able to provide for its academic program. It would enter the new century, confident of working from a firm foundation of cutting-edge teaching, research, and support facilities.

Rebuilding the Campuses

During the decade from 1986 to 1996, the University launched and completed over \$1.8 billion of major construction and renovation projects that provided essentially every activity of the University on its multiple campuses with a physical environment of unprecedented quality.

Yet, in the mid-1980s, this challenge seemed almost hopeless. Although the UM-Dearborn and UM-Flint, with new campuses and relatively strong political support, did manage to receive significant state support for capital facilities during the 1970s and 1980s, badly needed capital projects on the Ann Arbor campus remained logjammed, with little public or private support in sight. The Central Campus of the University was in particularly serious condition.

In part this was due to two earlier University decisions. In the 1960s the University challenged the state's authority to dictate certain aspects of capital facilities projects,

thereby losing the opportunity for state capital outlay during the 1960s and early 1970s, a time when other state universities were expanding rapidly. This freeze on state-funded construction of academic facilities at UMAA continued throughout the 1970s and early 1980s because of the University's decision to push the construction of the Replacement Hospital Project, a new adult hospital to replace the aging "Old Main" University Hospital, as its highest priority for state funding. Because of the massive size of this project, then the largest in the history of the state of Michigan, other capital needs were put on the back burner throughout the 1970s and early 1980s. Indeed, the size of state funding required for the Replacement Hospital Project (\$180 million) took a significant bite out of the capital outlay dollars available for all of higher education in Michigan during the 1970s.

This posed a particular challenge to the Ann Arbor campus. Not only was UM-AA the largest university campus in the nation, with almost 26 million square feet of space, but many of its buildings were fifty to seventy-five years old. Heating systems were antiquated, windows drafty, and teaching and laboratory facilities were outdated. The severe budget problems of the 1980s had resulted in an accumulation of deferred maintenance, which also took a serious toll on the University's infrastructure. Growth and advances in pedagogy, research, technology, and the public service mission had left the University woefully in need of state-of-the-art facilities to meet the needs of its students, faculty, and staff.

Although there were several state-funded projects in the early 1980s, such as EECS engineering building, the Chemical Sciences Laboratory, and a science facility at UM-Flint, this state commitment paled in comparison with the needs of the academic programs of the University, particularly on the Central Campus. Many of the most distinguished academic programs of the University were housed in ancient buildings, in bad need of repair, and totally inadequate for modern teaching and research. As the University approached the 1990s, the situation looked bleak indeed for any relief of its capital needs.

Yet, in the late 1980s, several factors converged simultaneously to provide the University with a remarkable window of opportunity for rebuilding its campuses. First, falling interest rates, coupled with the University's high credit rating, made it quite inexpensive to borrow money. Second, because of a weak economy, there were few competing construction projects underway in the private sector, and hence construction bids tended to come in quite low. Third, the University's success in auxiliary activities, including clinical revenue and continuing education fees, generated substantial revenue. And, fourth, the University was able to convince Governor Engler to launch a major state capital facilities program, with the understanding that the University would match the state contribution through the use of its own internal funds.

But there was one final ingredient. The administration managed to convince the Regents that the University should debt-finance critically needed academic facilities

using student fees. While this was a common practice in private universities, Michigan had generally used student fees to finance only non-instructional facilities such as Crisler Arena and recreational sports gymnasias, depending on state funding for academic facilities. To make this step more politically palatable in the face of concerns about rapidly rising tuition, the administration developed a plan of “shared sacrifice” in which faculty and staff salaries were held level during the first year of the new fee. (This latter step earned some harsh criticism from some faculty members, even though the lapse in salary increases was only temporary and more than made up through strong salary programs in later years.)



Let's start digging...with Homer Neal, Edie Goldenberg, and Don Riggs.

The Central Campus



The Central Campus

Most encouraging of all was the great progress in addressing the critical needs of the Central Campus. The Undergraduate Library, appropriately referred to as the “UGLI” was surrounded by an attractive shell, totally renovated, and dedicated as the Shapiro Library. The Physics Department benefited from a major new research laboratory. A major building was constructed between Angell and Haven Halls to serve the humanities faculty. Total building renovations were accomplished for East and West

Engineering, (renamed East Hall and West Hall), C. C. Little, and Angell Hall. Furthermore, \$80 million of funding was obtained for the last renovations, the LS&A Building, Frieze, Mason, and Haven Halls. And a marvelous new building was built for the School of Social Work. There was also a substantial effort to improve the landscaping and appearance of the campus, including a complete renovation of the Ingalls Mall and the Diag, the East University mall, the rest of the Central Campus, and the “North Woods”



Ingalls Mall

landscaping plan for the North Campus. At the same time, a number of safety concerns were addressed with increased lighting, new plantings, gardens, and courtyards designed to augment the new construction.



Dow Chemical Science



East Engineering (East Hall)

Angell Haven Computer Center



The Hatcher Library



The Physics Laboratory



Homer's new laboratory



Shapiro Library



School of Social Work



Wylie Hall of the Business School



Heutwell Visitors Center

The Medical Campus



The UM Medical Campus

The Medical Center led the way with a series of new teaching, research, and clinical facilities that augmented the new Adult General Hospital. A new Child and Maternal Health Care Hospital replaced Mott and Women's Hospitals. A high-rise Cancer and Geriatrics Center was constructed. A trio of sophisticated research laboratories, Medical Science Research Buildings I, II, and III came on line to keep the Medical School at the forefront of biomedical research, while also housing the Howard Hughes Medical Research Institute. As the Medical Center growth began to strain against the limits of its downtown Ann Arbor site, the University Hospitals acquired a large site northeast of Ann Arbor and began to develop its East Medical Campus to respond to the need for additional primary care facilities. It also developed new primary care facilities throughout southeastern Michigan, including a major concentration in the Briarwood area in south Ann Arbor.



Cancer and Geriatrics Center



Medical Science Research Center



Child and Material Health Center



East Medical Campus

The South Campus

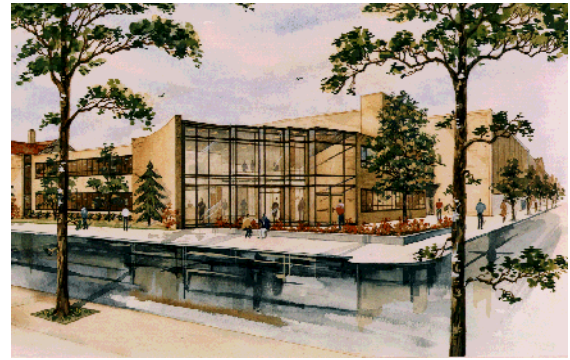


The Athletic Campus

There was also extensive construction activity on the South Campus of the University, including the renovation or construction of most athletic facilities. Michigan Stadium was renovated, and a natural grass field was installed. In the process, the stadium floor was lowered so that an additional 3,000 seats could be added, thereby increasing the capacity of the stadium to 106,000. Other new or substantially renovated facilities included Canham Natatorium, Schembechler Hall, Keen Arena, Weidenbach Hall, Yost Arena, the Michigan Golf Course, the varsity track, and the new Michigan Tennis Complex. New facilities were provided to support business operations, including the Wolverine Tower and the Campus Safety Office.



Schembechler Hall



Weidenbach Hall

Extensive renovations were made to Michigan Stadium, including elegant entrance plazas and a surrounding wall of brick and iron work under the leadership of Athletic Directors Jack Weidenbach and Joe Roberson. Unfortunately, in 1998, in the euphoria of a national championship football season (a team of players and coaches recruited and developed during Joe's era), the new University administration decided to expand the stadium to hold 111,000. In the process, they retained the controversial architect Robert Venturi to redecorate Michigan Stadium, with devastating results, as shown in the contrasting views below:



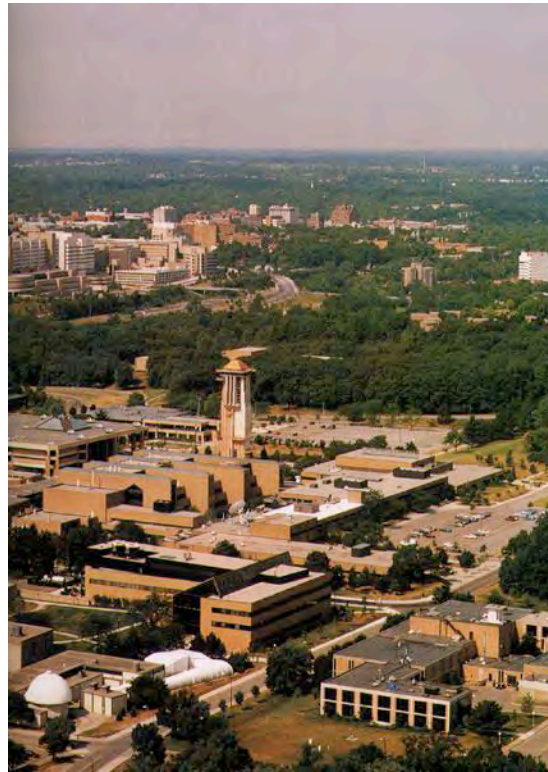
The Roberson gate and wall
(built during the Duderstadt years)



The Venturi "Halo" and jumbotron scoreboards
(added during the Bollinger years)

An interesting contrast ...

The North Campus



The North Campus

The last remaining facilities needed to complete the North Campus were finished, including the FXB Building for aerospace engineering, the Lurie Engineering Center, and the Media Union, a remarkable digital library and multimedia center. Further, the eminent American architect—and University alumnus—Charles Moore was commissioned to design a striking carillon, the Lurie Bell Tower, which soon became the symbol for the North Campus.



Breaking ground for the Media Union



Randy Frank and the Media Union



The Dow Laboratory



The Lurie Engineering Center



Dedicating the Media Union



The Lurie Tower



North Campus sculpture



Media Union interior



The Media Union

UM-Dearborn and UM-Flint

The Universities regional campuses in Dearborn and Flint were certainly not left out of this renewal process. Indeed, both campuses experienced even more of an investment in facilities, on a per student basis, than the Ann Arbor campus. UM-Dearborn benefited from new classroom and laboratory facilities, while UM-Flint brought on line a new science laboratory, library, and administrative center. Further, UM-Flint was given the AutoWorld site, along with funds for site preparation, by the Mott foundation, as the first stage of a major expansion of the campus.



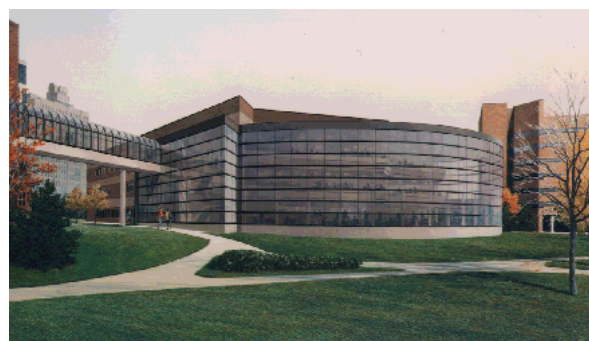
UM-D Engineering College



UM-D Business School



UM-F Murchie Hall



UM-F Thomson Library

Concluding Remarks

While the rebuilding and/or major renovation of most of the University's campuses during the decade was an extraordinary accomplishment, of comparable long-term importance was the massive effort to eliminate the deferred maintenance backlog that had arisen during the 1970s and 1980s. Further, major efforts were made to provide ongoing support for facilities maintenance so that such backlogs would not arise again in the future.

By 1996, essentially all of Jim's projects to rebuild the University of Michigan were either completed, underway, or funded. Over the next two years several dozen of these facilities projects would be completed and dedicated. During spring of 1996 the University had managed to obtain a commitment to provide an additional \$137 million of state appropriation, including \$79 million for the Ann Arbor campus. This amount was sufficient to complete the renovation of the Central Campus, including the last key LS&A facilities: the LS&A Building, Haven Hall, Mason Hall, Frieze Hall, West Hall, and the Perry Building. Since this required a 20% University match, the University had developed a funding plan that would use University funds to renovate Hill Auditorium and the Rackham Building as the University's contribution (in fact, \$10 million was set aside for the Hill project). Since Jim and Farris Womack had realized that construction costs were likely to increase rapidly with a prosperous economy, they arranged to have these projects fast-tracked with the intent to have them completed by late 1998.

The funding was in place, the plans had been completed, and the University was ready to proceed through the state capital construction process. Unfortunately, these important projects came to a halt in 1997. At that time a decision was made to hire a new campus master planning architect and all such projects were put on hold to allow a new re-evaluation. As of mid-1999, there has been no further progress on completion of these Central Campus buildings, and the original construction estimates of \$80 million have now soared to over \$140 million.

The master plan for completing the North Campus met a similar fate. In 1994, the University conducted a blind competition involving several of the nation's leading planning firms to develop a new landscaping plan for the North Campus. A jury panel consisting of Michigan's North Campus deans selected a very novel design submitted by the firm of Johnson, Johnson, and Roy. Their Northwoods plan created an exciting new character to the North Campus, based on two circular areas surrounded by plantings, fountains, streams, and community areas. Throughout 1995 and 1996 the first steps were taken to execute this plan, concurrently with the completion of the Media Union, the Lurie Tower, and the Lurie Engineering Center. Yet, in 1997, all such actions were once again brought to a halt and remain suspended to this day.



The Northwoods master plan for the North Campus

Although the University benefited greatly from the successful effort to rebuild the various campuses of the University, it was frustrating to see the effort halted when it was so close to completion.

Chapter 14

Preparing for the Future

Both Anne and Jim believed it important to always keep in mind the historical context for leadership. Institutions such as the University of Michigan have existed for centuries and will continue to do so, served by generation after generation of leaders. To serve the University, any Michigan president must understand and acknowledge the accomplishments of his or her predecessors and build upon their achievements. Each president must strive to pass along to his or her successor an institution that is better, stronger, and more vital than the one they inherited. Indeed, this strong tradition of improvement from one presidency to the next had long been the guiding spirit of its leaders. Anne symbolized this continuity by hanging photographs of all of the presidents and first families of the University in the central hallway of the President's House.



The Photographic History of University Presidents and First Families

Yet, also like their predecessors, the Duderstadt had unique objectives that would characterize their period of leadership. While being sensitive to the traditions of the University, they also believed that Michigan would have to change to serve a rapidly changing world. Their role was to prepare the University for this future of change.

Ironically, to launch a change agenda, one must first look to the past, to understand better the unique character, strength, and traditions of the institution.

History and Tradition

Although Jim and Anne viewed themselves as change agents, preparing the University to face a challenging and quite different future, they also believed it important that this effort build on those traditions, and values from the University's past. Here, part

Pof the challenge in making this connection between the past, the present, and the future was the degree to which the slash-and-burn activism of the 1960s and 1970s had essentially decoupled the University from its past. In their efforts to reject “the establishment”, students--and many faculty and staff--almost took great pride in ignoring the University’s earlier history and traditions.

Anne took a particular interest in the history of the University, reading the biographies and writings of past presidents and University historians and developing a deep appreciation for Michigan’s remarkable history and traditions and its impact on higher education. She sensed the importance of developing a greater awareness of this history among students, faculty, and staff.

Perhaps because of their experience with Yale and Harvard through their daughters, the Duderstadts took great interest in how these institutions managed to preserve and appreciate their remarkable histories and pass their traditions down through generation after generation of students and faculty. They believed that while the University of Michigan had just as distinguished a history as any private university--in fact, Michigan had time and time again provided the model for the evolution of higher education--this recognition had simply not been woven into the University culture. Hence the challenge was to take a series of steps to better connect the University with its remarkable past.

They were joined in this effort by several distinguished and committed faculty members: Bob Warner, former Dean of Library Science and Director of the National Archives; Nick Steneck, through his years of effort in both preserving University materials and teaching a course on the history of the University; Fran Blouin, as Director of the Bentley Historical Library; and Carole LaMantia as staff from the President’s Office. The first step was to create a formal University History and Traditions Committee, appointed by the president and staffed by the Office of the President.



The History and Traditions Committee

(Bob Warner, Nick Steneck, Carole LaMantia
Fran Blouin, and Anne)

Next Jim established the position of University Historian, and Bob Warner was appointed by the Regents as the first holder of this title. In this role, he would also chair the History and Traditions Committee.

Certain early steps had already been taken. For example, even while he was provost, Jim had established base funding for the Stenecks' course on the history of the University, since this had always been at some risk due to changing funding whims in LS&A. The Bentley Library was given a more formal role as archive for the University's historical materials, and guidelines were established for historical documentation and preservation.

One of the most important efforts of the History and Traditions Committee was historical preservation. Anne led the effort to restore and preserve the Detroit Observatory, one of the earliest scientific facilities in America and key to the early evolution of the research university. This particular project illustrated the effort



The Observatory Project

required to preserve such important facilities. Anne led the effort to raise the roughly \$2 million necessary to renovate and endow the facility. She enlisted the support and interest of key members of the University administration including the Vice President for Research, Homer Neal. Homer appointed Sandy Whitesell from his staff to direct the project. Working with Sandy Whitesell, Anne played a major role in the effort to raise the funding and complete the restoration. She and Sandy researched historical photographs in the Bentley Library to display through the building. She even helped in the hard work of cleaning the facility to ready it for University groups. On May 21, 1999,

after five years of meticulous restoration, the University of Michigan's Detroit Observatory was rededicated.

Anne became involved in an array of other historical projects. She helped to arrange for a gift of historical materials from the ancestors of one of the early students of the University, and then assisted in the design of a major exhibition gallery for this gift in the new Heutwell Visitor Center.



Heutwell Visitors Center and the Pray collection

Sometimes these efforts involved simply documenting the importance of a particular site or facility on campus and placing an appropriate historical marker, for example, the President's House or the East University plaza (the eastern boundary of the original campus). At other times it involved a more significant effort to identify and protect a particular piece of history, such as the Professor's Monument.



Anne inspecting the Professors' Monument (while out for a jog)

A process was launched to obtain personal oral histories from earlier leaders of the University, including Harlan and Anne Hatcher, Robben and Sally Fleming, Allen and Alene Smith, and Harold and Vivian Shapiro. The University's 175th anniversary

provided a marvelous opportunity to host a symposium involving the living presidents of the University.



The Panel of Presidents for the 175th



The First Ladies



A dinner for the Michigan presidents and first ladies



The Michigan presidential teams



Gathering at the President's House

Afterwards, the Duderstadts hosted a dinner at the President's House for these five generations of Michigan presidents and first ladies.

