

ACKNOWLEDGMENTS

The arcane skills required to lead a major university are best learned from other accomplished academic leaders. In this regard, I must acknowledge the extraordinary impact that earlier Michigan presidents have had on my own career: Harlan Hatcher, Robben Fleming, and Harold Shapiro served as mentors, friends, and confidants. Beyond this, other Michigan leaders, several of whom went on to major university presidencies themselves, have been important role models, including Frank Rhodes, Billy Frye, and Chuck Vest. So, too, my friends and colleagues serving on the Michigan faculty and as deans and executive officers have similarly had great influence on my role as an academic leader.

Beyond the privilege of serving a great university, perhaps the most rewarding and satisfying aspect of my presidency was the ability to join with many remarkably talented and dedicated people in the task of keeping Michigan among “the leaders and best.” The size, complexity, and aspirations for excellence of the university both require and attract great leadership at all levels, among its faculty, students, staff, administrators, regents, and alumni. Whatever success was achieved during my years at the helm of the university was due to a very considerable extent to the effort, talent, wisdom, and courage of the Michigan leadership team, defined in the broadest sense.

During the decade covered by this book, the University of Michigan was particularly fortunate to have a truly remarkable team of executive officers, many of whom continued on to other significant leadership roles in higher education, all of whom had extensive experience with higher education, and all of whom are owed a deep debt of gratitude. This team consisted of the following people in the following positions:

Provost: Chuck Vest, Gil Whitaker, Bernie Machen

Executive Vice President and Chief Financial Officer: Farris Womack

Vice President for Research: Linda Wilson, Bill Kelly, Homer Neal

Graduate Dean: John D'Arms (d.), Bob Weisbuch

Vice President for Student Affairs: Henry Johnson, Mary Ann Swain,
Maureen Hartford

Vice President for University Affairs: Walt Harrison

Vice President for Development: Jon Cosovich (d.), Joe Roberson,
Tom Kinnear

Secretary: Dick Kennedy (d.), Harold Johnson, Roberta Palmer

Associate Vice President: Doug Van Houweling, George Zuidema,
Charles Moody, Lester Monts, Rethaugh Dumas, Harold Jacobson (d.), John Jackson, Robert Holbrook

Chancellor: Blenda Wilson, Clint Jones, Jim Renick, Charlie Nelms

Athletic Director: Bo Schembechler (d.), Jack Weidenbach, Joe Roberson

Assistant: Robin Jacoby, Shirley Clarkson, Connie Cook, Ejner Jensen, Susan Lipschutz (d.)

During my tenure, Michigan was truly a deans' university, providing the deans of our schools and colleges with unusual authority and opportunity, depending heavily on their leadership, and attracting some truly remarkable academic leaders. And, of course, the progress achieved by a university of the size and complexity of the University of Michigan depends on the efforts of talented and committed faculty, staff, and student leaders. Hence, in a very real sense,

the progress documented in this book should also be regarded as a summary and a tribute to all of their extraordinary achievements.

Revisiting the personal experiences of leading one of the nation's leading public research universities and capturing those experiences in accurate, balanced, and engaging prose a decade later is no small feat. It required the assistance and wise counsel of many former colleagues, too numerous to mention here. But of particular help in the development of the book was the critical analysis of Lisa Baker, who, as my former media relations officer, had learned well the difficult task of telling me what I sometimes did not want to hear; Julie Steiff, a particularly skilled and thoughtful editor, who has worked with me on several earlier book projects; and James Reische, who, as the assigned editor at the University of Michigan Press, provided strong and constructive feedback on various drafts of the manuscript.

However, most significant in this effort has been the role of Anne Duderstadt. Without her ability (not to mention her memory) to capture the spirit, excitement, and satisfaction of those years—tempered, of course, by occasional frustration and disappointment—this book would have been quite impossible. The two of us stood side by side at the helm during this decade of university leadership, experiencing the trials and tribulations of university leadership together. It was her contribution to our university leadership that frequently steered the institution through stormy seas and away from the doldrums, as it prepared to enter a new century.