

DECEMBER MEETING, 2001

*The University of Michigan
Ann Arbor
Thursday, December 13, 2001*

The Regents convened at 1:40 p.m. in the Regents' Room. Present were President Bollinger and Regents Brandon, Deitch, Horning, Maynard, McGowan, Newman, and Taylor. Also present were Vice President Feagin, Vice President Harper, Executive Vice President Kasdin, Vice President and General Counsel Krislov, Chancellor Little, Chancellor Mestas, Executive Vice President Omenn, Vice President Rudgers, Interim Provost and Vice President and Secretary Tedesco, Vice President Ulaby, and Vice President Wilbanks. Regent White participated in the meeting by phone.

President Bollinger called the meeting to order and called on Regent Horning.

Resolution in Honor of Field Hockey Team

Regent Horning called members and coaches of the field hockey team to the podium. All were introduced and Regent Horning presented them with the following resolution:

Regents' Resolution

The Regents of the University of Michigan applaud the field hockey team for winning the national championship, becoming Michigan's first women's team to achieve that honor.

The team's 2-0 victory over the top-ranked Maryland Terrapins at the National Collegiate Athletic Association (NCAA) finals on November 18 capped a season in which players and coaches worked together to overcome adversity and injuries. During the regular season, the team had held opponents to just six shots per game while posting an 18-5 record. Michigan's victory in the NCAA finals was the result of outstanding goaltending and an all-around defensive effort. With the win, the Wolverines became the first team to record a shutout in the championship game since 1996, the first Big Ten conference team to win the title since 1986, and only the second midwestern school to win the title since the beginning of the championship more than 25 years ago.

The Regents salute Michigan's national championship women's field hockey team, Coach Marcia Pankratz, and assistants Nancy Cox, Ashley Reichenbach, and Tracey Fuchs for their inspiring and history-making season. Hail to the victors valiant!

A standing ovation followed, after which Ms. Reichenbach thanked the Regents and said they were “thrilled” to be “bringing the 51st national championship home for Michigan.”

Resolution in Honor of President Bollinger

President Bollinger called on Regent Maynard. Regent Maynard commented about President Bollinger’s passion for excellence in higher education and the “wonderful, great energy he had in pursuing that excellence.” She noted that four resolutions had recently been introduced and approved by state and federal legislative bodies, and requested that these be made part of the Regents *Proceedings* (see appendix). These are from the U.S. Senate (Senator Carl Levin), the U.S. House of Representatives (Representative Lynn Rivers), the Michigan State Senate (Senator John Schwarz), and the Michigan House of Representatives (Representative Christopher Kolb). She then read the following resolution:

Regents’ Resolution

The Regents of the University of Michigan commend and express their gratitude to President Lee C. Bollinger for his inspiring leadership, which has engaged both faculty and students and has brought the University to a position of enviable strength and vitality.

President Bollinger, who served as the University’s twelfth president from 1997 to 2001, has sharpened Michigan’s academic focus and worked to improve the educational experience for all students, particularly undergraduates. The ambitious Life Sciences Initiative, launched early in his presidency, is expanding research opportunities for students and positioning Michigan to contribute in significant ways to this extraordinary scientific revolution. President Bollinger, architect of the University’s legal defense of its admissions policies, has led the national debate regarding the role of affirmative action in higher education.

His efforts to promote the role of public universities in the arts and humanities have generated exciting new partnerships, most notably Michigan’s collaboration with the Royal Shakespeare Company, and plans for the Walgreen Drama Center and the Arthur Miller Theatre. The Regents also gratefully acknowledge many other milestones during his presidency, including a new campus master plan, renewed interest in the University’s

history, extraordinary growth in research funding, increased voluntary financial support, establishment of the Gerald R. Ford School of Public Policy, and four national intercollegiate athletic championships.

With appreciation and admiration, the Regents congratulate and extend best wishes to Lee C. Bollinger in his new role as president of Columbia University.

A standing ovation followed. President Bollinger noted that there had been ample opportunities already for him to thank his wife, Jean, the executive officers, the people who work in central administration, the Regents, faculty, staff, and students. So he chose not to diminish his previous comments, and to just say “Thank you.”

President Bollinger called on Regent Deitch.

Meeting of Presidential Search Committee

Regent Deitch moved that the Board of Regents convene as a committee of the whole for the purpose of serving as a Presidential Search Committee. Regent Newman seconded the motion, and it was passed unanimously.

Appointment of Presidential Search Advisory Committee. Regent Deitch stated that the purpose of meeting as a Presidential Search Committee was to put forth the names of 15 “terrific University citizens” to serve under the leadership of Dean Earl Lewis as the Presidential Search Advisory Committee (PSAC). He noted that the more than 200 people considered for membership on the PSAC came from a number of sources on all three campuses, and that self-nominations were also considered. As a group, he noted that the faculty members chosen are broadly representative of the academic community and the important academic initiatives underway. He thanked Dean Lewis, chair of the PSAC, and Vice President Tedesco, for their work in putting together the committee.

Regent Deitch observed that the committee is intellectually diverse, occupationally diverse, and culturally diverse, and as such, is a perfect group from which to draw advice as the Regents pursue their constitutional duty to “fill the very big shoes” left by President Bollinger. He moved that the following individuals be appointed to the Presidential Search Advisory Committee:

Susan E. Alcock, Arthur F. Thurnau Professor in the College of Literature, Science, and the Arts (LSA), associate professor of classical archaeology and classics, recipient of the MacArthur Fellow Award in 2000;

Paulette M. Cebulski, associate professor of physical therapy, Physical Therapy Department, School of Health Professions and Studies, UM-Flint, Director, Physical Therapy Program, UM-Flint;

Anocha Cornell, custodian supervisor III, Building Services, Plant Operations;

Nicholas F. Delbanco, Robert Frost Collegiate Professor of English Language and Literature, professor of English, College of Literature, Science, and the Arts, director, Program in Creative Writing, chair, Hopwood Committee;

John F. Greden, M.D., Rachel Upjohn Professor of Psychiatry & Clinical Neuroscience, professor of psychiatry, Medical School, chair, Department of Psychiatry, Medical School, executive director, University of Michigan Depression Center;

Saul A. Green (Alumnus), senior counsel and director, Minority Business Practice Group, Miller, Canfield, Paddock and Stone P.L.C., Detroit, Michigan;

Patricia Y. Gurin, Nancy Cantor Distinguished University Professor of Psychology and Women’s Studies, professor of psychology, LSA, chair, Department of Psychology, LSA;

Lisa R. Jackson, graduate student in Ph.D. program, Department of Psychology, LSA;

Michael J. Jandernoa (alumnus), chairman of the board of directors, Perrigo Company, Allegan, Michigan;

Rashmi Luthra, associate professor of communications and composition, Department of Humanities, UM-Dearborn;

Matthew J. Nolan, undergraduate student, LSA, MSA President, 2001-2002;

Tresa M. Pollock, professor of materials science and engineering, College of Engineering;

Lawrence Root, professor of social work, School of Social Work, director, Institute of Labor and Industrial Relations, chair, U-M Standing Committee on Labor Standards and Human Rights;

William R. Roush, Warner-Lambert/Parke-Davis Professor of Chemistry, professor of chemistry, LSA, co-chair of the Life Sciences Commission;

Theodore L. Spencer, director of Undergraduate Admissions.

