

**University of Michigan Regents Eight-Year Term – Vote for Two (2)**

*Candidates were asked to summarize their backgrounds in 75 words and were allotted 75 words to answer each question. If the candidate did not reply by the required date for publication, the words “Did not respond in time for publication” appear under the candidate’s name.*

**QUESTION 1**  
*What role should this university play in the economic development of the state of Michigan?*

**QUESTION 2**  
*What is the most important issue facing this public university today and what is your position on that issue?*

**QUESTION 3**  
*Given the current economic climate, what measures will you support to maintain the quality of this university’s education?*

**David Brandon, Republican**

1999 - present: Chairman, CEO Domino’s Pizza, recognized world leader in pizza delivery. 1979 – 1999: Chairman, President and CEO of Valassis. Under his stewardship, Valassis recognized as “100 Best Companies to Work for in America.” 1974 – 1979: Graduates from the School of Education at UM, joins Procter & Gamble Company. Native of South Lyon, MI; recruited by Coach Bo Schembechler; full football scholarship to UM. 1998: Elected to the UM Board of Regents.

Technology transfer is a very important way to leverage the strengths of the university to meet the needs of our state. The university is a significant source of human resource capital, product innovations, and breakthroughs in research and development that benefit the State of Michigan today and for years to come.

Combined answer for 2-3: Our most important issue is how we can effectively invest in the quality of the education experience while dealing with the significant budget pressures impacting higher education today. Rapidly inflating faculty salaries and operating expenses, exacerbated by continuing reductions in state funding put significant pressure on financial management of the university. The university’s resourcefulness in successfully completing capital campaigns, securing funding through research and grant proposals, and prudently managing expenses

while continuing to fulfill the institution’s educational mission, without diminishing quality, will be critical to our future. We need to do a better job of convincing state legislators of the importance of the university’s operating role the university plays in state and the significant, quantifiable return the state receives for every dollar it invests in higher education. At the same time, securing more resources through fundraising and cost management is also critical to the equation.

**Susan Brown, Republican**

U of M graduate, 1963 (BA). Served on the U of M President’s Advisory Board; Serving currently on the Boards of the U of M Museum of Art and Ford School of Public Policy. Lifetime member of the Alumni Association. Served as Trustee of Kalamazoo College; founder and President of the Kalamazoo Historic Conservancy for the Preservation of Art; member of the Kalamazoo College Women’s Council, Junior League, First Presbyterian Church; owns interior design company.

A positive future for U of M depends upon developing a knowledge-based economy. U of M is the engine behind the states economy and has the ability to become a leader in technology transfer; the spinning off university sponsored research into viable businesses which create jobs. Today U of M is a \$4.8 billion enterprise and the 3rd largest employer in the state with 40,000 people on its payroll. Its success and viability is crucial to...

The most important issues facing U of M are financial: rising costs, tuition and state support. U of M must hold the line on tuition by better management of finances. U of M cannot rely on the fluctuation of the state support. If the huge increases in tuition (30 – 40% over the last 5 years) continue, U of M might effectively price out the very students it is trying to attract. A Regent represents the taxpayers...

In order to maintain the quality of U of M’s education they must look for alternative sources of revenue. Along with the successful transfer of technology in which the University can claim an ownership interest, the partnerships and programming at the satellite campuses, renewing and solidifying relationships with alumni and supporters and proper stewardship from the board, U of M has a bright future.

**Julia Donovan Darlow, Democrat**

Actively involved in social, economic and educational issues as a lawyer and community leader for 35 years, I practiced international business law in Detroit until 2004 and now represent nonprofit organizations. Offices have included President, Michigan State Bar (first woman); Chair, Michigan Supreme Court Gender Bias Task Force; State Officers’ Compensation Commissioner; Trustee, Marygrove College; Executive Committee, Detroit Medical Center; Chair, Hutzler Women’s Hospital; and founding Trustee, Michigan Women’s Foundation. (BA, Vassar College; JD, WSU)

The University should play a vigorous economic development role: to pursue needed research in economically relevant fields such as life sciences; to expand its technology transfer to the business and nonprofit sectors; to increase its interaction with leaders in business and industry; and, together with other public universities, to implement the Cherry Commission recommendations. It should prepare students for entrepreneurial roles, for success in a knowledge-based economy and for team-based problem solving.

