

Tempests into RAINBOWS

MANAGING TURBULENCE

Robert W. Fleming

ON Leadership

Tempests Into Rainbows Managing Turbulence

Harold T. Shapiro



Tempests Into Rainbows Managing Turbulence:

Tempests into Rainbows Robben W. Fleming, 2021-11-01 Robben W Fleming was President of the University of Michigan during the turmoil of the Vietnam era He brought a clear and effective philosophy to the challenges he faced as manager and leader in a turbulent time Fleming recounts the dramatic confrontations and demonstrations at Michigan over the war in Vietnam military research in universities the investment of university endowment funds in South African enterprises and black student campaigns for improved conditions on campus Robben W Fleming has much to teach There are lessons for all who face the challenges of leadership in this lively and readable autobiography of one who has displayed grace style and effectiveness in difficult and sometimes threatening situations *Tempests into Rainbows* also explores the influences on his life that nurtured his exceptional ability to create agreement and to solve conflict The story of his formative years is filled with both humor and pathos Fleming writes about local personalities the deaths of his twin brother and father and the difficulties of the family during the economic recession of the 1920s and 1930s Academic and athletic prowess enabled him to put himself through college and law school emerging just in time to serve as a military government officer with troops in North Africa and Europe After World War II Fleming became a specialist in labor management relations teaching at the University of Illinois and serving as a professional mediator and arbitrator of labor disputes Then in 1964 he became Chancellor of the University of Wisconsin in Madison and later President of the University of Michigan until 1979 Although he remains active as a consultant deploying his mediation skills his last career position was as President of the Corporation for Public Broadcasting This unusual autobiography appealing in its honesty and in the original story it has to tell is also instructive in showing how a thoughtful person with a humane consistent philosophy can manage when chaos and turmoil threaten It will thus appeal not only to those who knew Fleming and who have ties to the universities in which he served but also to all who manage and study the management of complex institutions Robben Fleming has written a fascinating memoir especially his intensely personal account of the trials and terrors that faced this university president as Ann Arbor's student body and he came to grips with the civil rights revolution and the Vietnam War Mike Wallace To relive Robben Fleming's life is to relive an American epoch There was a time when America was at war with its enemies and a time when America was at war with itself He writes perceptively from both battlegrounds Daniel Schorr Robben Fleming is a giant a creative and imaginative leader of exceptional talent All of us can learn from the lessons of his life His book is a treasure Newton N Minow

Tempests Into Rainbows Robben Wright Fleming, 1996 9788472457232 txt *Undermining Racial Justice* Matthew Johnson, 2020-04-15 Over the last sixty years administrators on college campuses nationwide have responded to black campus activists by making racial inclusion and inequality compatible This bold argument is at the center of Matthew Johnson's powerful and controversial book Focusing on the University of Michigan often a key talking point in national debates about racial justice thanks to the contentious *Gratz v Bollinger* 2003 Supreme Court case Johnson argues that UM

leaders incorporated black student dissent selectively into the institution's policies, practices, and values. This strategy was used to prevent activism from disrupting the institutional priorities that campus leaders deemed more important than racial justice. Despite knowing that racial disparities would likely continue, Johnson demonstrates that these administrators improbably saw themselves as champions of racial equity. What Johnson contends in *Undermining Racial Justice* is not that good intentions resulted in unforeseen negative consequences but that the people who created and maintained racial inequities at premier institutions of higher education across the United States firmly believed they had good intentions in spite of all the evidence to the contrary. The case of the University of Michigan fits into a broader pattern at elite colleges and universities and is a cautionary tale for all in higher education. As Matthew Johnson illustrates, inclusion has always been a secondary priority and as a result the policies of the late 1970s and 1980s ushered in a new and enduring era of racial retrenchment on campuses nationwide.

Decades of Chaos and Revolution Stephen J. Nelson, 2012-03-22 *Decades of Chaos and Revolution: Showdowns for College Presidents* is the story and comparison of two eras in the history of higher education. The first era covers the period of the 1960s through the mid 1970s and the second is the first decade of the twenty-first century. Both decades were marked by events that shook the foundations of colleges and universities and society as a whole. Nelson weaves an engaging story told through the eyes of the presidents of the institutions that were involved in the chaos of those eras. For colleges and universities and their presidents, these two decades are the toughest, most tense, and demanding of times in the last hundred years and likely in the entire history of colleges and universities in America. The enduring images are equal parts chaos and change, revolution and recovery, dashed dreams and unflagging hopes. Nelson asks of the two eras which faced the greater challenges. Which era required more profound leadership? And which was the more difficult and demanding of their time to navigate successfully? It is clear that Steve Nelson sees the era of the 1960s and 70s as the most difficult. He believes that it was the presidents of that earlier era who confronted dilemmas and controversies unimagined before and not witnessed since. *Decades of Chaos and Revolution* presents an insightful picture of the tension and tumult that presidents of the 1960s and 70s had no choice but to face. Nelson traces the roots of ideological battles in the university that have persisted over the last sixty years. He examines what worked and what didn't in the tactics used by presidents in the face of the demands inspired by the protests and politics of the 1960s and shows how they have shaped succeeding generations of presidents. Then he unravels the parallel issues and unfinished business of the 1960s which evolved in ensuing decades and with which presidents in the twenty-first century must also grapple. Watch the author talk more about the book on YouTube. Part I: Triggers leading up to the revolutions of the 60s/70s. Part II: Changes in the college presidency and the inspiration for the book.