Regent Newman seconded the nomination, and it was approved unanimously.

Regent Deitch moved to adjourn the meeting of the Presidential Search Committee and reconvene the meeting of the Board of Regents. Regent Newman seconded the motion, and it was approved unanimously.

Comments from President Bollinger

President Bollinger commented on several items related to construction of campus buildings and maintenance of facilities. He noted that over time, the University has, with the full support of the Board of Regents, made sure that it does not fall behind in caring for the campus. He observed that during his administration, approximately \$700 million has been invested in the maintenance of existing physical properties, two of the most prominent of these being the Horace H. Rackham School of Graduate Studies Building and Hill Auditorium.

President Bollinger noted that it has been recognized for a long time that extensive renovation is needed at Hill Auditorium, and although much effort was put into fundraising to accomplish this, a good deal of the funding will come from University sources.

President Bollinger pointed out other renovation efforts that had been accomplished during the past few years: Burton Tower, the Dana Building, the Perry Building, Lane Hall, the School of Dentistry, West Hall, Mason and Haven Halls (including the “Fishbowl”), and the LSA Building.

New construction projects initiated over the past 5 years include the Bioengineering Building, the UM-Dearborn CASL Building, the UM-Flint William S. White Building, the Life

Sciences Institute and other life sciences buildings, and the Biomedical Sciences Research Building. He noted that the proposed Ford School of Public Policy Building will be the realization of a long-standing dream for this school.

President Bollinger noted that the Walgreen Drama Center, which includes the Arthur Miller Theatre, is a complicated project for which significant funding has been raised. However, a number of decisions still need to be made regarding the design of the theater, related to the kind of presentations that it will be used for. Other decisions revolve around the facilities needs for the Drama Department, which is currently housed in the Frieze Building. He noted that the creation of a complex of theaters in the vicinity of the Power Center is the right thing to do, because it provides density for arts venues. Estimates of funding needs have been done, and these need to be evaluated in light of conflicting priorities.

He noted that the School of Public Health has long needed new facilities, and has held the highest priority in the University's capital outlay request. However, it appears that there will be no capital outlay in the near future, so decisions will need to be made about alternative means to address these needs.

Comments from Executive Vice President Kasdin

Governmental Accounting Standards Board. Executive Vice President Kasdin called attention to a letter from the chairman of the Governmental Accounting Standards Board, stating that the board was impressed by the University's ability to meet the new reporting standards earlier than most universities in the country and in such an outstanding fashion. He pointed out that this lends support to the high quality work of the University staff who work in financial operations.

Supply Chain Management. Executive Vice President Kasdin noted that the University has made great strides in the past few years in supply chain management, including the identification of partnerships to continue these efforts. He noted that the University has joined a Big Ten consortium for purchasing to help the Big Ten in reducing its purchasing costs. He called attention to a letter distributed at the meeting describing a new purchasing consortium that has emerged from the Life Sciences Corridor, in conjunction with Michigan State University, the Van Andel Institute, and Wayne State University to try to identify areas in which costs can be reduced by purchasing jointly. The type of goods being purchased through this consortium are ones that none of the institutions on their own would require in sufficient volume to receive a volume discount. But developing the consortium has yielded a way to reduce costs.

Environmental Stewardship. Executive Vice President Kasdin explained that the University has deliberately chosen to use the term “stewardship,” rather than “sustainability,” because the latter term has developed politically-laden connotations. Doing such a presentation on an annual basis allows the University to focus both on its past progress and on upcoming challenges in these areas, which are very important to the University. He pointed out that the biggest challenge is changing behavior. This presentation focuses the University community on the need to work together to save energy, recycle, and reduce pollution levels.

He introduced Mr. Terrance Alexander, director of the University’s Office of Occupational Safety and Environmental Health, who gave a presentation on the University’s environmental stewardship efforts. He noted that although many of the University’s programs were started to ensure regulatory compliance, today these programs go well beyond compliance and are considered the right way to do business, often a means of saving money, and part of people’s

jobs. He provided an update on the University's conservation measures, pollution prevention, recycling activities, sustainable design, and salt/sand reduction programs.

He noted that implementation of the Energy Star building upgrades is ahead of schedule, and that these programs save the University about 25 million kilowatt hours annually. Buildings use 20%-30% less energy after the upgrades, and there is typically a three-to-five-year payback period.

An initiative has been developed for 2001-2002 energy conservation efforts aimed at modifying behavior, titled "Making a Greener Maize and Blue." Its objective is to raise the level of awareness of energy reduction strategies campus-wide to reduce energy consumption. Reducing utility usage by just one percent could save the University \$400,000-\$600,000 per year; and additional savings would be possible if participation rates can be improved. Mr. Alexander also described the University's initiatives in recycling of materials from lighting ballasts and fluorescent light bulbs, both of which are more cost effective than disposal.

Mr. Alexander then described environmental stewardship efforts on the medical campus. These include a successful chemical redistribution program through which excess chemicals are collected from researchers and reused, reducing both the cost of new materials and waste disposal; and replacement of the old incinerator with a new steam sterilization system to manage the medical waste stream.

Other waste reduction processes throughout campus involve the use of micro-liter quantities of chemicals in laboratories. Mr. Alexander also noted that the University has been reducing mercury use on campus for a number of years and has recently implemented a campus-wide campaign with the goal of becoming a "mercury-free campus." To date, thousands of

mercury-containing pieces of equipment have been eliminated and more than 1,500 pounds of elemental mercury has been sent off-site to be recycled.

Mr. Alexander described the University's efforts to reduce fertilizer, herbicide, and insecticide use throughout campus in order to help protect the Huron River, and to reduce the use of salt and sand for de-icing. He also described recycling programs both on central campus and within Michigan Stadium which have resulted in a 30% reduction of the waste stream. He noted that 4.6 million pounds of paper and cardboard were recycled last year alone.

He noted that Purchasing Services is promoting the use of "green" products and that the University incorporates green features and storm water management systems into building designs and during construction.

Mr. Alexander commented that the next challenge for the University in environmental stewardship is to increase participation in existing conservation programs. This will entail creative efforts for communicating to and engaging the community, and a number of initiatives are underway, aimed at various segments of the campus.

President Bollinger observed that environmental concerns have been a high priority for his administration, even though they have not received a lot of publicity. He said that it is important that the staff who work in these areas are recognized for their efforts.

Following a three-minute break, President Bollinger turned to the next item on the agenda.