The most important issue is accessibility to the University for students regardless of economic status and background. Accessibility includes affirmative action and affordability. I strongly support affirmative action to ensure equal opportunity and diversity and oppose Proposal 2. I believe urgent attention must be given to lowering the costs of education for lower and middle income students through tuition controls and financial aid.

The extraordinary quality of the University’s education must rest on a solid financial foundation. I will support its capital campaign and other fundraising programs, technology transfer programs and other potential new revenue sources and its vital health care system, which has a positive operating margin. I will demand intense, continuing scrutiny of administrative and operating costs. The top priorities must remain the education of students and the preservation of academic excellence.

**Kathy White, Democrat**

Education: Princeton University, BSE, Electrical Engineering; University of Washington School of Law, JD; George Washington University Law School, LL.M.; Ann Arbor Public Schools. Work: Law Professor, WSU; registered patent attorney; White House Fellow, Fulbright Senior Scholar–Germany; Vice President Fulbright Association, Judicial Law Clerk, Randall Rader, U.S. Court of Appeals, Federal Circuit; Intellectual Property Counsel, U.S. Army Corps of Engineers–Captain, U.S. Army Judge Advocate General’s Corps (JAG), active duty; Major(P) JAG, reservist; UM Regent.

As Michigan transforms from a traditional manufacturing economy to a knowledge-based economy, the University of Michigan must be a leader in the state’s economic development. Because the level of knowledge and skill required to compete globally is increasing, higher education is central to this transformation. Higher education must become more flexible to address the changing demands of the global economy, as well as increasing the engagement in public/private partnerships to further its goals.

Because of the increased costs of higher education, the most important issue facing the University of Michigan is accessibility. As the relative amount of state funding declines, it is imperative that the University of Michigan increase financial aid commensurate with any tuition increases for in-state residents. For students who cannot afford four-years of University of Michigan tuition, transfer opportunities should be increased. Investing in greater outreach to community colleges should be a central priority.

In times of limited state funding, it is paramount that the high quality of education at the University of Michigan is maintained and enhanced. The university must build bridges between education, science, industry and government to create the synergy needed to sustain and improve the quality of higher education. The University of Michigan is well positioned to translate knowledge to solve problems of general public interest so that many societal needs can be met.

**Edward Morin, Green**

Teacher, writer, and 40-year Michigan resident, Edward Morin has a B.A. from Maryknoll College, an M.A. from U. of Chicago, and a Ph.D. from Loyola University, (Chicago). He taught 30 years in 3 colleges and 5 universities, including the University of Michigan. He also worked 19 years as, research, contract proposal, and technical writer and as executive writer at Blue Cross of Michigan, General Motors, and Unisys. He is married and has 4 grown children.

By teaching students how to think, the U of M strengthens their job performance and mobility. World class instruction and exposure to state-of-the-art technologies prepare them for a changing world. University research attracts government and corporate funding, which encourages job growth and start-up companies. Cultural benefits of vibrant University communities make them attractive places to live in or visit. Links to scholarship and research throughout the U.S. and the world make Michigan a cosmopolitan place.

Students from families without high income and substantial health insurance find campus life more difficult than those with these advantages. UM must extend efforts to foster a “student friendly” environment beyond staff administered seminars and building programs. To restructure campus culture, enlist faculty involvement in remediation. Require sensitivity training of students. Increase counseling opportunities through Student Health Service. End early admission procedures, which favor applicants from affluent families and prestige prep schools.

1) Increase faculty participation in governance. For example, enfranchise the untenured health care clinicians connected to the Medical School by allowing them into the Faculty Senate. 2) Improve fiscal transparency through a legally mandated and overdue (by 22 years) State Audit of research and academic performance. 3) Review support that the University gives to advanced weapons and surveillance technology through its research and investments.