Anne was also involved in the effort to create a number of publications on the University's history. The Stenecks were commissioned to update the popular history of the University by Howard H. Peckham, *The Making of the University*.



The Peckham History



The Michigan Picture Book

One of Anne's most significant projects was to develop a photographic essay of the University that would not only record the campus as it was in the early 1990s, but that would also serve for advancing the interests of the University with key donors in the Campaign for Michigan.

In the process of identifying, documenting, and preserving the history of the University, there were always some puzzles and some surprises. One of the more interesting was an ancient sarcophagus that was found, molding away, in the University's storage facilities out at the Willow Run airport. Since none of the museums wanted the piece, and it was costing the University money to store it every year, Anne had it relocated to the Inglis House gardens to serve as a garden "folly" –and perhaps a source of future myth.



A Folly at Inglis House

A Plan for Michigan's Future

Perhaps because of his professional background as a scientist and engineer, Jim took a highly disciplined approach to developing a vision for the future of the University and then developing and executing a plan to accomplish this. Not only was Jim's office piled high with planning documents, but they also began to appear scattered about the President's House. He was particularly fond of complex looking check-lists, that grew longer and longer with each step of the plan (although, fortunately, with more and more items checked off the list).



Jim's early planning

The check list

It is useful, even in this informal discussion, to summarize some of the key aspects of the Michigan strategy for the 1990s, since this reveals a good deal about what their lives were focused on during this period. As with most strategic efforts, Jim's began with a consideration of mission and vision.

The Mission

The University of Michigan's mission is complex, varied, and evolving. At the most abstract level, this mission involves the creation, preservation, integration, transmission, and application of knowledge to serve society. In this sense, the University produces not only educated people but knowledge and knowledge-intensive services such as research, professional consultation, health care, and economic development. Yet all of these activities are based upon the core activity of *learning*. Captured in a brief phrase, we saw the mission of the University of Michigan as:

The Mission: Learning, in the service of the state, the nation, and the world.

Here Jim recognized that the University served a vast array of constituents--students at the undergraduate, graduate, professional, and continuing education levels; patients and clients; local, state, and federal government; business and labor; and communities, states, and nations. It also serves society at large. This latter fact is quite important. The University of Michigan is one of the few universities in the world that could claim

society at large as its primary client. Throughout its history, the University's most enduring impact has been through its full array of activities rather than through individual components of its multi-faceted missions.

The Vision

Like many large organizations, strategic planning exercises at the University proceeded through a variety of mechanisms, formal and informal, centralized and distributed among various units. Most efforts began with an attempt to articulate a vision of the University's future. Despite the great diversity of planning groups, visioning efforts generally converged on two important themes: *leadership and excellence*. More specifically, we converged on the simple vision statement:

The Vision: To position the University to become the leading university of the 21st Century, through the quality and leadership of its programs, and through the achievements of its students, faculty, and staff.

Here it should be noted that this vision emphasized both leadership as an institution, and the development of leaders among members of the University community, all based on a foundation of excellence in our programs. This leadership vision required a comprehensive strategy involving improving and optimizing all of the key characteristics of the University: quality, capacity (size), breadth (comprehensiveness), excellence, and innovation.

The Strategic Intent

Beyond this simple vision statement, Jim's leadership team also attempted to develop a bolder view of the University's future, a *strategic intent*. A strategic intent for an organization provides a "stretch vision" that cannot be achieved with current capabilities and resources. This forces an organization to be inventive and to make the best use of resources if it is to move toward this goal. The traditional view of strategy focuses on the fit between existing resources and current opportunities; strategic intent creates an extreme misfit between resources and ambitions. Through this, we are able to challenge the institution to close the gap by building new capabilities.

The Strategic Intent: To provide the University with the capacity to transform itself into an institution more capable of serving a changing state, nation, and world.

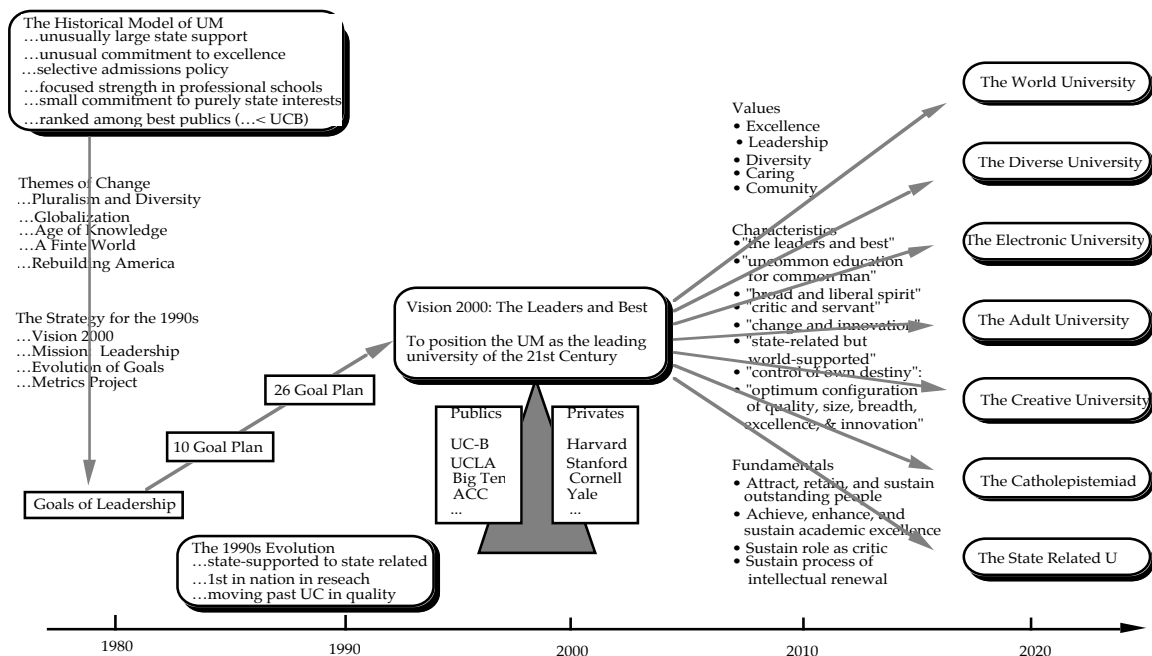
From another perspective, if the vision statement were designed to position the University among the leading institutions in the world, the strategic intent was aimed at enabling the institution to transform itself into an entirely new type of institution, more appropriate to serve a changing world. The strategic intent, and its associated strategy of transformation, sought to build the capacity, the energy, the excitement, and the

commitment necessary for the University to explore entirely new paradigms of teaching, research, and service. It sought to remove the constraints that prevented the University from responding to the needs of a rapidly changing society, to remove unnecessary processes and administrative structures, to question existing premises and arrangements.

The Goals

The vision of positioning the University of Michigan as a leader of higher education for the next century was both important and challenging. It involved achieving leadership and excellence within the present paradigm of the university in America, of polishing the status quo, of becoming the very best "university of the twentieth century" that we could become.

The strategic intent was designed to move beyond this, to provide the University with the capacity to transform itself into new paradigms more capable of serving a rapidly changing society and a profoundly changed world. Our real objective was to build the capacity, energy, excitement, and commitment necessary for the University to move toward such bold visions.



The goals proposed to move the University toward both the vision and the strategic intent of transformation were similar:

Goal 1: To attract, retain, support, and empower exceptional students, faculty, and staff.

Goal 2: To provide these people with the resources, environment, and encouragement to push to the limits of their abilities and their dreams.

Goal 3: To build a University culture and spirit that values:

- adventure, excitement, and risk-taking
- leadership
- excellence
- diversity
- caring, concern, and community

Goal 4: To develop the flexibility and ability to focus resources necessary to serve a changing society and a changing world.

Although simply stated, these four goals were profound in their implications and challenging in their execution. For example, while Michigan had always sought to attract high-quality students and faculty to the University, it tended to recruit those who conformed to more traditional measures of excellence. If we were to go after “paradigm breakers,” then other criteria such as creativity, intellectual span, and the ability to lead would become important.

The University needed to acquire the resources to sustain excellence, a challenge at a time when public support was dwindling. Yet this goal suggested something beyond that: we needed to focus resources on our most creative people and programs. And we needed to acquire the flexibility in resource allocation to respond to new opportunities and initiatives.

While most would agree with the values set out in the third goal of cultural change, many would not assign such a high priority to striving for adventure, excitement, and risk-taking. However, if the University was to become a leader in defining the nature of higher education in the century ahead, this type of culture was essential.

Developing the capacity for change, while an obvious goal, would be both challenging and controversial. We would have to discard the status quo as a viable option, challenge existing premises, policies, and mindsets, and empower our best people to drive the evolution--perhaps, revolution--of the University.

The transformation process associated with this strategic intent was necessarily more complex. Yet, here too, considerable progress was made.



Selling the strategy...

Key Aspects of the Vision 2000 and Vision 2017 Strategies

Academic Programs

The University of Michigan has long been characterized by academic programs of unusual quality, breadth, and size. A number of steps were taken to sustain and enhance the quality of these programs during the past decade. Particular attention was given to strengthening the University's support of its core liberal arts college, the College of Literature, Science, and the Arts. This effort not only restored strong financial support for the College, but it succeeded in renovating or building anew essentially all of its academic facilities during the 1990s. Major investments were made in the basic sciences, including new or renovated facilities for chemistry, physics, biology, geology, and mathematics.

Major investments in both facilities and faculty were also made in most of the University's professional schools, including both Business Administration and Engineering, resulting in the rankings of both schools moving into the top five in the nation.

Several of the health science schools also benefited significantly during this period. The Medical School benefited from an array of impressive new research facilities (MSRB I, II, and III) in addition to the massive building program for new clinical facilities. The Dental School also underwent a major restructuring. Nursing and Pharmacy benefited from new facilities. The School of Information and Library Studies underwent particularly profound changes as it evolved into the digital age as a school of knowledge resource management. Social Work, already ranked as the nation's leader, benefited from a major new complex. And the Institute for Public Policy Studies was elevated to the School of Public Policy to recognize the growing importance of its instructional and research programs.

There was extensive academic program and facilities development on our two regional campuses, UM-Dearborn and UM-Flint, led by energetic new leadership.



Making the case for Vision 2000 to the Board of Regents

Education

There has been no more compelling—nor challenging—issue facing the University in recent years than reaffirming its commitment to undergraduate education. In the late 1980s, several steps were taken to enhance the quality of our undergraduate programs, including the commitment of \$1 million per year to a University-wide Undergraduate Initiatives Fund, building into our base operating budget a commitment to upgrade all of the classrooms on the central campus, providing major new facilities for undergraduate education including the Shapiro Library, the Angell-Haven Computer Center, and the Media Union, providing strong incentives for undergraduate teaching such as the Thurnau Professorship for Undergraduate Education, and stressing the importance of teaching in faculty promotion and tenure decisions.

Similar efforts occurred within each of our various schools engaged in undergraduate education. LS&A took important steps to revise and improve its introductory courses, receiving national recognition for many of these efforts, including those in chemistry, biology, and mathematics. It introduced a broad array of seminar courses taught by senior faculty for first-year students. There was an effort to create more learning experiences outside of the classroom through efforts such as the Undergraduate Research Opportunity Program, community service programs, and living/learning environments in the residence halls.

So, too, many of our professional schools moved rapidly to restructure their educational programs. Of particular note was the massive transformation of the medical curriculum, the innovative changes in the M.B.A. program, and the remarkable excitement surrounding the evolution of library science into a new profession of knowledge-resource management.

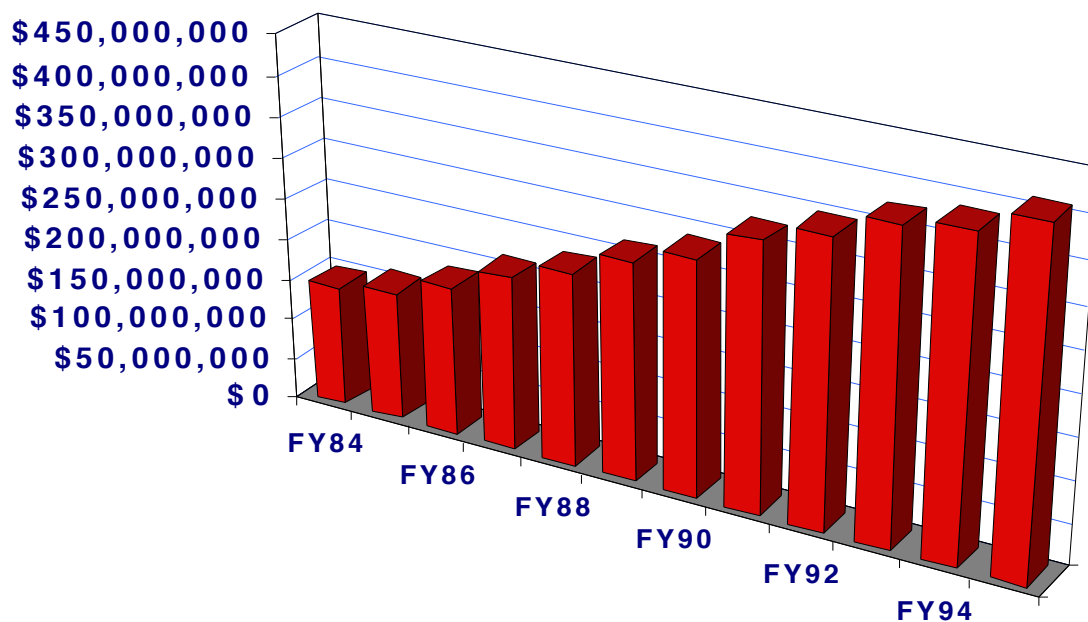
Michigan also played a national leadership role in graduate education, both through its efforts to reduce the time-to-degree and to create more opportunities for interdisciplinary majors.

Several of our professional schools developed innovative, high-quality continuing education programs. Of particular note was the Executive Management Education program of the Business School, generally ranked as the nation's leader, and an array of postgraduate professional education programs conducted by Medicine and Law.

International education has also received high priority in recent years. Following the planning efforts led in the late 1980s by the Provost's Office, a series of steps were taken to broaden and coordinate the University's international activities. Michigan joined its other Big Ten colleagues as a member of the Midwestern University Consortium for International Activities, it created a new International Institute to coordinate international programs, and it established strong relationships with academic institutions abroad. Of particular note was the international outreach of the Business School, which established overseas campuses in Hong Kong, Seoul, Paris, and London.

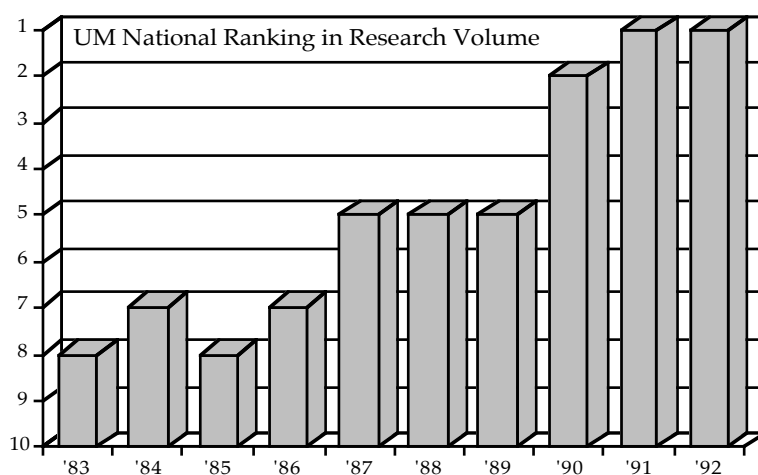
Research

The University of Michigan has long been recognized as one of the leading research universities in the world. The impact of this research on the state, the nation, and the world has been immense. For the past several years we consciously set out to increase the quality, scope, and impact of this important intellectual activity. By putting into



Growth in Sponsored Research Expenditures at the University

place strong mechanisms to encourage and support research, by playing a major leadership role in determining national research policy, and by attracting and developing scholars of world-class quality, the University moved rapidly to a position of world leadership in its research activities. Beyond simply the ranking of the University as the nation's leader in the volume of its research activity, one can point to the examples provided by specific research activities such as information technology, genetic medicine, ultra-fast optics, public policy reform, and humanistic studies as evidence of the excitement and impact of the research environment on campus.



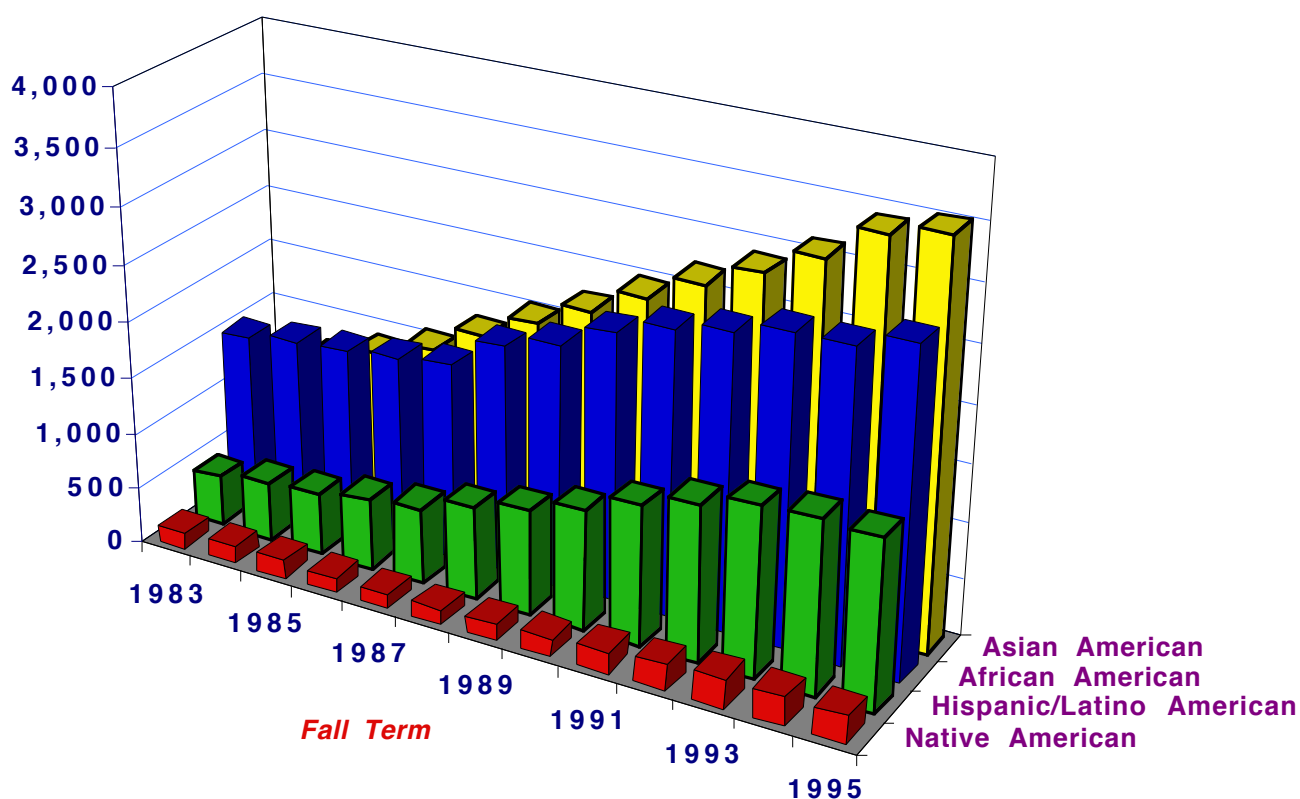
The University also took a more aggressive stance toward technology transfer. In the late 1980s it modified its intellectual property policies to provide more faculty incentives for transferring knowledge developed on the campus to the private sector. Further modification and fine-tuning of policies were ongoing in efforts to stimulate even more activity. Advisory groups were formed to assist in technology transfer and small business development. The University also worked to build strong partnerships with private-sector companies, state, and federal government agencies to stimulate economic development—examples being the Flat Panel Display Center, the Fraunhofer Institute, and the Tauber Manufacturing Institute.