Hill Auditorium Renewal Update

Executive Vice President Kasdin noted that the Regents had previously approved the Hill Auditorium Renewal Project and the schematic design of the renovation. Given the importance of this facility to the University and the community, it was decided to brief the Regents about

what the interior of the building will look like after it is completed. He introduced Mike Quinn of Quinn Evans Architects.

Mr. Quinn observed that the general design of the renovation has moved ahead in keeping with what was presented in June. He noted that the design goals are two-fold: careful restoration of an important national, regional, and University landmark, and complete upgrade of building systems while trying not to change the appearance of the building. He reviewed the design, which includes exterior restoration and complete reconstruction of the front plaza, new electrical system upgrades and replication of the original lighting scheme. There will be a new heating and air conditioning system, and noted that the design of this system had undergone extensive scrutiny by an acoustical consultant so as to meet very specific acoustical standards. The building will receive comprehensive life safety upgrades and will include many improvements designed to serve the needs of the disabled community. There will also be a series of patron amenity and comfort improvements, including new seating in the orchestra level, improved circulation, and more than doubling of existing restroom facilities.

Mr. Quinn noted that every effort has been made to preserve and maintain the renowned acoustic quality of Hill Auditorium, and described improvements that will be made to control noise within the facility. He then turned to illustrations of the what the building interior will look like when it is completed, including the lower lobby area, for which funding has been provided since the last presentation in June. He noted that extensive research had been done in an effort to recapture the original interior arts and crafts color scheme, and displayed samples of the color pallet that will be used. Renditions of the completed interior from several different vantage points were also displayed.

Regent Deitch commented that the plans are “fantastic.” Executive Vice President Kasdin thanked Julie Truettner, a staff member with an interest in historical preservation, who has provided helpful guidance as the interior design process was undertaken.

On a motion by Regent Horning, seconded by Regent McGowan, the Regents unanimously approved the Hill Auditorium Renewal revised budget of \$38.6 million, and authorized receiving bids and awarding construction contracts providing that bids are within the revised project budget.

Establishment of a Fall Study Break and Approval of Changes to Academic Calendars for 2002-2003 and 2003-2004

Interim Provost Tedesco commented that MSA President Matt Nolan had given a thorough explanation of this proposal at the last meeting, and had continued to provide information about its benefits since then. She noted that deans, associate deans, student services administrators, and program planners had been consulted on the proposed changes, and all agreed with MSA’s analysis that the benefits--a reduction in student stress and improvement in the quality of work--would far outweigh the necessary scheduling adjustments. Senior Vice Provost Monts had also carefully reviewed the proposal, she noted, and it had received enthusiastic endorsement from him and his staff. She reiterated Vice President Harper’s observations that the change would greatly facilitate first year students’ transition to college life and would also increase the overall well-being for all students.

Interim Provost Tedesco reported that at other institutions with fall study breaks students usually travel home or stay on campus to study during this break period and she cited statistics indicating that alcohol-related problems drop during fall break periods. Approval of the fall study break would require changes in the already approved academic calendars for 2002-2003

and 2003-2004. Finally, she noted that the average number of fall term class days will actually increase following establishment of the fall break.

Regent McGowan moved establishment of a two-day fall study break and approval of corresponding changes to the academic calendars for 2002-2003 and 2003-2004. Regent Maynard seconded the motion, and complimented Mr. Nolan on his thoroughness and advocacy efforts. There being no further discussion, the vote was taken and the motion was approved unanimously.

Annual Report of the Senate Advisory Committee on University Affairs (SACUA)

Professor Mojitaba Navvab was called to the podium to present the annual SACUA report. He pointed out that in addition to the report, he had distributed memoranda to the board stating SACUA's position on the proposed bylaw regarding the Life Sciences Institute and on the proposed changes to the bylaws concerning the Board in Control of Intercollegiate Athletics.

He gave a status report of SACUA's activities on the following issues: prescription drug benefit changes; copyright policy clarification; electronic privacy; and teaching principles and tenure guidelines. He also highlighted SACUA's concerns regarding proposed bylaws changes pertaining to the Board in Control of Intercollegiate Athletics and the new bylaw regarding the Life Sciences Institute, and requested that the votes on these issues be delayed to a later date.

Professor Navvab commented that SACUA has begun preliminary discussions on the issues of grade alteration policies; grievance procedure changes; faculty composition/non-tenure track increases; procedures for handling allegations of faculty misconduct; tuition reimbursement; and child care.

He thanked President Bollinger and Interim Provost and Vice President and Secretary Tedesco for their support and attention to faculty concerns, and noted that SACUA looks forward to working with Interim President White and Interim Provost Courant.

Consent Agenda

Minutes. Vice President Tedesco submitted for approval the minutes of the November 15, 2001 meeting.

Reports. Executive Vice President Kasdin submitted reports of Investment, Plant Extension, and Human Resources and Affirmative Action.

Litigation Report. Vice President Krislov submitted the Litigation Report.

Research Report. Vice President Ulaby submitted the Report of Projects Established for October 31 - November 28, 2001.

University of Michigan Health System. Executive Vice President Omenn reported that the expansion of primary care group practice sites has been very successful and that the hospital is on track financially, although there are increasing stresses on nursing staff due to staffing shortages and increased staffing demands. He noted that Dr. Michael Mulholland has been recommended for appointment as chair of the Department of Surgery.

Division of Student Affairs. Vice President Harper announced that the division had been awarded a four-year, \$280,000 “Child Care Access Means Parents in School” (CCAMPIS) grant from the U.S. Department of Education. This grant will allow the University to expand the pool of qualified child care providers near campus and in student areas, especially those who serve infants and toddlers, providing additional hours of care during times of peak demand. It will also provide increased support to undergraduate students from low income households. She noted that the grant is a collaborative effort with the Department of Human Resources and

Affirmative Action, the Center for the Continuing Education of Women, and the Division of Student Affairs, and allows the University to continue to address the child care needs of the community.

Vice President Harper also praised the work of MSA's leadership team of Matt Nolan and Jessica Cash, noting in particular their actions following the tragedy of September 11, achieving funding for expanded evening hours in the recreation buildings, and the successful fall study break proposal.

She also commented that the leaders of the Greek system have provided aggressive leadership around issues of scholarship, safety, and service, and have made many changes to try to strengthen the Greek system.

Regent Maynard encouraged Vice President Harper and her colleagues to begin thinking about how to provide for replacement of the grant funding once the grant has ended.

University of Michigan-Dearborn. Chancellor Little commented on the recent dedication of the College of Arts, Sciences, and Letters (CASL) Building, noting that it was a "stupendous" event. He also read a statement from members of the University of Michigan-Dearborn community on President Bollinger's leadership.

UM-Flint. Chancellor Mestas expressed holiday greetings from the Flint campus.

MSA Report. MSA president Matt Nolan thanked President Bollinger for his service as president, noting that he would be sorely missed. He also expressed thanks to the Regents for approving the fall break and for appointing him to the Presidential Search Advisory Committee. He thanked the University staff and administrators who had provided invaluable assistance and guidance in pursuing the establishment of the fall break.