Resources in Education, 1997

Conquering Heroines Sara Fitzgerald, 2020-07-09 In 1970 a group of women in Ann Arbor launched a crusade with an objective that seemed beyond reach at the time: force the University of Michigan to treat women the same as men. Sex discrimination was then rampant at

U M The school's admissions officials sought to maintain a ratio of 55/45 between male and female undergraduate entrants turning away more qualified female applicants and arguing among other things that men needed help because they were less mature and posted lower grades Women comprised less than seven percent of the University's faculty members and their salaries trailed their male peers by substantial amounts As one administrator put it when pressed about the disparity Men have better use for the extra money Galvanized by their shared experiences with sex discrimination the Ann Arbor women organized a group called FOCUS on Equal Employment for Women led by activist Jean Ledwith King Working with Bernice Sandler of the Women's Equity Action League they developed a strategy to unleash the power of another powerful institution the federal government to demand change at U M and they hoped across the world of higher education Prompted by a complaint filed by FOCUS the U S Department of Health Education and Welfare soon documented egregious examples of discrimination in Michigan's practices toward women and threatened to withhold millions of dollars in contracts unless the school adopted remedies Among the hundreds of similar complaints filed against U S colleges in 1970-1971 the one brought by the Michigan women achieved the breakthrough that provided the historic template for settlements with other institutions Drawing on oral histories from archives as well as new interviews with living participants *Conquering Heroines* chronicles this pivotal period in the histories of the University of Michigan and the women's movement An incredible story of grassroots activism and courageous women the book highlights the kind of relentless effort that has helped make inclusivity an ongoing goal at U M

A Larger Sense of Purpose Harold T. Shapiro, 2009-02-09 Universities were once largely insular institutions whose purview extended no further than the campus gates Not anymore Today's universities have evolved into multifaceted organizations with complex connections to government business and the community This thought provoking book by Harold Shapiro former president of both Princeton University and the University of Michigan and Chairman of the National Bioethics Advisory Commission under President Bill Clinton explores the role the modern university should play as an ethical force and societal steward Based on the 2003 Clark Kerr lectures *A Larger Sense of Purpose* draws from Shapiro's twenty five years of experience leading major research universities and takes up key topics of debate in higher education What are the nature and objectives of a liberal education How should universities address the increasing commercialization not only of intercollegiate sports but of education and research What are the university's responsibilities for the moral education of students The book begins with an expanded history of the modern research institution followed by essays on ethics the academic curriculum the differences between private and public higher education the future of intellectual property rights and the changing relationship between the nation's universities and the for profit sector Shapiro calls for universities to be more accountable morally as well as academically He urges scientists not only to educate others about the potential and limitations of science but also to acknowledge the public's distress over the challenges presented by the very success of the scientific enterprise He advocates for a more intimate connection between professional training and the liberal arts in the

hope that future doctors lawyers and business executives will be educated in ethics and the social sciences as well as they are in anatomy torts and leveraged buyouts Candid timely and provocative A Larger Sense of Purpose demands the attention of not only those in academics but of anyone who shares an interest in the soul of education **Sing to the Colors** James Tobin,2021-08-17 In Sing to the Colors award winning author James Tobin considers ideas of place tradition legacy and pride while investigating two centuries of history at his alma mater the University of Michigan The book s 23 essays capture a series of moments some well known and celebrated others inconspicuous or even troubling that have contributed to the ongoing evolution of the University Readers travel back to bitter battles fought over the vision for the University in its early years and learn how the Diag and other campus landmarks came to be Other chapters consider milestones on the University s continuing journey toward greater inclusivity such as the 1970 Black Action Movement strike and the enrollment of Michigan s first female students in the 1870s Still others illuminate the complex relationship between the University and the city of Ann Arbor revisiting former mainstays like the Pretzel Bell and Drake s Sandwich Shop Alongside these stories Tobin grapples with his own understanding of and connection to Michigan s history which whatever its imperfections and errors has shaped the lives of thousands of alumni around the world This is a book for readers who not only cherish the University of Michigan but who also want to better understand the long work of the many generations who envisioned and built and sustained the place *Privilege and Prejudice* Clifton R. Wharton,2015-09-01 Privilege and Prejudice is a stereotype defying autobiography It reveals a Black man whose good fortune in birth and heritage and opportunity of time and place helped him to forge breakthroughs in four separate careers Clifton R Wharton Jr entered Harvard at age 16 The first Black student accepted to the School of Advanced International Studies at Johns Hopkins he went on to receive a doctorate in economics from the University of Chicago another first For twenty two years he promoted agricultural development in Latin America and Southeast Asia earning a post as chairman of the Rockefeller Foundation He again pioneered higher education firsts as president of Michigan State University and chancellor of the sixty four campus State University of New York system As chairman and CEO of TIAA CREF he was the first Black CEO of a Fortune 500 company His commitment to excellence culminated in his appointment as deputy secretary of state during the Clinton administration A remarkable story of persistence and courage Privilege and Prejudice also documents the challenges of competing in a society where obstacles negative expectations and stereotypical thinking remained stubbornly in place An absorbing and candid narrative it describes a most unusual childhood a remarkable family and a historic career

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