Diversity

Throughout its long history, perhaps the most distinguishing characteristic of the University has been its commitment, as stated by President Angell, to provide “an uncommon education for the common man.” It has aspired to provide an education of the highest quality to all who have the ability to succeed and the will to achieve, to serve all the people of our state. Yet, despite the degree to which the University sought to broaden its commitment to encompass gender, race, religious belief, and nationality, it faced serious obstacles to accomplishing this goal. Many of these groups suffered from

social, cultural, and economic discrimination. Simply opening doors—providing access—was not enough to enable them to take advantage of the educational opportunities of the University.

To address this challenge, the University of Michigan began in the late 1980s to transform itself to bring all racial and ethnic groups more fully into the life of the University. This process of transformation was guided by a strategic plan known as *The Michigan Mandate*. The fundamental vision was that the University of Michigan would become a leader known for the racial and ethnic diversity of its faculty, students, and staff—a leader in creating a multicultural community that would be



capable of serving as a model for higher education and a model for society at large. The Michigan Mandate has resulted in a far more diverse campus. The number of students of color more than doubled, to the point where they represented 25 percent of enrollment (with 9 percent African American).

Minority Student Enrollments

Similarly, the number of faculty of color also was doubled during this period to 16 percent (with 5 percent African American). Furthermore, graduation rates of students of color became the highest among public universities in American, while the success (tenure and promotion) of faculty of color became comparable to that of majority faculty.

Drawing on this experience, the University of Michigan also launched a second major initiative aimed at increasing diversity: *The Michigan Agenda for Women*. The vision was both simple yet compelling: By the year 2000, the University of Michigan would become the leader among American universities in promoting and achieving the success of women as faculty, students, and staff. There was significant progress on a number of fronts for women students, faculty, and staff, including a number of women senior faculty and administrative appointments, campus safety improvement, and dependent care.



Jim, leading town-hall meetings on the Michigan Agenda for Women



Jim, leading town-hall meetings on the Michigan Agenda for Women

The University also took steps to eliminate those factors that prevented other groups from participating fully in its activities. For example, it extended its anti-discrimination policies to include sexual orientation and extended staff benefits and housing opportunities to same-sex couples. Massive investments in recent years were made in renovating University facilities in an effort to provide better access for the disabled.

Economic diversity has also been a long-standing goal of the University. Despite the necessity of rising tuition in the wake of deteriorating state support, we have been able to maintain effective financial aid programs that have preserved access to the University by students from all economic backgrounds. This was demonstrated by the high

admissions yields in lower-income groups and rising student retention rates, now the highest among all public universities.

Campus Life

Much attention over the past several years was focused on improving the quality of campus life for students, faculty, and staff. A series of actions were taken to improve campus safety, including the development of a campus police organization; major investments in campus lighting and landscaping; and special programs such as the Sexual Assault and Prevention Center, the Night Owl transportation service, Safewalk, and the Task Force on Violence Against Women. Student leadership joined with the administration in developing and implementing a new code of Student Rights and Responsibilities. Broad programs have been undertaken to address the concerns of substance abuse on campus, with particular attention focused on alcohol consumption and smoking.

Efforts were made to enhance opportunities for learning in the student living environment and through extracurricular activities. Our intercollegiate athletics programs were restructured to broaden the participation of women and to integrate student-athletes more effectively into the life of the broader campus community.

Financial Strength

During the early 1980s, state support of the University had declined in real terms by 23 percent. This continued a three-decade trend, which had seen state appropriations drop from 70 percent of the University's operating budget in the 1960s to 11 percent in FY94-95. Despite this erosion in state support, the University managed not just to maintain but enhance its quality and capacity to serve through a three-tiered strategy:

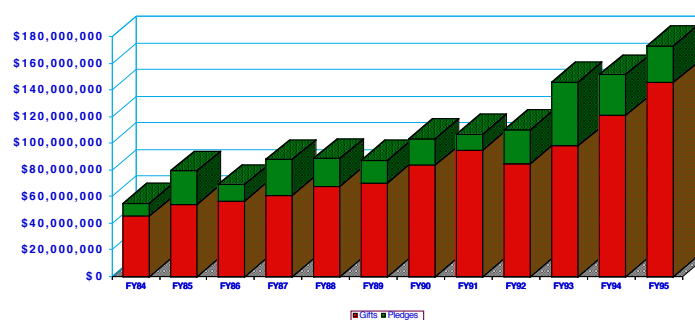
- i) effective cost containment,
- ii) wise management of resources, and
- iii) aggressive development of alternative revenue sources.

More specifically, the administrative costs of the University were reduced to a level among the lowest of our public and private peers. The implementation of sophisticated, effective programs for managing the assets of the University resulted in an eight-fold growth in its endowment to over \$2.0 billion. Further, the loss in state support was compensated, to some degree, by growth in revenue from tuition and fees, sponsored research grants, private gifts, income on endowment, and auxiliary activities such as hospitals, housing, and continuing education. As but one measure of the effectiveness of these efforts, in 1994 the University became the first public institution in history to have its credit rating raised to Aa1 by Wall Street (with its bonds trading at Aaa levels by 1996).

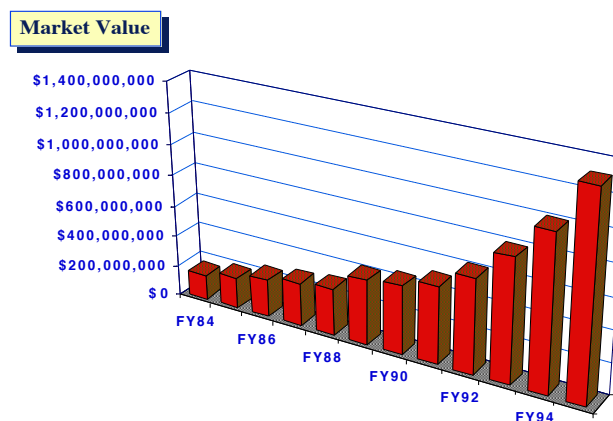
Private Support

For some time it had been recognized that increasing private support of the University, both through private giving and income from endowment, would be a critical element of adapting to a future of increasingly constrained state support. Key elements in this effort were the conduct of successful fund-raising campaigns and a sophisticated asset management strategy for endowment. The University set a goal for the year 2000 of building private support—annual gifts plus income distributed from endowment—to a level comparable to state appropriation (roughly \$300 million/year by 2000).

Private Giving (Gifts and Pledges)



Growth in University Endowment



Through the device of the Campaign for Michigan, with a \$1 billion fund-raising goal for 1996, the University was able to make very significant progress toward this goal. Private giving tripled to \$160 million/year, and the endowment has increased six-fold to \$2.0 billion. Michigan became not only the first public university in history to successively mount a \$1 billion fund-raising campaign, but the \$1.4 billion raised during the Campaign for Michigan exceeded that of all but three private universities. From the perspective of our Vision 2000 goal, in 1995, private giving (including endowment

distributions) amounted to \$230 million—clearly on track to exceed our state appropriation by the end of the decade.

Financial and Organizational Restructuring

To respond to the precipitous decline in state support and the growing commitments of the University, a number of steps were taken to better attract, deploy, and manage resources. For example, broad strategic planning activities in the Office of the Provost and the Office of the Vice President and Chief Financial Officer and the transformation process of the University Hospitals led to the implementation of an effective University-wide total quality management program (M-Quality). The University restructured and repositioned the management of both its endowment and operating capital. It moved toward more realistic pricing of University services, through increased tuition and fees and the negotiation of indirect cost rates for sponsored research. And in 1996, we brought up the necessary administrative systems to allow the implementation of a new resource and cost allocation system, responsibility centered management, which will provide both strong incentives and adequate management control at the unit level as a key step toward more efficient operation.

As evidence of the effectiveness of these efforts, financial comparisons ranked the University's administrative costs (as a percentage of total expenditures) third lowest among AAU universities. Yet another sign of the efficient use of resources arises from noting that while essentially all of the University's programs ranked among the top ten in academic quality, Michigan ranked 40th in the nation in terms of expenditures per student (or faculty). Indeed, the University was able to provide an education of the quality of the most distinguished private universities at typically one-third the cost!

There was also a major restructuring of the auxiliary enterprises of the University, ranging from auxiliary operations such as University Hospitals, University Housing, and Intercollegiate Athletics to University-owned corporations such as Veritas and M-Care.

Key in this first phase of financial restructuring was the building of effective leadership and management teams, extending from the Executive Officers to the lowest management levels. The restructuring of the University's Personnel and Affirmative Action programs into a far more sophisticated Human Resources operation was important to further progress.

Rebuilding the University

The efforts to rebuild the campuses of the University were described in Chapter 13. However, it is appropriate to repeat a portion of that description here, since the rebuilding effort was an important accomplishment during the 1990s. As we noted earlier, a combination of low interest rates and construction costs, state capital outlay,

private support, and support from auxiliary activities enabled the University to launch a massive effort to rebuild the Ann Arbor campus. The Medical Campus led the way with almost \$1 billion of new construction over the past decade. The last remaining facilities necessary to complete the North Campus were built (the Francios Bagnoid Aerospace Building, the Media Union, and the Lurie Engineering Center). The South Campus saw great activity, with the renovation or construction of most athletic facilities now complete. In addition major new facilities were provided to support business operations (Wolverine Tower, the Campus Safety Office, and the M-Care complex). The UM Medical Center developed a new campus in northeast Ann Arbor for primary care.

Perhaps most encouraging was the progress in addressing the needs of the Central Campus, with most of the major work now complete (the Shapiro Library; the Physics Laboratory; Tisch Hall for the Humanities; the Social Work Building; and major renovations of East Hall, West Hall, C. C. Little, and Angell Hall). Indeed, by 1995, the remaining projects necessary to complete the entire rebuilding of the Ann Arbor campus had been reduced to less than \$100 million—a quite realistic goal for the last several years of the decade.

Similar progress was made on our regional campuses, with major new academic facilities on both campuses. UM-Dearborn benefited from new classroom and laboratory facilities, while UM-Flint brought on line a new science laboratory, library, and administrative center. UM-Flint was given the AutoWorld site, along with funds for site preparation, by the Mott Foundation, as the first stage of a major expansion of the campus.

While the rebuilding and/or major renovation of most of the campus during the past decade was an extraordinary accomplishment, of comparable importance was the massive effort to eliminate the deferred maintenance backlog that arose during the 1970s and 1980s. Further, major efforts were made to provide ongoing support for facilities maintenance so that such backlogs would not arise in the future.

There was also substantial effort to improve the landscaping and appearance of the campus. With the completion of the major construction projects on the Central Campus and North Campus, new master plans for landscaping were developed and launched, including the Ingalls Mall and Diag projects on the Central Campus and the “North Woods” landscaping plan for the North Campus.

Information Technology

Michigan played a significant leadership role in the use of information technology in higher education. Our management of NSFnet evolved into the NREN, the National Research and Education Network, the backbone of the Internet and the precursor of the “information superhighway.” This effort linked together over three million computers, 25,000 networks, 1,000 universities, 1,000 high schools, and over twenty-five million

people worldwide. Eventually, we spun off a for-profit company, Advanced Network Services, to manage the Internet, selling it in 1995 to America On-Line.

Moreover, the University achieved a position of national leadership in the quality of the information technology environment it provided for students, faculty, and staff. Through close cooperation with industry (e.g., IBM, Apple, MCI, Sun, and Xerox), the University was frequently among the first to develop and install major new technology. Its computing and networking environment became among the most sophisticated in the world. It managed the transition from time-sharing mainframe systems to client-server networks and continued to provide access to state-of-the-art technology.

Through innovative programs such as the Fall Kickoff Computer Sales, the Rescomp (Residential Hall Computing) Program, and the unusual array of on-campus computing clusters and centers—including massive facilities such as the Media Union—it provided students with extraordinary access to this rapidly evolving technology.



The Media Union

The University also played a leadership role in the “digital age,” through its leadership of the national digital library project, the evolution of its School of Information and Library Science into a new School of Information focused on digital knowledge management, and the Media Union which made Michigan a national leader in the development and use of multimedia technologies.

Strengthening the Bonds with External Constituencies

Much of the effort of *Vision 2000* was directed at building far stronger relationships with the multitude of external constituencies served by and supporting the University. Efforts were made to strengthen bonds with both state and federal government, ranging from systemic initiatives such as opening and staffing new offices in Lansing and Washington to developing personal relationships with key public leaders. A parallel effort was made to develop more effective relationships with the media at the local,

state, and national levels. These included major media campaigns such as the Big Ten public service announcements and the Science Coalition. Efforts were directed toward strengthening relationships with key communities including Ann Arbor, Detroit, and Flint.

The major political changes occurring both in Congress and state government in fall of 1994, however, necessitated significant changes in our strategy, including major new investments of resources and time. This new political climate required a far more strategic effort by the University. The University expanded its offices in Lansing and Washington while building a “grass-tops” group of influential alumni and friends who were committed to protecting Michigan’s interests. It became clear that the University’s political environment would become more volatile and transient in the years ahead, and the planning effort was restructured to anticipate this.

Transformation of the UM Medical Center

Some of the most significant accomplishments of the 1980s and 1990s occurred within the University Medical Center. Even as the new Replacement Hospital Project was being completed, the leadership of the Medical Center was already moving ahead with a dramatic transformation effort designed to reposition the UM Hospitals for the rapidly changing health care environment. Through efforts such as an award-winning total quality management program, cost reductions, incentive compensation, and the aggressive development of new health care delivery components such as M-Care, the UM Hospitals became one of the most successful academic health centers in the nation.

Through the joint effort of the UMH Director, the Dean of Medicine, and the chairs of the clinical departments, a series of additional steps were taken that strengthened the UM Medical Center even further. These included the merging of the Clinical Service Plans and the UMH bottom line, the establishment of a nonprofit corporation, the Michigan Health Corporation, designed to enable equity investments with private sector partners, the development of a new medical center campus for primary health care, and the exploration of mergers or alliances with other major health care organizations in Michigan.

Intercollegiate Athletics

Intercollegiate athletics at Michigan are not only an important tradition of the University, but also attracted as much public visibility as any other University activity. While Michigan had long been known for the success and integrity of its athletics programs, here too a rapidly changing environment demanded significant changes. Indeed, the highly independent operation of the Athletics Department had led to serious

problems in the 1980s, such as the major violations in the baseball program, the detachment of athletes and coaches from the rest of the University, and the increasing financial pressures on the programs.

To this end, actions were taken in the late 1980s and early 1990s to better align Michigan athletics with the academic priorities of the University. Student-athletes were provided with the same educational and extracurricular opportunities as other Michigan students. Coaches were provided with more encouragement for their roles as teachers. And clear policies were developed in a number of areas including admissions, academic standing, substance abuse, and student behavior consistent with the rest of the University.

So too, a series of steps were taken to secure the financial integrity of Michigan athletics. Cost-containment methods were applied to all athletics programs. The gate-receipt revenue-sharing agreements with other Big Ten institutions were renegotiated to provide more equitable treatment for Michigan. A major fund-raising program was launched. More sophisticated use of licensing was developed. And major improvements in athletics facilities were completed, including Michigan Stadium (both a return to natural grass and infrastructure repairs), Canham Natatorium, Keen Arena, Yost Arena, a new Tennis Center, new fields for women's sports, and a new varsity track. As a result, the Athletics Department became the most financially successful program in the nation.



New athletics facilities

Of particular note was the major effort made by the University to provide women with the same opportunities for varsity competition as men. Major additional investments were made, both in existing women's programs as well as in the addition of new programs (women's soccer and women's rowing). Michigan became the first major university in the nation to achieve true gender equity in varsity athletics in 1996.

Michigan also played an important leadership role in intercollegiate athletics at the conference and national level. It played a key role in restructuring revenue-sharing

agreements within the Big Ten, in helping to better position the conference with respect to television agreements, and in building a stronger alliance with the Pac Ten. At the national level, Michigan strongly supported the effort to gain presidential control over intercollegiate athletics and to restructure the NCAA.

The impact of these efforts was seen on the field as well as in the financials. While once Michigan was content to be successful primarily in a single sport, football, today it competes at the national level across its full array of 22 varsity programs, as evidenced by the fact that it finished each year among the top five institutions nationwide for the national all-sports championship (the Sears Trophy). During the past years 1988 to 1996, Michigan went to five Rose Bowls (football), three Final Fours—including several NCAA championships (men's basketball, ice-hockey, and swimming), three ice-hockey Final Fours won over 50 Big 10 championships, and dominated the Big 10 in men's and women's swimming (including winning the NCAA championship), men's and women's cross-country, women's gymnastics, men's and women's track, and women's softball. And Michigan athletes provided some of the most exciting moments in Michigan's proud sports tradition—Desmond Howard's Heisman Trophy, Steve Fisher's NCAA championship, the Fab Five, Mike Barrowman's Olympic Gold Medal, Tom Dolan's national swimming championships, and on and on ...