Mr. Nolan commented that the \$1.00 per term fee increase for the funding of student organizations had been approved. He noted that MSA had recently passed resolutions supporting environmental sustainability and urging the Regents to delay consideration of proposed changes to the bylaws regarding the Board in Control of Intercollegiate Athletics. He distributed copies of the Michigan Student Assembly Semiannual Report and introduced MSA Vice President Jessica Cash.

Ms. Cash expressed gratitude on behalf of the student body for establishment of the fall study break. She commented that she hoped the publication of the semiannual report would help alleviate the perennial problem of the short institutional memory of the student government, enabling future student leaders to understand and build upon past achievements.

Voluntary Support. Vice President Feagin submitted the Report of Voluntary Support for November 2001.

Personnel Actions/Personnel Reports. Interim Provost Tedesco submitted personnel actions and personnel reports.

Retirement Memoirs. No retirement memoirs were submitted to the Regents this month.

Memorials. Vice President Tedesco submitted a memorial statement for Patrick Malloy, associate professor of kinesiology.

Degrees. There were no actions with respect to degrees this month.

Approval of Consent Agenda. On a motion by Regent Maynard, seconded by Regent Horning, the Regents unanimously approved the Consent Agenda.

Alternative Asset Commitments

On a motion by Regent Horning, seconded by Regent Newman, the Regents unanimously approved commitment of \$15.0 million from the Long Term Portfolio to Beacon Capital Strategic Partners II and \$15.0 million from the Long Term Portfolio to Aslan Realty Partners II, both real estate funds.

Sale of Tax Exempt Commercial Paper to Finance University's Projects

On a motion by Regent Newman, seconded by Regent Maynard, the Regents unanimously authorized an increase of the amount outstanding, not to exceed the authorized \$170 million limit, under the commercial paper supported by a pledge of General Revenues.

Dr. Aram Janigian Trust (Estate)

On a motion by Regent Maynard, seconded by Regent Horning, the Regents unanimously approved acceptance of the gift distribution of the 0.84% membership interest in Highland HYE, L.L.C. from the Dr. Aram Janigian Trust (Estate), as described in the Regents Communication.

Dental Building Central Sterilization Unit Renovation

On a motion by Regent White, seconded by Regent Maynard, the Regents unanimously approved the Dental Building Central Sterilization Unit Renovation Project as described, and authorized issuing the project for bids and awarding construction contracts providing that bids are within the approved budget.

Gerald R. Ford School of Public Policy Building Project

Executive Vice President Kasdin commented that the site for the proposed Gerald R. Ford School of Public Policy Building is on one of the University's prime pieces of property, on the corner of Hill and State Streets. Regent McGowan moved approval of the Gerald R. Ford

School of Public Policy Building project and authorization for engaging the firm of Robert A.M. Stern Architects for the design of the building. Regent Deitch seconded the motion.

Regent Deitch inquired about the project architect, and Executive Vice President Kasdin and President Bollinger responded that Robert Stern himself will be personally involved in the project, given the school's national prominence and connection with former President Ford. President Bollinger commented that President Ford himself is very enthusiastic about this project. Regent Maynard noted that the building was to be constructed on the site of a parking lot. Executive Vice President Kasdin said that plans for parking will be included at the time that final approval is sought on this project.

The vote was then taken, and the motion was approved unanimously.

Replacement of Tunnel and Associated Utilities Located between Hill Auditorium and Edward H. Kraus Building

On a motion by Regent Maynard, seconded by Regent White, the Regents unanimously approved a project for replacement of the tunnel and associated utilities located between Hill Auditorium and the Edward H. Kraus Building.

Replacement of the Kitchen Freight Elevator in West Quadrangle Dormitory

On a motion by Regent Brandon, seconded by Regent Maynard, the Regents unanimously approved a project for replacement of the kitchen freight elevator in West Quadrangle Dormitory.

WUOM Relocation to Leased Space Project

Executive Vice President Kasdin commented that it was necessary to relocate WUOM out of the LSA Building while the building is undergoing renovation. On a motion by Regent Maynard, seconded by Regent Horning, the Regents unanimously approved relocation of

WUOM to leased space in the Argus Building, including lease-hold improvements of \$1.6 million, as described in the Regents Communication.

Palmer Drive Development Elevated Pedestrian Walkway Adjacent to the Science Instruction Center

On a motion by Regent Newman, seconded by Regent Horning, the Regents unanimously approved the Palmer Drive Development Elevated Pedestrian Walkway adjacent to the Science Center project as described, and authorized issuing the project for bids and awarding construction contracts providing that bids are within the approved budget.

Palmer Drive Development Pedestrian Bridge over Washtenaw Avenue

Executive Vice President Kasdin commented that construction of this bridge has been a priority for some time and is very much a life safety issue. On a motion by Regent Horning, seconded by Regent Newman, the Regents unanimously approved the Palmer Drive Development Pedestrian Bridge over Washtenaw Avenue project as described, and authorized issuing the project for bids and awarding construction contracts providing that bids are within the approved budget.

University of Michigan Medical School Biomedical Science Research Building

On a motion by Regent Newman, seconded by Regent Maynard, the Regents unanimously approved issuing the Biomedical Science Research Building project for bids and awarding construction contracts providing that bids are within the approved budget.

University of Michigan Hospitals and Health Centers (UMHHC) East Medical Center Drive Road-Widening Project

On a motion by Regent White, seconded by Regent Maynard, the Regents unanimously approved the UMHHC East Medical Center Drive Road-Widening Project and authorized

issuing the project for bids and awarding a construction contract providing that the bids are within the approved budget.

License Agreement between the University of Michigan and Attenuon, LLC

On a motion by Regent Brandon, seconded by Regent Newman, the Regents unanimously approved a license agreement between the University of Michigan and Attenuon, LLC. Because Drs. Sofia Merajver, George Brewer, and Dimitri Coucouvanis, and Mr. Robert Dick, are all University of Michigan employees and will hold an equity interest in Attenuon, this agreement falls under the State of Michigan Conflict of Interest Statute. The following information is provided in compliance with statutory requirements:

1. Parties to the agreement are the Regents of the University of Michigan and Attenuon, LLC.
2. Licensing terms:

Field of Use: All fields

Grant: Exclusive world-wide license, with a right to grant sublicenses. Term of the agreement is for the life of the patents.

Maintenance Fees: \$10,000 per year initially and stepped up through 2006 to \$50,000, creditable against royalty due.

Patent Costs: All current and future patent costs will be paid by Attenuon.

Equity: Attenuon grants the University 323,231 shares (2.2%) of Attenuon stock once the entity is converted into a corporation. Attenuon has two years to convert into a corporation, an additional opportunity to obtain six month extension either by justifying with a financial benefit or buying the additional six month extension. An additional 484,847 shares total of Attenuon, Inc. stock will be granted as milestone payments, subject to dilution corresponding to that of the founders.

Royalties: 3% of Net Sales of Therapeutic Products by Attenuon, sublicensees and affiliates. 2% of Net Sales of other Products by Attenuon, Sublicensees and Affiliates.

Performance criteria: Specified milestones must be met in order to maintain the rights granted by the licensee.

The University will retain ownership of the licensed technology and may continue to further develop it and use it as a research tool.

No use of University services or facilities, nor any assignment of University employees is obligated under this license agreement although a funded research agreement is also being proposed and will be described in a later Regental Action.

3. The pecuniary interests of Drs. Merajver, Brewer, Coucouvanis, and Mr. Dick arise from their ownership in Attenuon, LLC. As inventors, Drs. Merajver, Brewer, and Coucouvanis have waived any personal participation in the sharing of revenues and received by the University from the company. (Mr. Dick is not an inventor and therefore is not entitled to participate in revenue distribution through the University.)

Subcontract Agreement from the University of Michigan to Vanderbilt University

On a motion by Regent Brandon, seconded by Regent Horning, the Regents unanimously approved a subcontract agreement from the University of Michigan to Vanderbilt University, involving the collaboration of Dr. Robert Macdonald of Vanderbilt. Because Dr. Macdonald is also an active emeritus professor at the University of Michigan, this agreement falls under the State of Michigan Conflict of Interest Statute. The following information is provided in compliance with statutory requirements:

1. Parties to the agreement are the University of Michigan and Vanderbilt University.
2. Under the project, a total subcontract of \$350,000 is anticipated to cover the period August 1, 2001 through May 31, 2005. The University's standard subcontract provisions will apply.
3. Dr. Macdonald's appointment at the University of Michigan is without compensation.

Undergraduate Science Instruction Center

Executive Vice President Kasdin reported that a number of programmatic decisions had been made recently that affect the Undergraduate Science Instruction Center ("L-Shaped Building"). These include the decision to locate the undergraduate biology instructional program in this building instead of the Drama Department, and the decision to carefully evaluate the scope of the Walgreen Drama Center. These decisions complete the transition of the L-Shaped Building into a facility that is laboratory-intensive, and also raise engineering and structural issues related to the changed assumptions of the type of structure that is to be located atop the Palmer

Street Parking Structure. Because the architect originally retained for this project was a specialist in theater design, it was decided to request appointment of Venturi Scott Brown & Associates, Inc. to join SmithGroup, Inc. as architects for their expertise in design and construction of laboratory and classroom facilities. He also noted that a decision has been made to add a fourth story to this building.

On a motion by Regent Maynard, seconded by Regent White, the Regents unanimously approved the following with respect to the Undergraduate Science Instruction Center: expanded scope; a revised budget of \$56,000,000, and commissioning of the architectural team of Venturi Scott Brown & Associates, Inc. and the SmithGroup, Inc.

Regental Bylaws on Athletics Governance

President Bollinger described the proposed revisions to the Regents' Bylaws on athletics governance. He noted that the basic issue is where ultimate responsibility for intercollegiate athletics and the Athletic Department rests, and his strong belief is that this responsibility should reside with the president, as it does for every other segment of the University. He noted that this practice is consistent with that of other institutions across the country and with Big Ten policy, and he believes it is critical that the bylaws be amended to clarify this.

President Bollinger noted that the normal channels had been followed for proposing this bylaw change, and his intentions have been known to SACUA for some time. In fact, parts of the proposal had been changed to reflect some of the concerns expressed by SACUA. Although academic eligibility matters would be delegated to the advisory board, he noted, non-academic matters must remain within the prerogatives of the president. He noted that this issue has been under consideration for many years without resolution, and that it would be unfair to a future president not to settle it at this point.

Regent Taylor moved approval of the proposed amendments of Regents' Bylaws 11.21-11.218, as detailed in the Regents Communication. Regent Newman seconded the motion.

Regent White moved to table the motion and postpone the vote on this issue until the next meeting. This motion was defeated for lack of a second.

Regent Deitch observed that he had some concerns initially but that President Bollinger had made a compelling case and he intended to support it. Regent Maynard commented that she appreciated the positive nature of the discussion about this issue.

Following further discussion, the vote was taken and the motion was approved on a vote of 7 to 1, with Regent White opposed.

The revised bylaws follow:

Sec. 11.21. The Department of Athletics: General Purposes

Responsibility for the development, maintenance, and administration of the University's programs in recreational sports and athletics on the Ann Arbor campus shall rest in the Department of Athletics.

The department shall, subject to the ultimate authority of the president and the Board of Regents, have responsibility for a comprehensive program of recreation and physical development for students, faculty and staff, and for the necessary staff, facilities, and equipment. The term "recreational sports" shall include intramural sports, club sports, informal, drop-in and special interest recreational activities, to be offered as hereinafter provided. The term "athletics" shall include all programs of intercollegiate competition. The department shall promote wide participation by students in the activities of the department. Every effort will be made to coordinate the intercollegiate program with that in recreational sports.

The department shall conduct its activities in accordance with the policies and procedures applicable to other university units.

Sec. 11.211. The Department of Athletics: Organization of Department

The agencies through which the department shall exercise its functions are: (1) the director of athletics; (2) associate directors for intercollegiate athletics and director of recreational sports; (3) the Advisory Board on Intercollegiate Athletics; and (4) the Advisory Committee on Recreational Sports.

Sec. 11.212. The Department of Athletics: The Director

The executive functions of the department shall be performed by a director of athletics. The director shall be appointed by the Board of Regents upon recommendation by the president and shall be responsible to the president. The director's salary shall be determined by the president. The director shall be responsible for the effective operation of the program in recreational sports and athletics.

The director shall be responsible for the coaching, training, and schedule making and for all matters included in the business administration incidental to all recognized and proper forms of intercollegiate athletics. The director shall perform such other duties as may be directed by the president.

Sec. 11.213. The Department of Athletics: Appointment of Staff Members

The director shall arrange appropriate procedures within the department for securing nominations for appointees in all categories having due regard to the interests of the other agencies of the department and, where joint appointments are contemplated, the interests of the school or college involved.