Cultural Changes

Some of the most important changes occurring at the University over the past decade were cultural in nature. For example, the student culture evolved far beyond the distrust and confrontation born in the 1960s and characterizing student-faculty-administration relationships throughout the 1970s and 1980s. Today there is a very strong sense of mutual respect and trust characterizing students and the administration, particularly on the part of student government and, amazingly enough, even with student publications such as the *Michigan Daily*. Students have stepped up to important leadership roles in the University, accepting responsibility and providing important visions for our future.



Anne and Jim with student leaders at Inglis House

The University's commitment to diversity through major strategic efforts such as the Michigan Mandate and the Michigan Agenda for Women would not have been possible without a major change in the campus climate. Diversity is now not only tolerated but it is recognized as essential to the quality of the University. While there are inevitable tensions associated with an increasingly diverse campus community, there is a real effort to frame these as an opportunity for learning how to prepare students for an increasingly diverse world.

The University has seen major changes in values and attitudes. Michigan athletics has moved far beyond a simple focus on a winning football program to accepting the view of athletes as students and coaches as teachers. It has reaffirmed the importance of the integrity of its programs and committed itself to true gender equity for women's athletics.

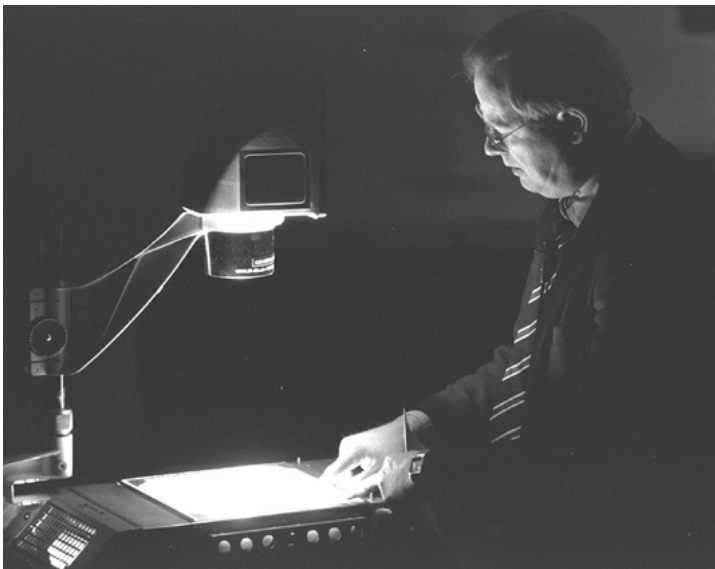
Through both development and alumni relations, alumni of the University have come to understand the importance of their financial support as state support has eroded. Further, they have responded to our invitation to become far more actively involved in all aspects of University life.

Changes have occurred far more slowly in the faculty culture, because of its complexity and diversity. Fundamental academic values still dominate this culture—academic freedom, intellectual integrity, striving for excellence—as they must in any great university. However, there seems to be a growing sense of adventure and excitement throughout the University as both faculty and staff are more willing to take risks, to try new things, and to tolerate failure as part of the learning process. While we are not yet where we need to be in encouraging the level of experimentation and adventure necessary to define the future of the University, it seems clear that this spirit is beginning to take hold.

New Initiatives

During the 1990s, a great many initiatives were launched that hold great potential both for the University and for higher education. Examples include:

- The Media Union
- The Institute of Humanities
- The Institute of Molecular Medicine (Gene Therapy)
- The Center for the Study of Global Change
- Community Service / AmeriCorps
- The Flat Panel Display Center
- The Tauber Manufacturing Institute
- The School of Information
- Living / Learning Environments
 - 21st Century Project
 - WISE
- The Davidson Institute for Emerging Economics
- The New Music Laboratory
- The Institute for Women and Gender Studies
- Rescomp / Angell-Haven
- Direct Lending Program
- Responsibility Center Management
- M-Quality
- Incentive compensation experiments
- Presidential Initiative Fund
- Undergraduate Initiative Fund
- The Millennium Project.



Jim outlining the key strategic initiatives

National Leadership

As yet another measure of leadership, consider the following areas where the University of Michigan became recognized as a national leader:

- Quality of academic programs across all academic and professional disciplines
- Quality achieved per resources expended
- Faculty salaries (among publics)
- Research activity
- Financial strength (among publics)
- Information technology environment
- Intercollegiate athletics
- Health care operations.

Strategic Initiatives

The strategy designed to move the University both toward the leadership vision and the strategic intent of transformation was organized into a series of strategic thrusts or initiatives. Each strategic thrust was designed as a self-contained effort, with a clearly defined rationale and specific objectives. However, all such initiatives were chosen to move the University toward the more general (and abstract) goals of Vision 2017. Further, care was taken to monitor and coordinate carefully the strategic thrusts, since they would interact quite strongly with one another.

The Campaign for Michigan

The University of Michigan has an unusually diverse and balanced revenue portfolio—although this is due as much to the deterioration in our state support as in our success in attracting other resources. It became clear in our development of a business plan for the 1990s that private giving would be increasingly important to our future, since this was one of the few sources capable of significant growth. However, building private support of the University would require not only a major investment in fund-raising capability, but as well a shift in the perception of the University, both on the part of our faculty and staff, and on the part of our donors and other interested publics.

In a sense, the University would have to acknowledge that it was evolving into a new paradigm, a “privately financed” public university. While remaining committed to retaining its public character—serving the people of the state of Michigan—the U-M would have to increasingly operate like a private university, earning much of its support in the competitive marketplace via tuition, research grants, and gifts. As we have noted, by the early 1990s, almost 90 percent of Michigan’s support already came from self-generated revenues.

Fortunately private giving was recognized early by the University to be a resource with the potential for significant growth. In the early 1980s, under the leadership of President Harold Shapiro, the University moved aggressively to build an effective central development operation. The University raised more than \$300 million during the major campaign of the 1980s, but more important, it began to build a network of volunteers and prospects that would lay the foundation for the massive effort of the 1990s. Annual giving rose to \$60 million, and the 1980s campaign established the nucleus of an endowment at \$250 million.

In 1990, the University accepted the challenge of an even bolder goal: By the end of the decade, it would attempt to raise private support—private giving and distribution on endowment—to a level exceeding state appropriations to the University, roughly \$300 million per year. This stretch goal demanded not only a significant increase in the effort directed toward private fundraising, it would also require a far more aggressive management of the University's endowment.

To achieve our goal of building private support to a level exceeding state support, we concluded in the late 1980s that we would need to launch a major fund-raising campaign. Only through this mechanism did we believe we could create the energy and commitment, both within the University and among our donors and volunteers, to achieve this goal.

A successful fund-raising campaign will set a goal that is both challenging and realistic. In our case, one of the most significant challenges was setting the overall goal. In the wake of several major campaigns then underway at private universities, many of our volunteer groups believed we should set a stretch of raising \$1 billion over the course of the campaign. This was a formidable goal, however, since it would not only represent the first "giga" campaign ever conducted by a public university, but it would be several times as large as any public university campaign had ever raised (including the \$300 million we had raised in the 1980s). Furthermore, our fund-raising consultants expressed concern about whether we could raise this amount, and one of the cardinal rules in fund-raising is to always make certain you make your goals.

For this reason, we set an initial goal that attempted to balance the enthusiasm of our volunteers with realism. We set a goal of \$850 million in gifts, augmented by an additional \$150 million in new bequest commitments. This would give us a realistic goal, challenging but within reach, while giving volunteers "bragging rights" about being involved in a "billion dollar campaign." Even at the beginning of the campaign, we believed we could raise close to \$1 billion in gifts alone, but we were hesitant to set this as a goal. In the end, we did manage to raise \$1 billion in gifts, along with an additional \$300 million in new bequest commitments, for a campaign total of \$1.4 billion. In fact, toward the end of the campaign in 1997, we seriously considered

extending the campaign three more years and raising the total goal to \$2 billion—although we finally left that decision for the next president of the University.

To this end, the University launched the largest fund-raising campaign in the history of public higher education by setting as a goal the raising of \$1 billion by mid-1997. A sophisticated University-wide development effort was built and hundreds of volunteers were recruited across the nation. The Campaign for Michigan was officially announced in September, 1992—the weekend of the spectacular victory over Notre Dame won by Desmond Howard's Heisman-Trophy-Award-Winning catch of a touchdown pass.



The billion dollar catch!



Mike Wallace launching the Campaign for Michigan



The fund-raising effort was extraordinarily successful. By the end of the Campaign, the University had already gone well past its \$1 billion goal to raise \$1.4 billion. Annual gifts had grown from \$60 million per year in 1988 to over \$150 million per year in 1995. And, total annual private support, including endowment income exceeded \$230 M per

year, well ahead of schedule to surpass the state appropriation of \$300 million per year by the end of the decade.



A big “thank you” during the Campaign victory celebration

The University of Michigan, circa 1996

The positioning strategy associated with the leadership vision was successful by any measure. Largely as a consequence of this decade-long effort, by the mid-1990s the University of Michigan had become a better, stronger, more diverse, and more exciting institution. Some of the more important indicators include:

- National rankings of the quality of the University’s academic programs by the mid-1990s were the highest since these evaluations began several decades ago. A close examination reveals that the academic reputations of our programs increased quite significantly during the decade. Further, when rankings across all academic programs and professional schools are considered, four institutions stand apart: Harvard, Stanford, the University of California, and the University of Michigan.
- Detailed surveys throughout the University indicated that Michigan had been able to hold its own in competing with the best universities throughout the world for top faculty. In support of this effort to attract and retain the best, the University was able to increase average faculty salaries over the decade to the point where they ranked #1 among public universities and #5 to #8 among all universities, public and private.
- Through the remarkable efforts of our faculty, the University became the nation’s leading research university, attracting more federal, state, and corporate support for our research efforts than any other university in America (exceeding \$450 million in 1996). Furthermore, surveys ranked the impact of the University’s research 5th in the

nation, behind only Harvard, Stanford, Caltech, and Yale, but ahead of MIT and UC-Berkeley.

- Despite the precipitous drop in state support over the past two decades, the University emerged financially as one of the strongest universities in America. It became the first public university in history to receive an Aa1 credit rating by Wall Street, with its bonds trading at AAA ratings. Our endowment increased six-fold to over \$2 billion. And thanks to the generosity of our alumni and friends, the University became the first public university to raise over \$1 billion in a fund-raising campaign--with \$1.4 billion raised by the campaign's end in 1997.
- We made very substantial progress in our efforts to restructure the financial and administrative operations of the University, including award-winning efforts in total quality management, cost containment, and decentralized financial operations.
- A walk around the University reveals the remarkable transformation in our environment as we approach the completion of our massive program to rebuild, renovate, and update essentially all of the buildings on our campuses--a \$2.0 billion effort funded primarily from non-state sources.
- The University Medical Center underwent a profound transformation, placing it in a clear leadership position in health care, research, and teaching.
- Numerous exciting intellectual initiatives were launched such as the Institute of Humanities, the Media Union, the Institute of Molecular Medicine, the Davidson Institute for Emerging Economies, and the Tauber Manufacturing Institute.
- Through efforts such as the Michigan Mandate and the Michigan Agenda for Women, we had achieved the highest representation of people of color and women among our students, faculty, staff, and leadership in our history. Michigan had become known as a national leader in building the kind of diverse learning community necessary to serve an increasingly diverse society.

As we approached the 21st Century, it had become clear that the University of Michigan had not only become one of the leading universities in America, but that it was challenged by only a handful of distinguished private and public universities in the quality, breadth, capacity, and impact of its many programs and activities. This progress was not serendipitous. Rather it resulted from the efforts of a great many people following a carefully designed and executed strategy.

Chapter 15

It Goes With the Territory

Michigan scores! And the hockey fans begin to point at the visiting goalie and chant “It’s all your fault! It’s all your fault! It’s all your fault”...

And perhaps out of reflex, Jim would find himself slinking down into his seat, trying to hide.



Hockey night at Yost Arena

“It’s all your fault!” Perhaps the most common invective tossed at a university president. Because, the presidency of a major university is one of those rare leadership roles in which anything good that happens is generally due to someone else, but anything bad is always the president’s fault. Or so students, faculty, trustees, and the media like to pretend.

It’s All Your Fault!

When the Colorado quarterback faded back and tossed a 70 yard bomb as the clock expired to beat Michigan, whose fault was it? Well, the president didn’t call the prevent defense, but since Jim was at the game, it was probably his fault. When Chris Webber called an illegal time-out during the closing seconds of the Final Four to ice the national championship for North Carolina, whose fault was it? Well, Jim was so far from the action that even if he had yelled “time out”, nobody could have possibly heard him. But he was there. So it must have been his fault. (Needless to say, Jim never received any credit for Rose Bowl wins or national championships. Of course, in reality, he

didn't deserve any...but Jim sure received criticism for many other events that he also had little to do with...)

The Governor cuts a sweetheart deal to slip a few extra million to his alma mater, Michigan State. Jim Duderstadt's fault. A racist flyer is taped to the door of a minority faculty member in the Law School. The president's fault. The stock market drops 100 points and the University endowment loses, at least temporarily, a few million. His fault again. A congressman interested in publicity attacks the University for "political correctness"--although one always marveled at how Congress always seems to know what is politically correct and what isn't--again the president's fault.

On the other hand, all agree that during Jim's years at the helm, Michigan made more progress--becoming better academically, stronger financially, more diverse racially, and more exciting intellectually--than at any time in its history. But, of course, none of this had a thing to do with leadership. Rather the planets came into an unusual alignment. After all, the hapless "University administration" could never be expected to do anything right, could it?

Ironically enough, the only period in their presidency when Jim and Anne began to receive a bit of credit--some deserved, much undeserved--was after they had announced their decision to step down.

Beyond unwarranted criticism, the presidency of a major university--particularly a large public university--is an unusual leadership position for another reason. Although the responsibility for everything involving the University usually floats up to the president's desk--the buck stops there--the direct authority for University activities almost invariably rests elsewhere. There is a mismatch between responsibility and authority that is unparalleled in other areas of society.

The academic organization of a university is best characterized as a creative anarchy. Think about it for a moment. A faculty member has two perks that are extraordinary: academic freedom, which means that faculty can say, teach, or research essentially anything they wish; and tenure, lifetime employment and security. Faculty members do what they want to do. And there is precious little one can do to steer them in directions they do not wish to go in. There is an old expression that leading the faculty is a bit like herding cats. But Jim liked better the analog of pushing a wheelbarrow filled with live frogs. They can--and will--hop out whenever they wish!

Now, the corporate side of the University--the professional staff responsible for its financial operations, plant maintenance, public relations, and so forth--might be expected to behave more according to the command-communication-control hierarchy of a business. After all, major universities are, in reality, very complex multi-billion dollar enterprises, with all of the accountability and demands of a modern business. Yet, here too, one finds an erosion of the normal lines of authority, almost as if the "I'll

do it only if I choose to" culture of the faculty has infected professional staff. Indeed, this blurring of academic and corporate cultures has been one of the great challenges in putting into place the effective total quality management programs so successful in the business world.

In public universities one has an additional wrinkle: political governing boards. Essentially all states use a political process--either patronage appointments by a governor or partisan political elections--to select the "board of directors" of their public universities. And when politics reigns, academic and corporate values--not to mention reason--rapidly erode.

Not only do political boards tend to adopt the political agendas of the times, but these days they rarely possess the experience one might--indeed, should--expect of a board of directors of a multi-billion dollar corporation. As a result, they not only tend to impose on their roles a wide array of extraneous political agendas (e.g., abortion, creationism, gay rights, libertarianism...), but they also frequently view their roles as managing the institution. Further, they sometimes regard themselves as "legislators", and invite people both on campus and off to lobby them (...curry their favors...) to push particular agendas. The "end run" runs rampant in public institutions.

As a result, the president frequently finds the governing board attempting to undermine presidential authority to make appointments, to direct staff, to set compensation programs, to make decisions. Further, since public boards are unusually sensitive to public opinion--after all, they are basically comprised of politicians--they can be easily swayed by the media. Hence the president also finds that any statement made, any interview given, will generally raise the ire of one board member or another, depending on their political persuasion.

Survival Instinct

A strange personality transformation occurs during the early years of a public university presidency. Successful presidents--or shall we say, *surviving* presidents--develop a sixth sense, a primitive instinct that keeps them always on the alert for danger, almost as if they were a hunted animal. And well they should, since the average tenure of a public university president has dropped to less than four years, and the most common cause of presidential demise is a political blowup.

Public universities, by their very nature, are caldrons of boiling political controversy. From their governing boards, generally determined by the political process of either gubernatorial appointment or election, to the contentious nature of campus politics, to the strident attacks by the media, public university presidencies are subject to stresses far more intense than other arenas of higher education. As a result, public university presidents must not only develop an unusually thick skin, but as well an acute instinct to sense danger.

Following the meeting in which the Michigan Regents elected Jim as the 11th president of the University, Robben Fleming, then serving a brief term as interim president and earlier as president of the University during the turbulent days of student unrest in the early 1970s, pulled him aside to give some advice. He noted that a public university president should never take the slings and arrows launched by others as personal attacks. Rather people were simply angry at the institution, not the president. But he also acknowledged that such attacks still hurt!

After months of enduring such attacks, one develops a survival instinct, a tendency to look under every rock, behind every tree, to question everything. Little wonder that some presidents eventually self-destruct, and that others surround themselves by staff with a tinge of paranoia to serve as the canary in the mineshaft.

In the Duderstadts' case, they had the fortune of entering the presidency with a great deal of knowledge about the university from their many years on the faculty and as members of the campus community. But even with their extensive knowledge, there were daily surprises. Of most frustration both to them and other members of the University administration was the increasing politicization of the Board of Regents as special interest groups came to dominate the political parties that nominated candidates for Regent elections. One by one, the more senior members of the Board were either worn down to the point of retirement or defeated by the political process, yielding a Board of ever decreasing experience and ever increasing political divisions. The fact that four Regents--half of the Board--lived in Ann Arbor and hence were frequently lobbied by faculty, students, and staff on various issues made things even more difficult.

In most universities--all private universities and many public universities--governing boards view their role first and foremost as trustees for the institution. They accept the responsibility to nurture and support the president, particularly during stressful times. Unfortunately, as special interest groups came to dominate the political parties that controlled the nomination process for the Michigan Regents, the board rapidly lost any semblance of a trustee role, and instead viewed their role primarily as watchdogs for the public interest, much as a congressional investigative committee would function. The regents relished their roles as elected public officials, and they came increasingly to believe that their constituents--and members of the university administration--should lobby them for their support, with ample quantities of perks thrown in for good measure.

Wear and Tear

The presidency of a major university is a 24-hour a day, 7 day per week job--both for the president and the spouse. Needless to say, the wear and tear can be considerable.

In days past, presidents could at least get some relief through travel or vacation. However, today's modern university runs year-round, around the clock, as do the various elements of society that depend upon and influence it. While faculty can look toward summertime as a more relaxed period for rest and travel, June and July are usually the time when key budget decisions are made both in state legislatures and Congress. And when legislative bodies are in session, no one and no institutions are safe--particularly universities.

Modern telecommunications has made it even more difficult to decouple from the stresses and strains of presidential leadership. For years the University of Michigan has functioned using a sophisticated system of electronic mail. Indeed, for a number of years, Michigan was one of the key managers of the Internet, and this technology was exploited quite early. On a typical day, Jim would receive and respond to literally hundreds of electronic mail messages--from staff, faculty, students, and others both on and off the campus, nationwide and worldwide. Wherever he went his notebook computer and modem were constant companions. Several times a day he would link into the Internet to pick up and process his mail.

Modern satellite and cellular communication made this even more demanding. Like most of the senior officers of the University, Jim carried both a cellular phone and a pager. However, in his case, his pager could download brief electronic mail messages--anyplace in North America. Hence, his electronic umbilical cord--computer, phone, pager--kept him constantly in touch with the University...and kept it constantly in touch with him.

There is no doubt that many would seriously question the wisdom of this "real-time" connectivity. Yet Jim's experience with leading such a complex institution in such a continually changing environment convinced him that beyond carefully developed strategies, much of the advancement of the institution occurred through unanticipated opportunities--being in the right place and the right time. And, so too, many of the greatest threats to the institution ignited rapidly and would reach the explosive stage if prompt, effective action were not taken. Hence, while the personal toll was great, Jim was convinced that the times required this style of leadership.

So what did the Duderstadts do for recreation? Well, much of what little spare time Jim and Anne had was used simply to balance the wear and tear of the presidency with physical exercise. Both Jim and Anne had become dependent upon regular walking or jogging for maintaining both their physical condition and their sanity. In other University roles, they had been able to set aside convenient times during the day for these activities. However, the time demands of the presidency forced their exercise earlier and earlier in the day, until eventually they were up well before dawn and over at the varsity track (or the indoor track) to work out at 6 am or so. In fact, they became familiar companions to various other early birds--the "Dawn Patrol" of wounded

football players doing their obligatory mile, the ROTC students, and various other masochists.

Jim and Anne had some help from the Athletics Department. Jack Weidenbach provided us with keys both to the indoor track facility and the varsity weight room, so that they could use these facilities at any time. (This was particularly handy during University holiday break when these facilities were closed.) After Jim successfully negotiated a new Big Ten football gate receipt formula that provided Michigan with an extra million or so of income each year, Jack also had a Stair Master installed in the basement of the President's House. The Duderstadts also installed a universal gym and a treadmill. So the house was all equipped. All they needed was sufficient time and energy to stay in shape.



The Presidential torture machine

Equally challenging was nutrition. Since so many of their evenings were spent entertaining, either at the President's House or Inglis House or on the road, the cupboard in the President's House was frequently bare. Unlike earlier presidents who had been supported by a full-time cook, the Duderstadts had to forage on their own--all too frequently being forced to opt for fast food... Indeed, many were the nights that they were just so tired that they settled for a glass of wine and bed. Not exactly a well-balanced diet.

Of course, the greatest stresses of all were not physical but rather mental.

Life in a Glass House

Certainly one of the most disconcerting aspects of a major university presidency--particularly a university located in a small town--was the intensely public life one must lead. To Ann Arborites, the residents of the University "White House" were every bit as much public figures as those in Washington's White House. Every aspect of the presidential family's lives was subject to public scrutiny, particularly by the local media.

Since the Duderstadts attempted to continue as much of their private life as they could, they ran into continual surprises and frustrations. Jim remembers the time well when he

was at the checkout counter at Frank's Nursery, ordering some fertilizer for their real house, without the least suspicion that he would be recognized, until the cashier blared over the loud speaker: "Could you bring up a couple of bags of manure for the President?" It could have been worse...

While Jim and Anne eventually got used to this public visibility in Ann Arbor, it frequently was disconcerting when folks would come up to them elsewhere--in California or Washington or London or Paris--and begin with "Aren't you the President of the University of Michigan?..."



Not another press conference...

The Duderstadts worried that this same continual public exposure might affect their daughters. Fortunately, Susan and Kathy Duderstadt were away at college in the east during their parents' early years in the presidency and they viewed seeing their names in the newspaper as something of a lark. However, when they both returned for graduate study in Ann Arbor, they quickly grew weary of the trappings of the President's House--not to mention walking up three flights of stairs to their rooms--and moved out after a few months. Susan simply moved across the street into the Martha Cook Residence Hall, where she thoroughly enjoyed the experience of living in a women's dormitory. She also had little problem with being the President's daughter in her studies, since as a medical student, she was working in a quite independent part of the University.

Kathy, too, lasted only a few months in the President's House after returning from two years as a Peace Corps Volunteer in Hungary. She moved into an apartment with another graduate student, and managed to avoid most of the notoriety as well.

Perhaps as annoying as anything else was the unrelenting effort of the local newspaper, the *Ann Arbor News*, to pry into every aspect of the personal life of the president. The paper viewed the president essentially as they would a publicly elected figure. Rare was the day when there would not be an article in the paper about the Duderstadts. During

those periods in which the paper adopted a hostile stance toward the University, their writings turned more bitter.

Jim could be certain to take a beating every year when the Regents approved his salary. Even though Jim's salary was among the lowest of Big Ten presidents—in fact, it was exceeded by many others in the University—it was nevertheless the most visible, and the *Ann Arbor News* took great delight in publishing it each year and then publishing those letters to the editor protesting the “excessive salaries of administrators”. (Jim recalls a comment by Tom Everhart, who left the chancellorship of the University of Illinois to become president of Caltech. In his last address to the Illinois faculty, he said that he looked forward to going to a university where the president made more than the football coach!)

But perhaps the most serious invasion of their privacy occurred when the *Ann Arbor News* published both a photograph and the address of their private residence in Ann Arbor. Since Jim and Anne used this as their escape valve from the pressures of the presidency, this was a particular insult. And this was clearly the intention of the *Ann Arbor News*, since the editor wanted to blast the University for its refusal to pay city taxes on its property.



The Duderstadts' escape...

Later, toward the end of their presidency, when the Duderstadts decided to build a new house, the *Ann Arbor News* got hold of the plans for the new house and published an article essentially giving the readers a guided tour—even before it was built.

Eventually, they learned from the experience of others to simply cancel their subscription to the local newspaper. And to this day, Jim and Anne still avoid reading the paper whenever they can.

Surprise, Surprise

One of the great thrills about leading the University of Michigan involved opening up the local newspaper and reading a sensationalized account of a University activity,

revealed only through the release of materials under the Freedom of Information Act. And, of course, the first folks to usually pounce on the University would be Regents of the University, immediately jumping to the conclusion that whatever the local newspapers accused the University of was undoubtedly true...and being covered up!

There were two systemic problems here. First, the University was an extraordinarily complex enterprise, and it was about as unrealistic to expect that the central administration would know about every detail of activity as it would have been that the White House would know about every aspect of the operations of the federal government.

But, even more difficult, was the intrusive and insidious nature of the State's Freedom of Information Act (FIOA), which was used both by the media and others with an ax to grind to go fishing into all aspects of University operations, looking for something to embarrass it with. The FIOA had been extended by poor court decisions--and by weak administrative decisions--into all aspects of University operation--far beyond the original intent of the law. (Note here that the judges making these decisions were frequently elected and hence subject to media pressure.) Further, one could never be certain just what the courts would find subject to FIOA...student disciplinary records?...personnel evaluations?...electronic mail?...

Clearly any complex organization requires some degree of confidentiality in its operations, particularly when it came to matters involving sensitive personnel or financial matters. Yet the crude nature of the Michigan FIOA and its extension by the courts exposed all aspects of University operations to the prying eyes of the press. It is hard to imagine how any organization in the private sector could have operated under such continual tampering. Indeed, the Legislature itself had exempted its own operations largely from the law.

But the local newspapers continue to use the FIOA to pry into all aspects of University operation, and this led to continual surprises as routine materials such as financial plans or personnel contracts were splashed across the front pages of the local media. Indeed, it became increasingly clear that the local newspapers, well away of the political sensitivity of the Regents to such exposure, were intentionally using the FIOA and the associated Open Meetings Act as a device to actually control the University, to pressure it to do certain things, make certain appointments, move in certain directions.

This situation was compounded by the tendency of University administrators, particularly in the General Counsel's Office, to always assume that the safest course legally was to release anything the press asked for, despite the damage that might occur to the University. And all too frequently materials were released unnecessarily that caused great disruption to the University. Jim's colleagues at the state's other universities expressed their amazement that the University of Michigan would release much of this material--they would first fight the release in court. However, with a

politically elected Board of Regents, the University was usually prevented from denying the request.

There were many examples. The premature release of the contractual severance agreement for football coach Gary Moeller, a draft both unknown and as yet unapproved by the University administration--and hence yet subject to FIOA. The release of confidential communications specifically exempted by the FIOA because of personnel privacy laws among the executive officers and with the Board of Regents. Perhaps the most extreme example was the Regents decision to comply rather than fight an outlandish decision by a local judge to release all of the confidential references associated with the earlier presidential search, material clearly protected by state and federal privacy laws, and yet released by the Regents to deeply embarrass the University and the participants in the search.

Beyond living in the glass house of the presidency, the entire University itself became a glass house, subject to a hostile press. Jim sometimes wondered just how the press itself would function under such an intrusive burden. Indeed, there was no other public body in the state required to operate under such a spotlight.

System Overload

One of the features of a major university presidency that only those who have served in these roles can really appreciate is the continual overload of activities. In the same way that the modern university itself has evolved into a complex array of missions to serve the needs and expectations of an increasingly diverse society, the presidency itself must respond to each of these roles.

As indicated earlier, the president is expected to be part chief executive officer, intellectual leader of the faculty, educational leader (and, occasionally) parent of the students, political lobbyist with both state and federal politicians, cheerleader for the university, spokesman to the media, fund-raiser extraordinary, entertainer par excellence, and servant to the governing board. And the performance in each of these roles was considered as the only basis for evaluating the president's performance by its particular constituency.

Beyond this multiplicity of roles, typical of most major public universities, the president of the University of Michigan had additional responsibilities because of the tradition and importance of the institution. In many ways, the University was regarded as the flagship of public higher education, much as Harvard is generally regarded as the leader of private higher education. As a result the Michigan president is generally expected to play a leadership role in higher education beyond that of many other public university presidents. This is particularly true in Washington, with examples including Congressional testimony, federal task forces, and White House meetings. The same is

true on a regional level, since the Michigan president also is regarded as the leader of higher education in Michigan.

The Forces of Darkness

As noted earlier, one of the most important roles of the president is to protect the University from those forces of darkness, both internal and external, that could cause it great harm. The leadership team would get together at the beginning of each year for a risk assessment, to predict the most significant threats to the University and develop strategies for its defense. In fact, they actually developed a diagram each September identifying the greatest threats for the year ahead.

But Jim's analogy to the old time western sheriff was not far off the mark. For no matter how strong the leadership team, in the end it was usually the president that had to walk out on the main street, like Gary Cooper in *High Noon*, to face alone the evil forces that threatened the University. "Do not forsake me, o' my darlin'"...

And this was certainly not unique to Jim's presidency. An earlier Michigan president once told Jim that he almost felt that he had to put his job on the line in a courageous effort several times year, just so folks would take him seriously. And, of course, each time the president stood in harm's way, there was always a chance of a fatal blow. But if a leader ever begins to be concern about mere survival as a priority, then he or she rapidly becomes ineffective. It is only by taking chances, by doing things, that you accomplish anything. After all, if all one wants to do is to be king, czar, emperor, or CEO, there are lots of more enjoyable and rewarding opportunities than a university president.

Politics, Politics, and More Politics

Few realize just how political the role of a public university president can be. Of course, all universities are characterized by a certain degree of politics. Woodrow Wilson once said that after the faculty politics at Princeton, the politics involved in being the president of the United States were a snap. Furthermore, universities as large, complex, and basically anarchical organizations are sometimes dominated by politics among their various constituencies, students, faculty, and staff.

But public universities are also characterized by the more partisan politics of state government, federal government, and political governing boards. In fact, to many, including the press, the central administration of a university is viewed just as an administration in Washington. When an election changes the political stripes of the governing board, then the president may become a political casualty. In fact, there is sometimes even an acceptance that the entire administration of the university should change with each president, just as it does in state or federal politics.



Fighting the good fight in Lansing and in Washington

Yet universities are not governments. They are institutions based on long standing traditions and continuity. Forcing them to function as state or federal government would not only destroy any sense of continuity, but it would conflict with the most important values of an academic institution. For this reason, universities have been provided with certain characteristics designed to protect them from the intrusion of partisan politics: academic freedom, tenure, and, at least in theory, institutional autonomy as manifested in independent governing boards.

As the point person, the president of a public university is frequently placed under a political microscope by politicians, the press, and the University community itself. Of course, all presidents have certain political preferences on most issues, but it is extremely important to keep these carefully veiled.

Perhaps it was his professional background as a scientist and engineer—but more likely just his candor—but Jim could best be characterized as an anti-politician. That is, in contrast to many skillful public leaders who, like a chameleon, are able to change their political colors depending on the situation, Jim took a more honest, yet occasionally perplexing approach. During his early tenure, the Michigan governor (Blanchard) was a Democrat while the president (Reagan, Bush) was a Republican. During Jim's later years, this situation was exactly reversed, with a Republican governor (Engler) and a Democratic president (Clinton). Since Jim participated in both arenas, as UM president and as chair of the National Science Board, he had to be very careful not to get caught in a political crossfire.

On occasion, Jim suffered the usual problems of public leaders by getting mislabeled as in one camp or another. The Democrats believed that since he was a friend of Governor Engler and a White House appointee of Presidents Reagan and Bush, he must surely be a Republican. The Republicans, on the other hand, viewed his stance on diversity and gay rights as the telltale signs of a Democrat.

In reality, Jim's true political background and beliefs were far more complex. He had been raised as a dyed-in-the-wool Harry-Truman Democrat. His mother was still chairperson of the Carroll County Democratic Party. He grew up a fan of Kennedy,

Johnson, and McCarthy. Yet he had developed an independent streak in the 1960s and 1970s and actually voted for Anderson. He generally stayed middle-of-the-road, strongly supportive of Ford, Carter, and Bush. In fact, he was probably most comfortable as a member of Teddy Roosevelt's Bull Moose party, a progressive at heart.

In reality, he was simply not a political partisan. Rather he held a more complex set of values than liberal or conservative that would manifest itself on a case-by-case basis. In fact, if the true be know, he felt that the existing party structure was not only obsolete but probably irrelevant to contemporary life, and his voting patterns demonstrated this belief.

The Regents

The University of Michigan is one of the very few universities left in America that depends on the whims of a partisan political election to determine its governing board. Its Board of Regents consists of eight members, elected for eight-year terms in the biannual general November election, with two regents positions up for election every two years.



The University of Michigan Regents (past and present)

Throughout most of its history, the state of Michigan was dominated by one political party or another. Hence distinguished, experienced leaders from the private or public sector could be approached by the political parties regarding service as a Michigan Regent and essentially guaranteed that, if they agreed, they would be nominated and elected. Furthermore, since many regents chose to step down before completing their full term, thereby allowing gubernatorial appointment of their successors, it was possible to ask individuals of great distinction and experience to serve as regents without requiring them to run the gauntlet of the public election process.

However, the highly fragmented and volatile political environment of the 1980s and 1990s destroyed the capacity of the partisan political process to yield regents of the experience, wisdom, or integrity necessary to govern an institution of the complexity and significance of the University of Michigan. The political gauntlet one had to negotiate successfully to be nominated at the level of the party convention became increasingly contentious and distasteful, alienating those who would be most capable for such service. Instead, the partisan election process played to the advantage of “bottom feeders of the political food chain”, those political individuals with the time or inclination to earn sufficient favors with party regulars necessary to be nominated as candidates for university governing boards.

In today’s contentious political environment, one finds that each political party has imposed stringent political tests on candidates. The Religious Right has demanded that Republican candidates publicly submit themselves to a litmus test on contentious issues such as abortion, homosexuality, and the teaching of creationism in schools. Those who do not pass the test--or at least, who are not willing to temporarily set aside their own values to accept those of the conservative wing of the party--will never make it through the gauntlet. The Democratic litmus test is far simpler. One only has to be acceptable to organized labor--more specifically, to the head of the Michigan AFL-CIO, and to the head of the UAW.

Of course, getting through the political nomination process only guarantees one a 50%-50% of being elected. The irony here is that the regent elections are included on the November general election ballot, far below other political races such as president, governor, and senator. In fact, surveys have demonstrated that almost no voters have any idea who the regental candidates are. If Republicans run strong at the top of the ticket--as they did in the Engler landslide of 1994--then Republican regental candidates are elected. If Democrats run strong at the top, as they did in the Clinton election of 1992, then Democratic candidates are elected as Regent. If it is a close election, generally women candidates tend to be elected.

If one adds this random element to the special interest politics necessary to survive the party convention process, it is clear why it is very difficult to get quality governing boards through such an elected process. Most other states have realized this and replaced or augmented the elected process by gubernatorial nomination or alumni selection. Only four states continue to follow the old-fashioned--and doomed--elected process: Michigan, Colorado, Nebraska, and Nevada. And in all but Michigan, candidates run on a nonpartisan ballot. Ironically, even in Michigan, selections to the governing boards of smaller institutions are made through gubernatorial appointment. Only the University of Michigan, Michigan State University, and Wayne State University are saddled with governing boards selected through the archaic process of partisan political election.

The University of Michigan provides a tragic example of the impact that such a flawed selection process can have on the quality of a governing board--and on its institution. Throughout most of its history, Michigan's board was fortunate in having individuals of exceptional experience and distinction. During the 1960s and 1970s, either the dominance of a political party or the opportunity for a gubernatorial appointment enabled leaders from business or public life to serve as regents. Each assumed an important leadership role and selected candidates who would view their primary roles as trustees of the University, dedicated to its future, and providing strong, unwavering support for its administration.