Sec. 11.214. The Advisory Board on Intercollegiate Athletics

The Advisory Board on Intercollegiate Athletics (hereinafter "the Advisory Board ") shall be constituted as follows:

- 1. Six members of the University Senate, to be appointed by the president from a panel of senate members chosen by the Senate Advisory Committee on University Affairs, subject to the approval of the Board of Regents. The six senate members shall hold office in each case for three years, but in no event shall any member of the senate serve more than two consecutive terms, except that if a member be appointed to fill an unexpired term of less than half of a full term, this shall not make that member ineligible for two full terms. The terms of senate members shall be staggered so that two terms shall expire each year. The panel from which the appointments are made shall be unranked and shall contain twice the number of appointees. If a vacancy in the appointive senate membership shall occur from causes other than the completion of the appointive term, the president is authorized to make an interim appointment from the most recent panel of names submitted by the Senate Advisory Committee on University Affairs; or, if the president so requests, from a new panel of names chosen by the Senate Advisory Committee on University Affairs.*
- 2. The University representative in the Intercollegiate Conference of Faculty Representatives ex officio to serve a five year term.*
- 3. Two alumni/ae, to be appointed by the president from a panel chosen by the board of directors of the University of Michigan Alumni Association, subject to approval by the Board of Regents, to hold office for three years in each case, provided always that no alumni/ae member shall hold office more than two consecutive terms. The alumni/ae members shall serve three year terms, which terms shall be staggered so that they are not concurrent. The panel from which the appointments are made shall contain twice the number of appointees. If a vacancy in the appointive alumni/ae membership shall occur from causes other than the completion of the appointive term, the president is authorized to make an interim appointment from the most recent panel of names submitted by the board of directors of the University of Michigan Alumni Association; or, if the president so requests, from a new panel of names chosen by that board.*
- 4. Two student athletes of the University, to be appointed by the President from a panel chosen by Michigan Student Assembly, subject to approval by the Board of Regents. The student athlete members shall serve two-year terms which terms shall be staggered so that one student athlete is appointed each year. The panel from which the appointment is made shall be unranked and shall contain at least twice the number of appointees. If a vacancy in the appointive student athlete membership shall occur from causes other than the completion of the appointive term, the president is authorized to make an interim appointment from the most recent panel of names submitted by Michigan Student Assembly; or, if the president so requests, from a new panel of names chosen by Michigan Student Assembly.*
- 5. Two members of the University Senate to be appointed by the president on the recommendation of the director, subject to the approval of the Board of Regents. The panel from which the appointments are made shall contain twice the number of appointees. These members shall hold office in each case for three years, except that one of the first two members so appointed shall have an initial term of only 2 years so that henceforth their terms shall be staggered. In no event shall these members serve more than two consecutive terms. If a vacancy in the membership appointed on the athletic director's recommendation shall occur from causes other than the completion of the appointive term, the president is authorized to make an interim appointment from the most recent panel of names submitted by the athletic director; or, if the president so requests, from a new panel of names chosen by the athletic director.*
- 6. The chair of the Senate Advisory Committee on University Affairs, ex officio.*

7. *One executive officer appointed by the president to be a member ex officio.*
8. *The director of athletics, ex officio, without vote.*

Sec. 11.215. The Advisory Board on Intercollegiate Athletics: Organization

Members of the Advisory Board shall be appointed on or before the first of July each year. The officers of the Advisory Board shall be a chair, a secretary, and such other officers and committees as shall be authorized or chosen by the board. The director of athletics shall be chair, ex officio, without vote. The chair shall act as presiding officer at board meetings and shall act as the board's general executive officer.

There shall be a Committee on Academic Performance consisting of the faculty members of the board, and in addition a representative of the registrar of the University. The committee shall have authority to examine and appraise the academic performance of all candidates for intercollegiate athletic teams, to determine their eligibility for competition in intercollegiate athletics, and to take any other action regarding such candidates as may seem necessary or appropriate in the circumstances.

Sec. 11.216. The Advisory Board on Intercollegiate Athletics: Functions

The Advisory Board shall function as advisor to the director on the program in intercollegiate athletics. The director shall seek and consider the advice of the Advisory Board on all major financial and policy decisions with respect to the program on intercollegiate athletics.

Upon the request of the Advisory Board, the president shall meet with the Advisory Board at least once in each of the fall and winter semesters.

Subject only to the ultimate authority of the president and the Board of Regents, the Advisory Board shall make, adopt, and enforce the necessary rules and regulations governing all questions pertaining to the eligibility of players, intercollegiate relations, and membership in associations of universities and colleges organized for the regulation of athletics.

The Advisory Board shall appoint the University representative in the Intercollegiate Conference of Faculty Representatives, the appointment to be approved by the Senate Assembly. Such representative shall be a member of the University Senate, shall hold office for a term of five years and may serve unlimited terms.

The Advisory Board shall report all its official actions, through the president, to the Board of Regents for approval, and shall report annually to the University Senate, through the Senate Advisory Committee on University Affairs. At any time, the Advisory Board may consult with the University Senate through its advisory committee; and at any time, the Senate Advisory Committee may request full information on matters within the province of the Advisory Board. The Advisory Board shall at all times receive and consider recommendations from the University Senate and petitions from the student body.

Sec. 11.217. Department of Athletics: Funds

Separate accounting and financial statements shall be made for department funds. Any surplus funds from intercollegiate operations shall be devoted (1) to the further support of the various programs and activities carried on within the department, and (2) so far as possible, to permanent University improvements, particularly to the building and improvement of facilities for participation in all forms of physical exercise.

Sec. 11.218. The Department of Athletics: Rules and Regulations

Rules and regulations relative to the use of the facilities and properties devoted to intercollegiate athletics shall be prepared by the director of the department who shall consult with the Advisory Board before submitting such rules and regulations to the president and Board of Regents for approval.

Revision of Medical Staff Bylaws and Bylaws Supplement of the University of Michigan Hospitals and Health Centers

On a motion by Regent Maynard, seconded by Regent White, the Regents unanimously approved proposed changes to the Medical Staff Bylaws and Bylaws Supplement of the University of Michigan Hospitals and Health System, as detailed in the Regents Communication.

Public Comments

The Regents heard comments from the following individuals, on the topics indicated: Amaizin' Blue, student a capella group, performed a song in honor of President Bollinger's leadership; Thomas Fitzgerald, alumnus and member of the Council for Responsible Genetics, on proposed Bylaw 13.15; Peter Reppe, staff, on environmental sustainability; James Kibbie, faculty member, Bruce Frier, faculty member, and Stephen Rassi, student, on the United Way campaign; and Misty Fewel, student, on her residency application.

The Regents requested a presentation at the January 2002 meeting about the residency classification guidelines and application and appeal process.

New Regents' Bylaw 13.15: Life Sciences Institute

President Bollinger explained the somewhat unique nature of the Life Sciences Institute, noting that it is interdisciplinary and exists outside of the boundaries of the schools and colleges. He commented that the purpose of this bylaw is to incorporate the Life Sciences Institute and its organization and governance structure into the bylaws.

On a motion by Regent Horning, seconded by Regent Maynard, the Regents unanimously approved the following new Regents' Bylaw regarding the Life Sciences Institute.

Bylaw 13.15: Life Sciences Institute

The Life Sciences Institute shall be maintained for the purpose of research, service, and teaching in the life sciences and related disciplines. The institute shall be a distinct academic unit with reporting and governance structures that ensure academic excellence and academic integration with the University community.