However, in the mid-1980s, this situation suddenly changed. In the Reagan landslide of 1984, the leader of the Board was defeated and two candidates from the Robertson wing of the Michigan Republican party were elected. The loss of strong leadership, coupled with the shift to a 5-3 partisan split on the Board, unleashed a flurry of infighting.

The quality of the Board continued to drop after the 1984 elections, with the three Republicans usually taking adversarial positions against the University on most issues--although fortunately their dislike for one another usually prevented them from forming a united coalition. Further, although two of the senior Democratic Regents attempted to provide leadership for the Board, it was difficult for them to deal with the maverick nature of the three Republicans. Hence, as many public bodies are prone to do, the Board rapidly degenerated to the lowest common denominator of regent behavior and lost any real capacity to help the University and support the administration, yet with an alarming tendency to embarrass and damage the institution. The wear and tear of dealing with such a badly divided and contentious Board took its toll on the executive officers and presidents.

Beginning in the 1990s, incumbent Board members were routinely defeated in bids for re-election, thereby also removing any sense of continuity and stability. All too often, newly elected Regents brought to the Board not only little experience with higher education, but instead strong personal agendas, seeking both personal status and gratification. There was also an increasing tendency for individuals with little direct relationship to the University, such as being an alumnus, to run for Regent. Further, the so-called "Ann Arbor contingent" developed, in which local members of the community sought the political position of Regent to benefit their personal status--and even business interests. In fact, by 1995, four of the Regents--fully half of the Board--listed Ann Arbor as their residence.

In a very real sense, the Board evolved from a "trustee" role, with its primary responsibility being viewed as supporting the institution and its leadership, to a political oversight body, interested in challenging the University and promoting personal agendas. In a confidential survey of deans and executive officers in 1994, there was a unanimous consensus that the most serious challenge facing the University was the deterioration in the quality of its Board of Regents. They went further to suggest that

the primary responsibility of the president and the executive officers must become that of protecting the University from its own governing board.

Across the nation, public university presidents are united in their belief that the greatest challenge they face is protecting their institutions from their own governing boards. The amount of time spent in the care and feeding of boards, the abuse taken by presidents, their increasing tentativeness in never knowing whether their boards will support them or attack them--all of these have contributed to the deterioration of many of the great public universities in America.

The University of Michigan had long stood apart from these difficulties, generally keeping its board problems far from public scrutiny. But with the rapid deterioration of the quality of its Regents throughout the 1980s and into the 1990s, these problems could no longer be kept hidden, and the deficiencies both in the Board of Regents and its members broke into public view with a fury.

The Fifth Estate

One of the facts of the modern university president's life is the public nature of these positions and the role of the press. This poses a particular challenge in a public university, subject to intrusive sunshine laws that can be used by determined reporters to pry into every aspect of the institution's operation and the private lives of its leaders. It is also a greater challenge when the university is located in a small city, where there is little news other than sports.



The Dunderstadts and their friends...

While the Dunderstadts experienced all of the frustrations of other public officials with the press, there are a few issues that are unique and of particular concern. First, the degree to which the local newspapers, the city newspaper, the *Ann Arbor News* and the student newspaper, the *Michigan Daily*, became the primary source of information

received by the campus community was always very alarming. In survey after survey, they found that most students, faculty, and staff got their information about the University from these sources. Try as they might, they were unable to break this stranglehold.

Part of the problem here was the stubbornness of Jim's own staff, who took a more academic attitude toward the University's role in providing information and communication--almost as if they participating in a strategic communications campaign was somehow beneath them. Although the University had numerous communications devices including a popular statewide FM radio station, a PBS television station broadcasting into the Ann Arbor cable system, a weekly University news publication, access to the Internet (...indeed, Michigan even managed the United States backbone of the Internet for several years...), electronic mail, and a host of other communications devices, it was never able to use these strategically to get its message across to the University. Try as he might, Jim was never able to persuade staff--or get them to execute orders--to use their communications activities in a way that would counter the highly negative tone of the *Ann Arbor News* and *Michigan Daily* and regain control of the agenda--with one exception.

In exasperation, during the early launch phase of the Michigan Mandate, Jim insisted that the weekly newspaper, the *University Record*, be expanded to include a special weekly issue focused on issues and progress in the University's diversity efforts. He believed that this type of saturation communications campaign was necessary if the University were to regain control of the agenda, both from activist groups on and off campus, and from the intensely negative attacks of the newspapers. Orders were resisted at first throughout the communications staff. Eventually, Jim had to insist that they be executed, or heads would roll. They were, and the strategy worked, and worked very well.

But he had little success in achieving similar efforts--or staff commitments--in broader efforts to achieve better communications on campus. In the end, out of frustration, Jim built his own small communications staff and began to carry out efforts, using speeches, personal publications, radio interviews, and even cable television programs. This was probably a mistake, since although he had a bully pulpit, his time constraints prevented the saturation effort that had worked so well with the Michigan Mandate.

The second issue has been discussed earlier--the curse of the state's sunshine laws. Poorly drafted and poorly interpreted by the courts--who were subject to the political pressure of the Michigan press--these laws were slowly but surely extended into every aspect of the University's operations. In the latter years of Jim's presidency, one could never be certain just what materials would next be subject to a fishing expedition through the state's Freedom of Information Act. The Open Meetings Act was eventually applied in such a broad way to the operations of the state's universities, that critical activities such as presidential searches became all but impossible.

To be sure, the blatant misuse of these poorly written laws was, in part, the University's fault. Rather than challenging the laws, there was a tendency instead for legal and communications staff to cover their own behinds and release anything requested rather than defending the integrity of the University.

But much of the blame must be placed squarely on the shoulders of the Michigan press, which demonstrated the most extraordinary lack of integrity and concern for the state's welfare in this manner. The press had campaigned hard for these laws, and then used every opportunity to extend them through the courts. Whenever an effort would be made in the State Legislature to modify the laws, several of the more powerful newspaper editors in the state would launch a campaign of threats, intimidation, and coercion aimed at those legislators favoring the modification. Their hostile attacks were not confined simply to political figures. When Jim and several other university presidents in the state spoke out about the harm that the sunshine laws were doing to Michigan's universities, they, too, came under personal attack.

This is one of the most sinister aspects of a new editorial culture that has developed within some of the media over the past several decades. All too familiar is the trend toward "investigative journalism" that developed following (or perhaps as a result of) the great social upheavals of the 1960s--the attitude among many journalists spawned during this period that "the truth should never stand in the way of a good story". Beware the reporter who writes the story before getting the facts--a characteristic all too common among contemporary journalists.

But far more dangerous are those editors who believe that the press should be used as a tool to achieve certain objectives, well beyond simply reporting the facts--or making money. In Michigan there has been an alarming tendency on the part of some editors--and, indeed, even entire newspaper chains--to attempt to control social institutions through any tools at their disposal. While society has long grown accustomed to this type of social control through editorial pages, the more direct political manipulation, including threats and intimidation is a more recent and disturbing development. Threatening elected public officials with editorial retaliation if they oppose sunshine laws is one example. At the University, there have been state efforts to control its affirmative action policies, its athletics programs, and most recently, its presidential searches.

Of course, there is a certain self-righteous nature to this effort. Many editors argue that since a public university is owned by the people, they should control it. But, as most know, the public is rarely represented by the press with any accuracy. And for the editors of major papers to presume that they speak for the public when they attempt to control public institutions is dangerous, indeed.

The final dilemma faced by the University of Michigan is the degree to which the press can manipulate its governing board. The partisan, political process that is used to select Regents--first being nominated at party conventions by party bosses, and then subject to the random whims of the body politic in a party election in which their names appear far down the ballot--is not particularly conducive to attracting people of experience and distinction into these roles. Those who manage to make it through this gauntlet are generally lower level political wannabes who are unusually sensitive to the media. During Jim's presidency, this was made even more difficult by the fact that half of the Board members were residents of Ann Arbor. Hence they were unusually sensitive to the antics of the local town newspaper.

But this was actually a two-way street. Some regents tried to develop personal relationships with local reporters, feeding them tidbits of sensitive information from time to time in return for favorable treatment in the press. And, of course, the reporters were not above using these relationships to their advantage.

Further, both because of their political nature and inexperience, several of the regents took great delight in blasting both the University and its administration publicly on various issues. Of course, these public attacks covered the political spectrum--Michigan was too liberal on affirmative action issues, it was too conservative in its negotiations with the unions, etc. And, of course, the press took great delight in highlighting and attempting to inflame these petty attacks. Hence, reading the local newspapers each day was not a pleasant experience.

Perks, Perks, and More Perks

One of the great mysteries of the presidency that Jim and Anne never solved was "What happened to all the perks." When they were members of the faculty family, they looked up to the first family much as one views the royal family. They were certain that every evening they were wined and dined by others, meeting one famous person or another. They believed that their life was one wonderful trip after another, party-time, no cares, no worries...

Imagine the Duderstadts' rude awakening when they finally arrived at this Nirvana. The only perks were those they were supposed to provide to others. On those many, many evenings when Jim and Anne sat at home alone in the Big House, eating Papa Romano's Sicilian Garbage Can pizza, they wondered if they had done something wrong. Or when they stayed up past midnight cleaning up after entertaining faculty or VIP donors in the President's House, they questioned their role--and their sanity.

Ah, the perks of the presidency. Getting your salary plastered over the front page every year when the Regents perform their usual nightclub comedian act over your raise--while the doctors and coaches who make several times as much escape unknown. Always being the "entertainer" and never the "entertainee"--after all, the First Lady is

expected to be the official hostess for all. Being attached to the trials and tribulations of the University by the electrical umbilical cords of cellular phone, pager, and electronic mail so that you could never--NEVER--be totally at ease. (Indeed, even while leading a Michigan delegation to Lhasa, Tibet, the Forbidden City, the roof of the world, Jim was still never more than a fax away.)

As puzzled as they were about the total absence of perks for the presidency, the Duderstadts were even more bewildered by the expectation that one of their most important duties was to provide perks to others--particularly Regents. Indeed, the appetite of trustees--particularly those elected through partisan political processes--for perks is extraordinary. It is almost as if the effort they make to traverse the gauntlet of partisan politics earns them a birthright to perquisites of the most extreme sort. Indeed, many seem to believe that they have to be actually BRIBED through excessive perks to behave in the interests of the University. And no matter how much Jim and Anne attempted to satisfy their insatiable desire for stroking, there was never any indication of gratitude from regents to either of them for their personal efforts.



Dinner at the President's House the Regents



Jim addresses the Regent

Crisis Mode

Perhaps one of the reasons for the great stresses upon university presidents has to do with the role they play in responding to crisis. Of course, each president has a particular suite of skills and talents. Some are good at politics; some at fund-raising; some are particularly skillful at pampering trustees; and so forth. Jim always believed that his particular strength was, to quote a former United States president, "the vision thing". That is, he placed greatest emphasis on drawing upon the creative talents of faculty to develop a vision for the long-range possibilities for the University, and then to put into place teams and plans designed to move toward these visions.

But regardless of the particular strengths of presidents, all are expected to play key leadership roles during times of crisis. For example, when student activism explodes on

campus, or an athletic violation is uncovered, or the university is attacked by politicians or the media, the president is expected to lead the response. One of the amusing features of any meeting of university presidents is how many of them are drawn away by pagers, phone calls, or faxes. Indeed, rare was the AAU meeting when several presidents did not have to suddenly rush back to their campuses to handle some unexpected event.

Because of the size and complexity of the University of Michigan, such incidents were frequent indeed. In fact, if the University had not had a carefully developed strategy, it could have found itself continually in a reactive mode, responding to one crisis after another. However, because the administration had a strategic framework, the University was not only able to prioritize its response, but frequently it was able to transform a crisis into an opportunity that helped the University move toward an important objective. For example, the student activism over racial incidents on campus created both an awareness of racial inequity and a willingness to change that allowed the Duderstadt team to launch the Michigan Mandate. The violations in the University's baseball program allowed the administration to put into place far more effective audit mechanisms and strengthen the University's compliance with conference and NCAA rules. The political attacks launched by a new president at Michigan State University gave Michigan the ammunition it needed to activate a powerful network of alumni and friends across the state.

But, always being at ready condition, DEFCON 3, for potential crises can be both stressful and wearing. Further, in order to sustain both the loyalty and morale of staff, the president and other senior officers frequently had to take the heat for situations they knew all too well were the responsibility of others.

But, again, this went with the territory...although to the great detriment of the University...and the health and humor of the president.

Chapter 16

The End Game

One of the greatest challenges to the contemporary university presidency is knowing when and how to step aside. Note here the two questions: when and how. For in many ways, knowing “when to hold and when to fold” is far more straightforward a decision than figuring out how to do it. The challenge is to dismount a bucking bronco without getting trampled in the process. And this was a concern as the Duderstadts prepared to enter their tenth year as members of the central administration.



The First Family (1995)

Of course, one way is to simply accept a job elsewhere and leave. And, in fact, there are many itinerant presidents who move like gypsies from one university to another, typically staying at each five years or so before moving on to the next. Sometimes their progression is upwards, through institutions of higher and higher distinction. But just as frequently, the transition is lateral or even downward, leading one to suspect that in many cases the president has left just before the fall of the axe. Other presidents move into retirement, although this is becoming more rare as presidents end their service at ever younger ages.

The sad truth is that few presidents leave their roles on a high note. Rather, particularly in public institutions, they more commonly get blown apart when they step on a political landmine. It could be because of the governing board or faculty discontent or even a powerful political figure such as a governor. It could also be a triggering event such as a financial crisis or an athletic scandal. It could just be a personal decision that “enough is enough”, the continued wear and tear is just not worth it. Whatever the reason, many presidents who have served their institutions well, with deep commitment, loyalty, and considerable accomplishments, all too frequently leave bitter and disappointed. In fact, the greatest fear of presidents, particularly of public universities, is that they will not be able to control the dynamics of the end of their presidency and end up not only savaged by hostile political forces, but severed from the very institution on whose behalf they have sacrificed so much.

How Much Longer Can We Serve?

As the Duderstadts approached the later years of their presidency, these issues weighed more and more heavily in their thoughts. Since they had already served two years as acting president or “president in waiting” during the transition period, by 1995 they were approaching their tenth year in university leadership. Jim was already second in seniority among Big Ten presidents, serving as chairman of the Big Ten Conference, and sixth in longevity among the 60 AAU presidents. Clearly it was time to think carefully about just how much longer they could serve.



How much longer?

There was another consideration here. Due to the extraordinary talents and commitment of the leadership team, not to mention a good deal of luck, they had been able to accomplish essentially everything they had originally set out as goals. The institution had been restructured financially and was now as strong as any university in the nation. The Campaign for Michigan, with over a year yet to go, had just surpassed its original \$1 billion goal. The endowment had passed \$2 billion, almost ten times the amount they began with. Minority enrollments and faculty representation had doubled as a result of the Michigan Mandate. The University had surpassed MIT and Stanford to become the nation's leading research university, as measured by research activity. The massive \$2.0 billion effort to rebuild the University's campuses was approaching completion with over a dozen new building dedications already scheduled in the year ahead. Many of the most exciting new experiments--the Institute of Humanities, the School of Information, and the Media Union--were up and running well. And they had been fortunate in getting in place what most of higher education regarded as the strongest executive officer team in the nation.

Ironically, the Duderstadts were forced to think a bit more seriously about their future when two regents of the University of California flew out to visit them over a Memorial Day weekend to discuss the possibility of Jim's considering the UC system presidency. Although they declined this opportunity, the experience did jolt them into thinking more about just when was the right time to step down. During the month of August, as they walked through the campus and saw all the new buildings and landscaping, Jim and Anne had an increasing sense that their job might be complete.

There was another, more tactical consideration, however: the Michigan Board of Regents. By the mid-1990s, the Board had become badly fragmented, in political beliefs (four conservative Republicans and four labor-left Democrats), in generation (four young and very inexperienced Regents who resisted--and, indeed, resented--the leadership of more senior members of the Board), and in their relations with the University (ranging from two Regents who had had no previous connection whatsoever with the University to four "townies"--Ann Arbor residents who were regularly lobbied by students, faculty, and staff). But more seriously, the senior leadership of the Board, its chair and vice-chair, were defeated in the 1994 elections. The members of the newly elected Board refused to trust one another sufficiently to select new leadership among their colleagues.

As a result the executive officer team was forced to deal with a Board unwilling to accept any structure whatsoever--no chair or even party caucus leadership. The dysfunctionality of the Board, its inability to agree on most issues, and its increasing instability made the executive officers increasingly tentative, always concerned that the regents would not only fail to support them but actually might attack them publicly on one agenda or another--a not infrequent occurrence.

The Broader Strategic Context

Jim identifies three quite separate phases in his presidency. The early phase involved setting the themes of challenge, opportunity, responsibility, and excitement. During this phase, Jim spent much of his time meeting with various constituencies both on and off campus, listening to their aspirations and concerns, challenging them, and attempting to build a sense of excitement and optimism about the future of the University. During this period some of the most important strategic directions of the University were established: e.g., the Michigan Mandate, the Michigan Agenda for Women, financial restructuring, the Campaign for Michigan, student rights and responsibilities.

Augmenting this highly visible process of interacting with both oncampus and external constituencies was an ongoing strategic planning process involving some of the most visionary members of the University faculty and staff. These numerous small groups worked closely with Jim to develop an action plan, Vision 2000, aimed at positioning the University as the leader of higher education in America.

The second phase of his leadership, while not so public, was far more substantive. A series of strategic initiatives were launched that were designed to execute the strategic plan, Vision 2000, and position the University for a leadership role. These ranged from the appointment of key leaders at the level of executive officers, deans, and directors to the largest construction program in the history of the University to a bold financial restructuring of Michigan as the nation's first "privately-supported public university". Largely as a result of these efforts, the University grew rapidly in strength, quality, and diversity during the early 1990s. One by one, each of the goals of Vision 2000 was achieved.

By the mid-1990s, Jim began to shift the University into a third phase, evolving from a positioning effort to a transformation agenda. He had become convinced that the 1990s would be a period of significance for higher education. The task of transforming the University to better serve society and to move toward his vision for the century ahead would be challenging. Perhaps the greatest challenge of all would be the University's very success. Jim realized it would be difficult to convince those who had worked so hard to build the leading public university of the twentieth century that they could not rest on their laurels; that the old paradigms would no longer work. The challenge of the 1990s would be to reinvent the University to serve a new world in a new century.