The institute shall be under the direction of a director or co-directors, responsible to the president and appointed by the Board on the recommendation of the president. The director or co-directors shall be assisted by an executive committee. The executive committee shall consist of the director or co-directors of the institute, the president, the provost and executive vice president for academic affairs, the executive vice president for medical affairs, and the vice president for research, all ex officio, two deans, two faculty members from the institute, and two faculty members from the university at large, appointed by the Board on recommendation of the president. The appointed members of the executive committee shall be broadly representative of the life sciences or other disciplines related to the activity of the institute. The appointed members shall hold office for three years and shall not be eligible for reappointment until after the lapse of one year. The initial terms will be adjusted so that two shall expire each year. The director or co-directors of the institute shall chair the executive committee.

There being no further business, the meeting was adjourned at 4:50 p.m. The next meeting will take place January 17, 2002.

APPENDIX

Resolution from Michigan House of Representatives, introduced by State Representative

Christopher Kolb:

Lee C. Bollinger
President, University of Michigan

WHEREAS, Lee C. Bollinger is a graduate of the University of Oregon and Columbia Law School, where he was an Articles Editor of the Law Review; and

WHEREAS, President Bollinger served as a law clerk for Judge Wilfred Feinberg, United States Court of Appeals for the Second Circuit, and Chief Justice Warren Burger, United States Supreme Court; and

WHEREAS, President Bollinger joined the faculty of the University of Michigan in 1973, and was named Dean of the University of Michigan Law School in 1987, a position he held for seven years; and

WHEREAS, President Bollinger was named the twelfth President of the University of Michigan in November of 1996, after serving as Provost of Dartmouth College; and

WHEREAS, During his administration, the University of Michigan has experienced record numbers of applicants and eighty-two percent of undergraduate students graduate within six years – the highest graduation rate in the State of Michigan; and

WHEREAS, Under President Bollinger's leadership, the University of Michigan launched, in 1999, the Life Sciences Initiative as a campus-wide effort to coordinate and expand research and teaching in such rapidly advancing fields as genomics, chemical and structural biology, cognitive neuroscience, and bioinformatics; and

WHEREAS, The University of Michigan has experienced a steady growth in fundraising during President Bollinger's administration. In three of the past four years, Michigan has raised more money from alumni than any other public university; and

WHEREAS, The University of Michigan's research expenditures, more than \$545 million in fiscal year 2000, are the highest among public universities in the United States; and

WHEREAS, President Bollinger has been an ardent and eloquent defender of affirmative action. President Bollinger has been the motivating force behind what has become higher education's most comprehensive defense of affirmative action, marshaling considerable resources to defend the University's admissions policies, and has garnered widespread support, internally and externally; and

WHEREAS, President Bollinger has worked to strengthen the experience of the arts on campus, complementing the efforts of the University Musical Society and the School of Music. The Walgreen Drama Center and the Arthur Miller Theatre are an outgrowth of that commitment. In addition, the Royal Shakespeare Company performed three cycles of Shakespeare's history plays in March 2001 to enthusiastic audiences at the Power Center for the Performing Arts; and

WHEREAS, Under President Bollinger's leadership and guidance, the University of Michigan established the Gerald R. Ford School of Public Policy; and

WHEREAS, President Bollinger appointed the Commission on the Undergraduate Experience in May 2000 to examine how undergraduates are engaged at the University of Michigan. He also meets regularly with students, and on at least two occasions, has opened his home to students; the first time following a University of Michigan victory over Penn State in 1997 on

the way to the Wolverines' national football championship. More recently, he and his wife, Jean Magnano Bollinger, invited students to the President's house to give students support to bring a sense of normalcy to campus following the terrorist attacks; and

*WHEREAS, President Bollinger has **strengthened** the International Institute by elevating its profile within the University and by supporting such events as the "Globalization's Intellectual Challenge" symposium featuring Czech President Václav Havel in 2000; and*

WHEREAS, President Bollinger is married to Jean Magnano Bollinger and has two children, Lee and Carey; now, therefore, be it

RESOLVED BY THE HOUSE OF REPRESENTATIVES, That this legislative body honor Lee C. Bollinger, President of the University of Michigan, upon the occasion of his leaving the University of Michigan; and be it further

RESOLVED, That a copy of this resolution be transmitted to Lee C. Bollinger as evidence of our admiration for all he has accomplished at the University of Michigan.

Resolution from the Michigan State Senate, introduced by Senator John Schwarz:

***A Resolution to Commemorate the Achievements of Lee C. Bollinger, J.D.,
President, University of Michigan***

WHEREAS, The members of the Michigan Senate offer this tribute to Lee C. Bollinger on the occasion of his taking leave as President of the University of Michigan, so honoring the achievements he has made and the benefits derived by the University from his tenure; and

WHEREAS, Lee Bollinger was born in Santa Rosa, California, on April 30, 1946, and raised there and in Baker, Oregon. He graduated Phi Beta Kappa from the University of Oregon with a Bachelor of Science degree in 1968, and from Columbia Law School with a Juris Doctorate in 1971. While attending Columbia, he excelled as Articles Editor, Law Review, and was named an Harlan Fiske Stone Scholar; and

WHEREAS, After two clerkships in the United States Court of Appeals and Supreme Court, Lee Bollinger came to the University of Michigan (UM) Law School to serve as Assistant Professor, 1973-76, Associate Professor, 1976-78, Professor of Law, 1979-1994, and Dean, 1987-1994. After three years at Dartmouth College as Professor of Government and Provost, he returned to the University of Michigan in 1997 as President and Professor of Law; and

WHEREAS, His accomplishments as President of the University of Michigan are as diverse as the University itself; and

WHEREAS, Lee Bollinger has made interaction with students a priority, teaching a course on the First Amendment, opening the President's home on special occasions, sponsoring a 5K fun run, and meeting regularly with students. Perhaps these are factors in the record number of admissions applications the University has received. The University of Michigan has maintained its high academic standards, and, with eighty-two percent of undergraduate students graduating within six years, has the highest graduation rate in the state; and

WHEREAS, His guidance in fiscal management has greatly increased investment returns, endowments, and fundraising, resulting in several milestones: The naming of the Gerald R. Ford School of Public Policy in November, 1999; the establishment of the Life Sciences Initiative and Institute, which complement a broader statewide effort, the Life Sciences Corridor; and major construction efforts through the Palmer Drive Development and numerous renovation and addition projects to long-standing campus structures; and

WHEREAS, President Bollinger has been an ardent and powerful defender of affirmative action, marshaling considerable resources to defend the University's admission

policies. Recipient of the National Association for College Admission Counseling 2001 Excellence in Education award in September 2001, he was cited for his "... unwavering support of affirmative action and his eloquent articulation of the value – and importance – of diversity on the nation's college and university campuses."