Jim realized that the transformation of the University would require wisdom, commitment, perseverance, and considerable courage. It would require teamwork. And it would also require an energy level, a "go-for-it" spirit, and a sense of adventure. But

all of these features had characterized the University during past eras of change, opportunity, and leadership.

A series of initiatives were launched designed to provide the University with the capacity to transform itself to better serve a changing world. Since several of these initiatives were highly controversial, such as a new form for decentralized budgeting that transferred to individual units the responsibility both for generating revenues and meeting costs, Jim returned to a more visible role. In a series of addresses and publications he challenged the University community, stressing the importance of not only adapting to but relishing the excitement and opportunity of a time of change. But it was also clear that, as Jim challenged the University to change in more profound ways to serve a changing world, he would gradually exhaust his political capital.

As Jim pieced together the new strategy, he realized that the next stage of the transformation process would require sustained leadership over an extended period of time, probably well after the turn of the century. Both Anne and Jim were increasingly concerned that they were beginning to lose the energy and drive necessary to lead through such an extended period.

Although Jim had a personal vision for the future of the University, he also realized that there were many questions involving the evolution of higher education that required further attention. As a scientist, he preferred to look at the decade ahead as a time of experimentation, in which leading universities such as Michigan had both an unusual opportunity and responsibility to explore new paradigms of the university. Although Jim had a very strong interest in leading such efforts, he had also become convinced that he simply could not provide such leadership from his role as president—particularly when so much of his time and attention was absorbed in protecting the University from a rapidly deteriorating Board of Regents. Rather he became convinced that the next stage of leadership could best be accomplished from elsewhere in the University, far from the politics of the presidency and the glare of the media.

Hence, the Duderstadts decided together in early fall of 1995 that it was time to step aside into other roles. Because of the instability of the Regents, Jim made a surprise announcement of his intention to step down at the end of the academic year, released simultaneously to the Regents, the University community, and the world via the Internet. By carefully designing both the tone of the announcement and its broad release, Jim was able to take the high ground, to set the right context for the decision, and to make certain that some of the more volatile members of the Regents did not use the opportunity to attack either Jim or the University.

The Governor used Jim's announcement to attack the Michigan Regents and to make the case for a new process for their selection—on target, but too strident and without follow-

through. While Jim was deluged by hundreds of letters of support and thanks, in the end, most people close to Jim and Anne understood and accepted their decision.



The last team: Jim, Farris, and Bernie

Epilogue: A Message from On High

Some weeks later, while attending the national meeting of NASULGC, a higher education association at Walt Disney World, Jim received the following electronic mail message:

Date: Mon, 13 Nov 1995 10:09:39 -0600
 From: Jesus Christ <heaven@eternity.org>
 Organization: The Hereafter
 MIME-Version: 1.0
 To: jjd@umich.edu
 Subject: Heed my words, my child
 Status: RO

While events may often seem uncontrollable and random to mortal souls, there is an order and a reason to everything which I do. It has been said that I work in mysterious ways, and you must remember those words as I tell you what you must do.

My child, I cannot allow you to resign from your position as President of the University of Michigan. Your University is in a transitory state and the children need you and your direction. To leave them now would be for the shepherd to desert the flock. As Moses led his followers to the Holy Land, so must you lead your followers to their Promised Land.

You must take back your resignation, and show others the True Way. Yours is a position of great power and influence, and you must use it to save the multitudes from the Lake of Fire. Eternal Glory in Heaven Above awaits those who lead others into the Light. Glory be

to God!

Farewell

Over the course of the next several months, the many constituencies the Duderstadts had served throughout the University arranged events both to honor and thank them. Below is a brief photographic montage of many of these events:



Farewell from the Alumni Association



Tom Roach with the Duderstadts



Dinner with the Alumni Association



Steve Fisher



Noreen Clark and the Deans



The Deans Farewell



Toasting the deans



Anne and the deans



The Diversity Dinner



Toasting the Diversity team



Thanking the Diversity team



The Diversity Dinner



Unveiling the EOs sundial



Farris gives the farewell speech



Anne and friends



The EO farewell dinner



Anne and Chuck Vest



Anne and Farris Womack



Homer Neal



Anne and Homer



Faculty Women's Club reception for Anne



Anne and Pat Sonntag



The Regents reception



The staff farewell party



The Duderstadts and the staff



Jackie McClain



Trina Hardy



The student reception



The student reception



Jim addresses the students



Anne and Jim with the students



The student leadership



The student quilt



Unveiling the President's portrait
in the Michigan Union



Toasting the students with "Hail to the Victors"



Liene's farewell party for staff



Jim and Judy



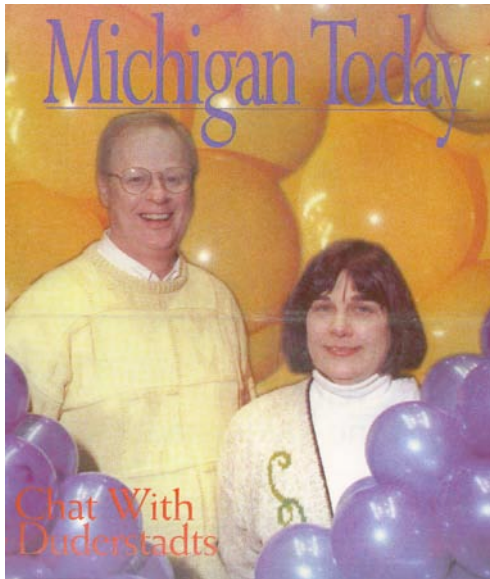
Anne admires the sundial



Jim's last Regents' meeting



Jim's last building dedication: The Media Union



Anne and Jim say goodbye

Chapter 17

Fading Away into Obscurity

After thirty years of living in Michigan and serving the University, the Duderstadts considered Ann Arbor their home and the University of Michigan their institution. Although Jim had many opportunities for leadership roles at other universities, in government, or in the private sector, they had always chosen to stay at Michigan. Their brief flirtation with the University of California, perhaps the only presidency more complex than the University of Michigan, convinced them that when they finally decided to step down from the Michigan presidency, they should return to faculty life and remain in Ann Arbor.

Actually, this was a rather unusual decision. It is interesting that today most university presidential searches end up selecting external candidates from other institutions. While these individuals bring new ideas and experience, they usually do not have the emotional attachment that comes from years of service on the faculty or within the campus community. Hence, when they step down from their presidency, they usually do not remain as part of the university community, but rather move on to another institution or retire from higher education entirely.

Anne and Jim were somewhat unusual in higher education since they had spent their entire careers at the same institution that Jim would lead in the presidency. In fact, in reflecting upon the presidents of AAU universities, only the Danforth's at Washington University, the Kennedy's at Stanford, and the Young's at UCLA had a similar experience. And like the Duderstadts, each of these decided to remain at their universities, continuing to serve as part of the faculty community.

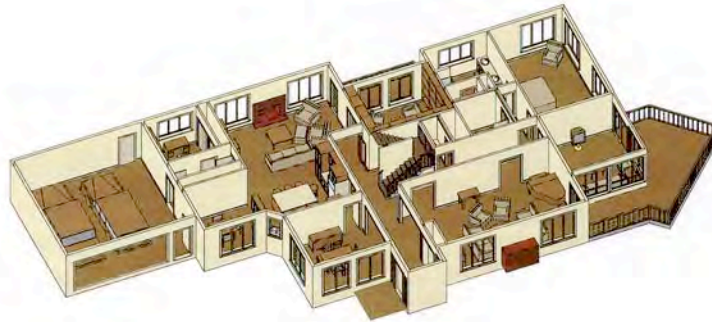
Glendaloch Road

As Jim and Anne approached the later years of the presidency, they began to realize that there was simply no way they were going to be able to move back into their old house. Indeed, the furniture they had duplicated to live in the President's House alone suggested they needed more space. Hence, after a few clandestine forays into the real estate marketplace--although it is very hard for a sitting president to look for another home with even the most discrete real estate agent--they soon concluded that they would probably have to build to get the house they wanted at the price they could afford.

Anne found a challenging yet interesting building lot in one of the older sections of the city, and the Duderstadts hired one of Ann Arbors older and most respected builders to

take on the project. Building a house can be a stressful and all-consuming activity for many people, but Jim and Anne actually found it a refreshing diversion from the trials and tribulations of the presidency. Aside from an occasional gaff such as an *Ann Arbor News* article on the house, the project went very smoothly. In retrospect, the timing was perfect, since the house was scheduled to be completed just a few months before they left the presidency.

Like most other activities over the past several decades, Anne and Jim approached the house project together. Of course, Anne had the talents in designing and managing such a project. After all, she had already managed more complex projects in the renovation of the President's House and Inglis House. However, Jim brought his own contributions. He used a three-dimensional computer-aided architectural program to develop detailed designs from Anne's ideas. These computer designs were then used by the architect and builder to guide the construction. They warned the builder that they were only amateur architects and interior designers, and they hoped that others would add the necessary experience. However in the end, the new house was built almost to the inch as they had designed it.



Jim's computer design of the new house



An architectural rendering



Early framing of the new house



The first floor appears



The second floor appears



And the basement floods



Beginning to take shape



Did we really want a fireplace there?

Of course, this meant there was a brief period when Anne was actually operating three homes--the President's House, their old home, and their newly constructed house. But, fortunately, Anne was experienced in managing three houses--she had managed both the President's House and Inglis House in addition to their own house for eight years.



The house is ready



First, move out of Delaware



Next, move out of the President's House



Finally, move into Glendaloch

A Summer of Transition

After the flurry of dinners and receptions hosted by various groups to honor and thank Anne and Jim for their efforts on behalf of the University, it was only appropriate that the Duderstadts return the favor. They hosted events designed to thank the staff that had worked so hard to support them: the President's Office team, the staff supporting the President's House and Inglis House, and the staff from the Plant Department that kept these historical facilities running.



Parties to thank the staff supporting the presidency

There was still much to do in the final months. The Duderstadts not only had to move out of the President's House but also out of their house of 25 years into their new house.

Jim had to move out of the President's Office, but since his new facilities in the Media Union would not be completed until fall, he had to arrange a temporary office on the North Campus. During their last week in the presidency, they had their final meeting with the Tanner Group, this time hosted by Yale University.



The Tanner Group at Yale University

Returning to Yale brought back a great many memories, both of Jim's undergraduate days and their daughter's experience. However, even during their final week, they really couldn't get away from their Michigan responsibilities. Due in part to the meddling by a couple of regents, John Forsyth, director of the University Hospitals, resigned, and Jim had to spend much of the time on the phone trying to keep the ship afloat.

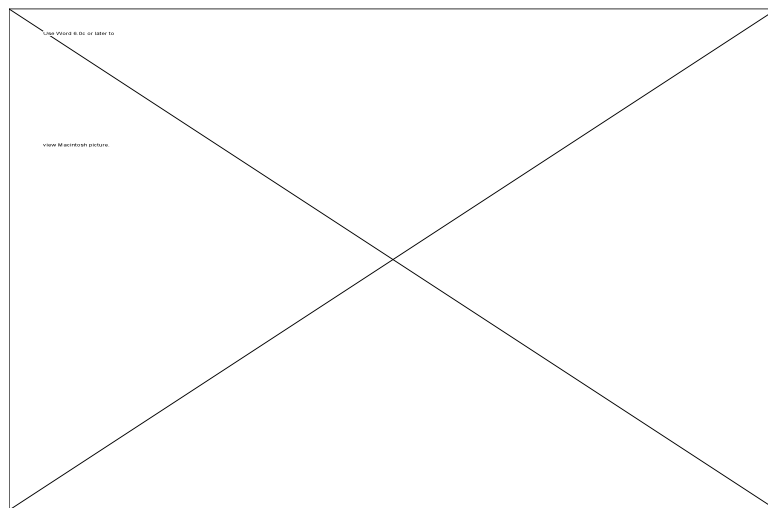
The Duderstadts very last weekend in the presidency was even more eventful. On Friday, their daughter Kathy announced that she was expecting ... the first grandchild. Then, on Saturday, their tenure in the presidency officially ended. On Sunday, their daughter Susan topped off the weekend by calling to say that she had just become engaged.

On the last night of their presidency, Jim captured a somewhat blurry photograph of a full moon rising over his new home, the Media Union.



The last evening in the presidency ...
Moon over the Media Union

What Next? The Millennium Project



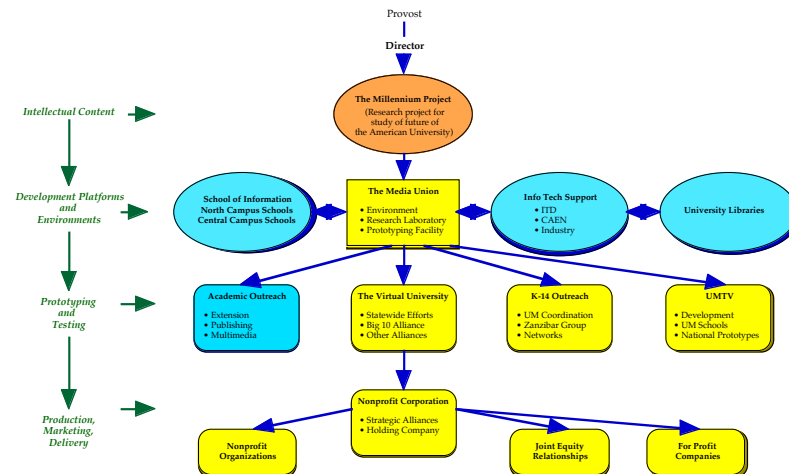
The Millennium Project

It seems worthwhile to describe Jim's new activity, the Millennium Project. It was created in response to the formidable forces driving change in higher education, both from within and without. Jim had become increasingly convinced that the pace and nature of change characterizing the higher education enterprise both in America and worldwide would be considerably beyond that which could be accommodated by business-as-usual evolution. While some colleges and universities might be able to maintain their current form and market niche, others would change beyond recognition. Still others would disappear entirely. New types of institutions—perhaps even entirely new social structures for learning—would evolve to meet educational needs.

In a world of such rapid and profound change, facing a future of such uncertainty, the most realistic near-term approach might be to explore possible futures of the university through experimentation and discovery. Rather than simply contemplating possibilities for the future through abstract study and debate, a more productive course would be to explore actively possible paths to the future by building prototypes of future learning institutions as working experiments.

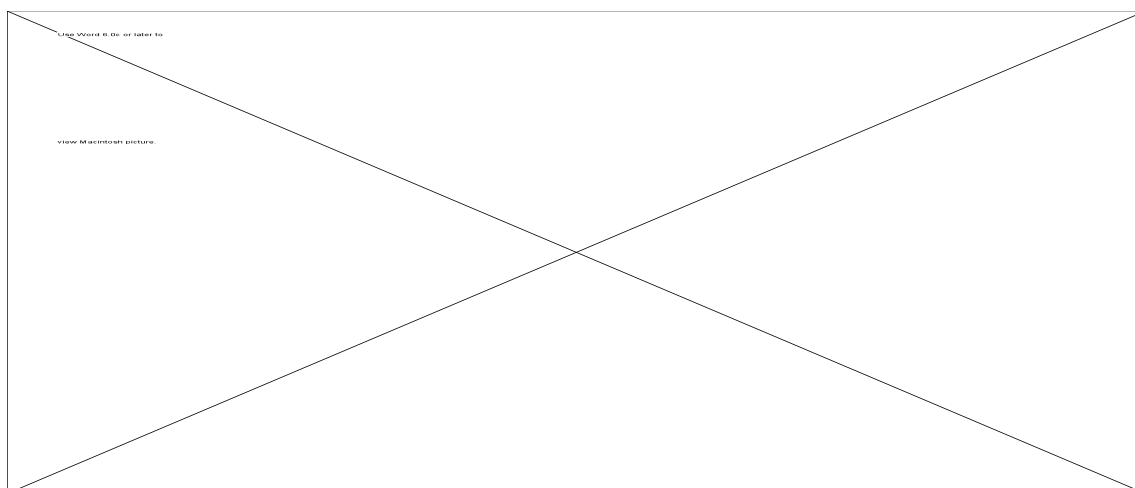
It was for this purpose that Jim formed the Millennium Project. This was intended to provide an environment in which creative students and faculty could join with colleagues from beyond the campus to develop and test new paradigms of the university. In some ways, the Millennium Project was the analogue to a corporate R&D laboratory, an incubation center, where new paradigms concerning the fundamental missions of the university—teaching, research, service, extension—could be developed and tested. Rather than being simply a “think-tank” where ideas were generated and studied, the Millennium Project was a “do-tank” where ideas would lead to the actual creation of working models or prototypes to explore possible futures of the university. Like the famous Lockheed Skunkworks, every so often the hanger doors of the Millennium Project would open, and something strange and provocative would be wheeled out and flown away.

The Millennium Project would take an active approach toward understanding how these characteristics will transform higher education. During its first year, for example, rather than simply studying the various issues characterizing computer-mediated distance learning, the Millennium Project instead participated in the development of a virtual or cyberspace university, the Michigan Virtual Auto College. Rather than examining various elements of international education, the Millennium Project has joined others in an effort to build a truly global university. And rather than simply studying the various social, political, and economic issues swirling about the increasingly pervasive use of information technology in society, the Millennium Project worked with the State of Michigan to design several new types of learning communities in which information technology provides people and their institutions with ubiquitous and robust access to rich knowledge resources and powerful learning opportunities.



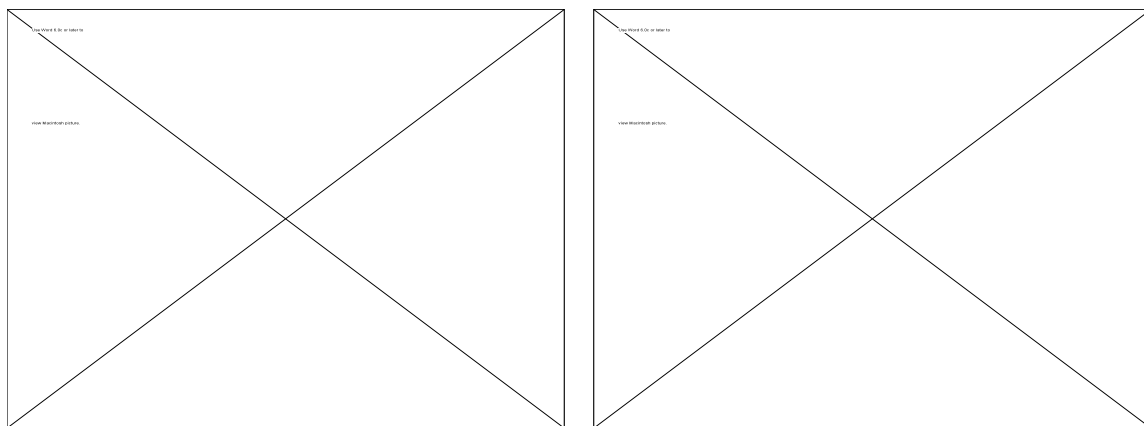
To facilitate such a broad range of activities, the Project intended to develop strong relationships with an array of academic schools and colleges, as well as with other closely related activities such as the rapidly evolving School of Information, the University's Division of Academic Outreach, and the University Library system. There would be extensive interaction with other ongoing efforts such as academic outreach, K-14 education, UMTV, and new initiatives such as virtual universities. Finally, new organizations would be formed to take successful paradigms beyond the prototyping and testing stage, such as nonprofit corporations and alliances with for-profit companies.