WHEREAS, He has worked diligently to strengthen the experience of the arts on campus, complementing the efforts of the University Musical Society and the School of Music. The Walgreen Drama Center and the Arthur Miller Theatre are outgrowths of that commitment as are the Year of the Arts and Humanities (YoHA), the Arts of Citizenship Program, Imagining America, and the partnership with the Royal Shakespeare Company; and

WHEREAS, He appointed the President's Information Revolution Commission to examine the University's relationship to information and communication technologies; the Commission on the Undergraduate Experience to examine how undergraduates are engaged at the University; and sought to strengthen the International Institute by elevating its profile within the University; and

WHEREAS, The University of Michigan is considered a leader in sustainability efforts, promoting environmental stewardship through initiatives and programs, including recycling, energy conservation, building design, pollution prevention, emissions reduction, alternative-fuel vehicles, and storm water management; and

WHEREAS, In 1998, by adding 5,500 seats to Michigan Stadium, the University of Michigan once again boasts the largest stadium in the country with 108,000 seats, perhaps inspiring the 1998 Wolverine football team to win the Rose Bowl over Washington State University and to be named the National Champion in the Associated Press Top 25 poll, the University's first national football championship in 50 years and the Big Ten's first since 1968. Recently, the University of Michigan placed 4th in the 2000-2001 Sears' Directors' Cup competition for NCAA Division I schools, which recognizes the best overall collegiate programs in the country; and

WHEREAS, He has received numerous awards, including Honorary Fellow, Clare Hall, Cambridge University, LL.D. (hon.) Westminster College, Fulton, Missouri; Fellow, American Academy of Arts and Sciences; and the Rockefeller National Humanities Fellowship. President Bollinger has served on many boards and commissions, including the Kresge Foundation, the Royal Shakespeare Company America, the Gerald R. Ford Foundation, and the Mount Desert Island Marine Biological Laboratory, and has served as author and lecturer in his passion to further higher education; now, therefore, be it

RESOLVED BY THE SENATE, That sincere praise be hereby accorded to Lee C. Bollinger for his tireless efforts to further higher education in the state of Michigan. We honor him for his dedication and vision, which will benefit the University of Michigan for years to come. May he and his wife Jean, son Lee, and daughter Carey know of our deep appreciation and best wishes for continued success in all future endeavors; and be it further

RESOLVED, That a copy of this resolution be presented to President Lee C. Bollinger in a special ceremony as an expression of our admiration and best wishes for the future.

Resolution from the U.S. Senate, introduced by Senator Carl Levin:

In Recognition of Lee Bollinger's Service as President of the University of Michigan

Mr. LEVIN: Mr. President, today I would like to pay tribute to a dynamic and visionary leader in my home State of Michigan, Mr. Lee Bollinger.

For nearly 5 years, Lee Bollinger has served as the president of one of the world's premier institutions of higher learning, the University of Michigan. During the Bollinger administration, the University of Michigan has experienced a period of dynamic growth and change.

At a time when it is essential to keep higher education affordable for all Americans, it is imperative that universities do all they can to provide a quality education at an affordable price. Lee Bollinger has worked hard to place the University of Michigan in a healthy financial position so that it can meet its financial obligations. The University has operated its fiscal affairs astutely under Lee's leadership. U of M's endowment is now the fourth largest among public universities.

In recent years, some have suggested that university presidents are chosen more for their ability to raise money than for their academic prowess or vision for the modern research university. Despite his success at managing the University's fiscal affairs, Lee Bollinger was not such a university president. He is truly a Renaissance man whose vision of the University as a tool for academic and social progress permeated all that he did while in Ann Arbor.

Lee Bollinger's vision for the University has reinforced Michigan's role as a leader in the arts and sciences. He was instrumental in the construction of the Walgreen Drama Center, which houses the 450-seat theater named in honor of the most famous living American playwright and an alumnus of the University of Michigan, Arthur Miller. In addition, he made it possible to bring the Royal Shakespeare Company to campus.

The sciences have also flourished under Lee's tenure. He has worked to develop the University's Life Sciences Initiative, which will soon house hundreds of researchers who will probe the human genome and will work to discover new treatments for a variety of diseases. This initiative has the potential to make both the University and the State of Michigan leaders in the emerging field of biotechnology.

My admiration for Lee has also been shaped by his unwavering support of the University's affirmative action policy in admissions. Under his stewardship, the University has made inclusion and diversity its bywords. Lee has steadfastly led the defense of the University's policies in two separate lawsuits that are currently being heard in Federal court, and which may ultimately be heard before the Supreme Court. I thank him for his tremendous commitment to making sure that the University of Michigan continues to provide a diverse learning environment for all of its students. I know the University will continue to fight for these issues even after Lee moves on to his new position as President of Columbia University.

Just last month, Lee was recognized by the Association of Academic Health Centers with the Herbert W. Nickens Award in honor of his strong advocacy for diversity at the University and in our Nation. It is an award that is well deserved.

As Lee Bollinger leaves Ann Arbor for New York City, I want to take this opportunity to wish him and his wife, Jean, all the best. During his tenure as President, Lee Bollinger enhanced the University of Michigan's stature as one of the premier institutions of learning in the world. I know that my Senate colleagues will join me in congratulating Lee Bollinger on his tenure as President of the University of Michigan. I trust that the Columbia University community will soon come to admire him as much as we have in Michigan.

Resolution from the U.S. House of Representatives, introduced by Representative Lynn

Rivers:

Ms. RIVERS. Mr. Speaker, I rise today to pay tribute to Lee C. Bollinger, who will be leaving as president of the University of Michigan at the end of this month to become president of Columbia University in July.

For nearly 5 years, Mr. Bollinger has been a transforming leader at the University of Michigan, whose Ann Arbor campus is in my congressional district. During that time he has achieved a number of major accomplishments.

One of those efforts is the Life Sciences Initiative, which was launched in 1999. With a commitment of \$100 million in campus funds, a \$130 million endowment and additional revenues, the University will become a major source of research on human genomics, chemical and structural biology, and bioinformatics. A new six-story Life Sciences Institute is now under construction on the Ann Arbor campus. The university will also benefit from the state's Life Science Corridor, a 20-year program to develop new technologies in the life sciences statewide.

Mr. Bollinger has also overseen the most successful fund-raising campaign in history, raising nearly \$1 billion since 1997. In three of those four years, Michigan raised more money from alumni than any other public university. Research expenditures also reached record levels under his stewardship to stand among the highest in the nation.

By far, one of his most significant contributions has been his ardent and effective defense of affirmative action in admissions. Mr. Bollinger has been a strong supporter of the need for diversity in higher education, and his willingness to fight several lawsuits on that issue underscore his strong commitment to that principle. I know of no president who has been so closely tied to students and who has related as well to the thousands of young men and women at the university.

From bringing the Royal Shakespeare Company to Ann Arbor to dedicating the new Gerald R. Ford School of Public Policy, Lee Bollinger has been a man of vision--a leader of compassion--and a strong advocate for the principles that he and the University embody.

I know he has mixed feelings about leaving behind the Michigan family as he moves on to Columbia next year. But those of us who have seen the progress and growth of the university under his tutelage can only say "thank you" to Lee for his outstanding service to the University, to the people of Michigan and to the nation.

I call upon all my colleagues to thank him for his legacy of service, and to join me in wishing him and his wife Jean well in their future endeavors.