The Millennium Project was located in the Media Union, a major new academic complex recently completed on the University of Michigan's North Campus, also a critical component of the Duderstadt presidency. This exciting new center was designed both to explore and test many of the exciting innovations that might well determine the character of the university in the years to come. These included the use of information technology to provide students and faculty with access to the world, collective and interactive learning, and immersion in the cultural artifacts—the original sources—characterizing our civilization. This 250,000 square foot facility contained over 700 workstations along with thousands more network jacks for students. The facility contained a 1,000,000-volume science and engineering library, but perhaps more significantly, it was the site of the University's major digital library projects. There were sophisticated teleconferencing facilities, design studios, visualization laboratories, and a major virtual reality complex including a CAVE. Since art, architecture, and music students work side-by-side with engineering students, the Media Union contained sophisticated recording studios and electronic music studios. It had a state-of-the-art sound stage for "digitizing" performances as well as numerous galleries for displaying the results of student creative efforts. The Media Union operates twenty-four hours a day, seven days a week.

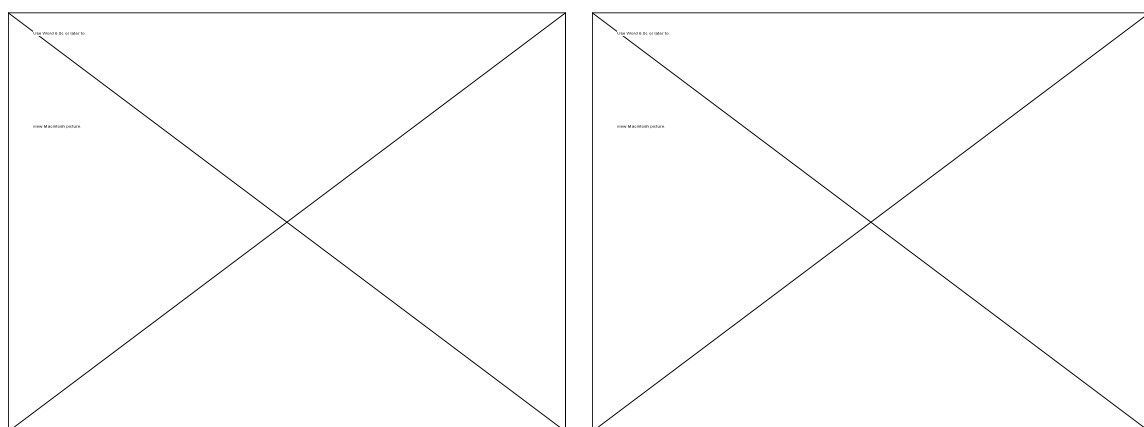


The University of Michigan Media Union

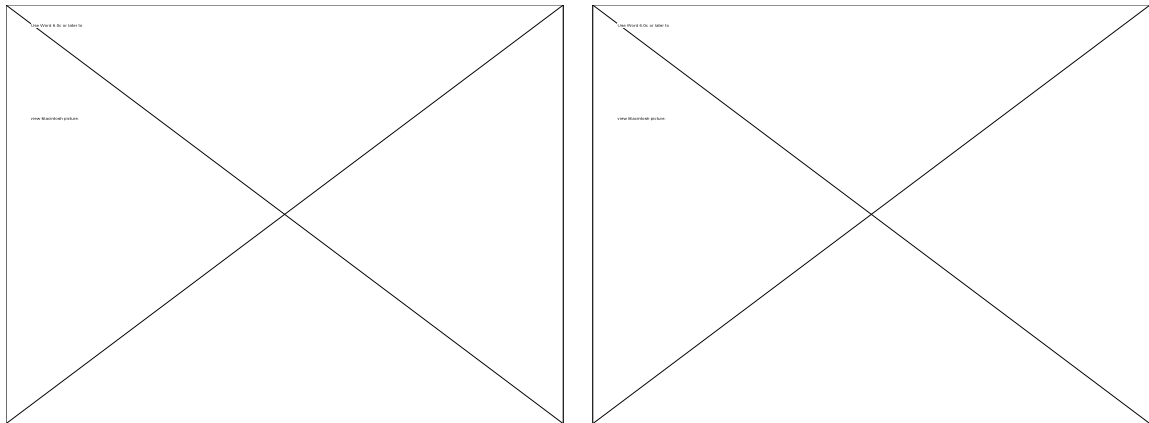
The Millennium Project occupied a small space on the second floor of the Media Union.



The Millennium Project

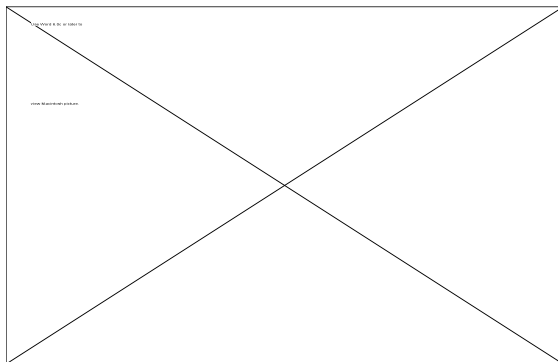


The reception area of the Millennium Project

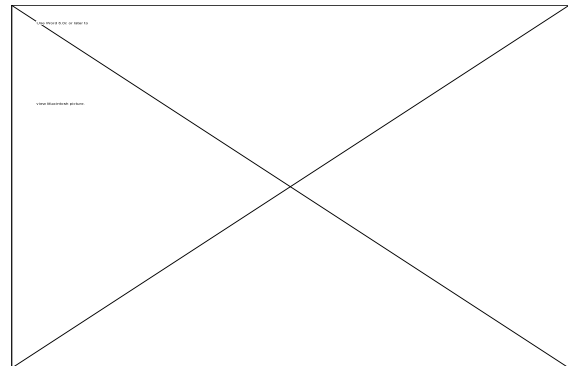


Millennium Project workspace areas

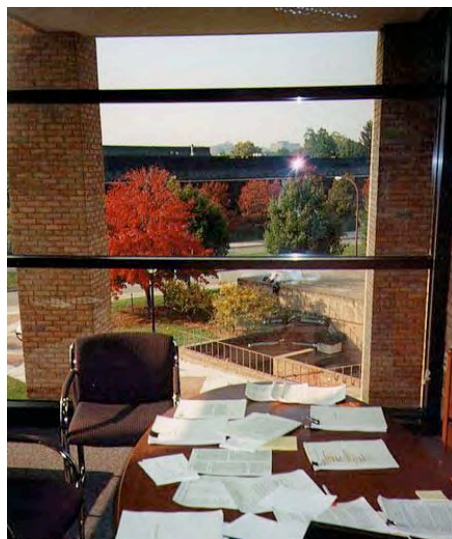
One of the most enjoyable aspects of the Millennium Project for Jim was a new office that actually had windows. Recall that because of its weird design, few offices in the Fleming Building, including the President's Office, had actual windows that allowed one to see out. His Millennium Project office not only had windows, but lots of computers and wall space for his plaques and other memorabilia.



Jim's office



Lots of wall space



Lots of windows for a change



Lots of junk on the walls



And Jim begins work immediately



The North Campus



The Millennium Project



The Media Union interior

A Growing Family

The Duderstadts' first year out of the presidency was rewarding from a personal standpoint. During their last months in the presidency, their youngest daughter Kathy married Nathan Schwadron, a soon-to-be UM Ph.D. in space physics.



Preparing to give away the bride



Nathan and Kathy (as Mickey and Minnie)



Kathy's wedding

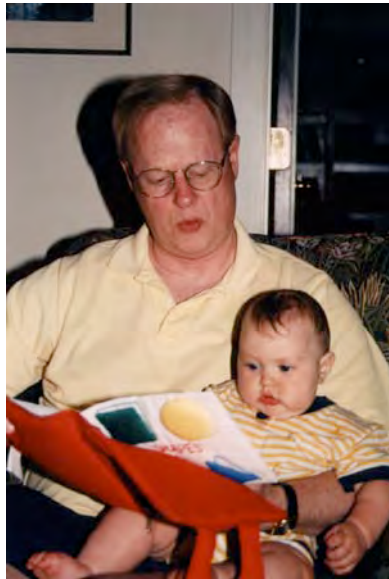


The bride and groom ... and all the Duderstadts

The following year, Kathy, gave them their granddaughter, Marina Anne:



The Duderstadts' new—and first—granddaughter, Marina



1 year old is time for reading



And 18 months is time for computers!



Now that's the Michigan spirit



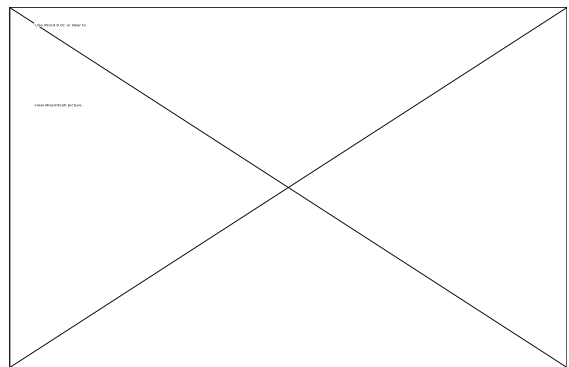
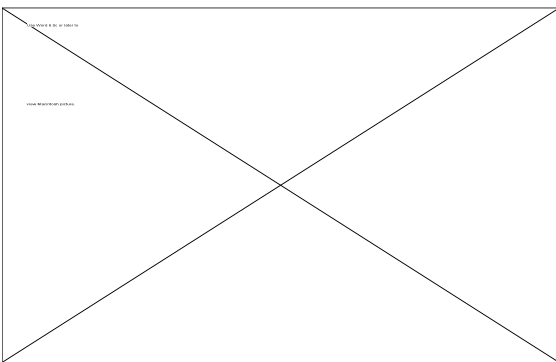
Although the flowers look better

Kathy's husband completed his Ph.D. and accepted a research scientist position at Michigan. Although distracted a bit with her new daughter, Kathy also finished her Ph.D. in atmospheric science two years later.



Nathan, the son-in-law, receives his PhD from Jim

In 1997, the Duderstadt's oldest daughter, Susan, was married to John Iskander, a fellow pediatrician. Susan decided to have both the wedding and the reception in the Martha Cook residence Hall, her home during her medical school studies at Michigan.



Susan and John's Wedding



Susan, John, and the Martha Cook maiden



The next generation of Duderstadt girls



Marina and her cow and pigs



Let's see. Now how do I get ready for Michigan?
By phoning them? Or by being beautiful?



The “plug and play generation”
prepares to take over!

Chapter 18

Legacy and Stewardship

One of the most important guideline for a university president is to make certain that you pass along your institution to your successor in better shape than you received it. The Duderstadts had committed themselves to achieving this objective during their tenure in the presidency. And, due to the talent and efforts of the hundreds of members of their administrative team and the thousands of students, faculty, and staff of the University, this goal was achieved.

The Legacy

In 1996, the Duderstadts handed off a university that not only benefited from the highest academic program rankings in its history, but that had become regarded nation-wide as a leader and an innovator. Michigan led the nation in magnitude of its research activities. It had the most successful medical center in the nation. It had achieved key leadership in information technology, playing a key role in building the Internet. And it had become the strongest public university in the nation in a financial sense.

More specifically, by the time Jim and Anne stepped down, the University endowment passed the \$2 billion point, an increase of almost ten-fold. The Campaign for Michigan was completed, raising over \$1.41 billion, 40% beyond its original goal. The University portfolio of resources was far more balanced, with tuition revenue increasing to over \$450 million per year, and private support (gifts received plus endowment payout) had passed \$260 million per year, clearly on track to surpass our goal of exceeding state support by the end of the decade.

The campus environment for teaching and research had been improved significantly. All of the University's campuses—Ann Arbor, Dearborn, and Flint—were essentially rebuilt, with over \$2 billion of new construction and renovation. The campuses had also been re-landscaped and new masterplans had not only been adopted but also achieved. And as the quality of the campus was improved, a new sense of pride began to appear within the campus communities—particularly among the students—that resulted in a dramatic decrease in littering and other activities that defaced the environment.

There was also a significant change in the quality and style of University events and facilities. Both the President's House and Inglis House had been completely renovated. There was a new level of quality achieved in University advancement events. So, too, the University had begun to re-connect itself with its remarkable past, developing a new

sense of understanding and appreciation for its history and traditions and restoring historically important facilities such as the Detroit Observatory.

The student body was characterized by a new spirit of leadership and cooperation, with programs such as Leadership 2017 attracting a new generation of leaders, and fraternities and sororities accepting a new sense of responsibility for their activities. Although initially difficult to implement, the student code and campus police had become valuable contributions to the quality of campus life. This was augmented by a major effort to improve campus safety, including the improvement of lighting, transportation, and security.

Michigan athletics had evolved far behind its football-dominated history to achieve leadership across a broad range of men's and women's sports. Furthermore, Michigan became the first major university in America to achieve full gender equity in varsity opportunities.

The Michigan Mandate and Michigan Agenda for Women had dramatic impact on the campus, doubling the number of underrepresented minorities among Michigan's students, faculty, and staff, and creating a new appreciation for the importance of a diverse campus community.

The external relations of the University were back on track, with strong teams in place in Lansing, Washington, development, and alumni relations.

An array of exciting new initiatives had been launched and were rapidly building momentum, including the Institute of Humanities, the School of Information, the Global Change Program, the Molecular Medicine Institute, and the Media Union.

And the University benefited from what was regarded as one of the strongest leadership teams in the nation at the level of executive officers, deans, and senior administrative staff (although, unfortunately, many of these were to leave early in the tenure of the next president).

Not to say that there were no remaining problems. The regents still suffered from an archaic selection process. The state's sunshine laws had become increasingly intrusive and were clearly hampering the operations of the University. And prospects for the restoration of adequate state support continued to look dim.

The Duderstadts' Legacy

Quality and reputation of the University

Quality of academic programs at highest level in history

Reputation of university as a leader, an innovator

Leadership

National leader in amount of research activity
Most successful academic health center in nation
Financially strongest public university in nation
Leadership in key areas such as information technology
Intercollegiate athletics

Financial Strength

\$1.4 billion Campaign for Michigan
\$2.0 billion endowment
Tuition up to \$450 M/y
Private support to \$160 M (gifts) + \$90 M (endow inc) = \$250 M/y

Campus Environment

Rebuilt all four campuses (\$2 billion of construction)
Redesigned master landscaping plans
Enhanced campus safety
Created campus police
Achieved a new level of pride in campus appearance

Quality and Style

Renovation of Presidents House, Inglis House, Pressbox areas
Major improvement in quality of University events
Very significant cost reduction in conduct of events

History and Traditions

Began to reconnect University with its past
History and Traditions Committee
University Historian
Key projects (Observatory, Peckham, historical markers, etc.)

Student Behavior

The Code of Student Rights and Responsibility
New student attitudes (constructive, cooperative)
Leadership 2017
Stimulated major improvement in fraternity behavior

Diversity

The Michigan Mandate
The Michigan Agenda for Women
Diversity highest in UM history
Prohibited discrimination against gays and lesbians

People

Faculty (ability to attract and retain outstanding faculty)
EO Team (strongest in nation)
Deans (exceptionally strong)
Staff (exceptionally strong)

Athletics

Reconnected with academic programs
Achieved gender equity
Improved quality of all sports programs (Sears Trophy)

Rebuild physical plant

National championships (basketball, hockey, swimming)

External Relations

Established new offices in Washington and Lansing

A new spirit of cooperation with MSU and other state universities

Built effective Development operation

Improved Alumni Relations

New Initiatives (examples)

Division of Academic Outreach

Institute of Humanities

Molecular Medicine (Gene Therapy)

Global Change Institute

School of Information

Media Union

Community Service/Americorps

Flat Panel Display Center

Tauber Manufacturing Institute

Davidson Institute for Emerging Economies

Institute for Women and Gender Studies

Living/Learning Environments

M-Quality, M-Pathways

Direct Lending program

Michigan Virtual University

Millennium Project

Stewardship

In assessing the Duderstadt's decade of leadership, it is clear that the University made remarkable progress. It approached the 21st Century not only better, stronger, more diverse, and more exciting than ever, but positioned as clearly one of the leading universities in the world.

Perhaps it was not surprising that a scientist as president would develop, articulate, and achieve a strategic vision for the University that would provide it with great financial strength, rebuild its campus, and position it as the leading research university in the nation. But, more surprising, was the Duderstadt administration's deep commitment to diversifying the University through dramatic initiatives such as the Michigan Mandate and the Michigan Agenda for Women. Further, the broad effort to improve undergraduate education and campus life were far beyond what one might have expected from one who had spent his academic career in graduate education and research.

During the Duderstadt years, the University of Michigan completed the ascension in academic quality launched many years earlier by Harold Shapiro. Its quality and impact across all academic disciplines and professional programs ranked it among the most distinguished public and private universities in the world.

However, perhaps the most important contribution of the Duderstadt years was the recognition that to serve a rapidly changing world, the University itself would have to change dramatically. As the strategic focus of the Duderstadt administration shifted from building a great 20th Century university to transforming Michigan into a 21st Century institution, a series of key initiatives were launched that were intended as seeds for a university of the future. Certainly highly visible efforts such as the Michigan Mandate and financial restructuring were components of this effort. However, beyond these were a series of visionary experiments such as the Media Union, the School of Information, the Institute of Humanities, the Global Change Institute, and the Office of Academic Outreach that were designed to explore new paradigms for higher education.

It would be for the next Michigan president to nurture these seeds...and to harvest their crop.



Been there ... done that ...