



COLLEGE UNDERTAKES A VARIETY OF INITIATIVES

Several times during the previous two years President Mansour had altered architectural directions in midstream. She had been unequivocal in her adherence to quality control, and at times was regretfully unyielding to cost and time. The results were evident on September 9, 1979, when the dedication of the \$3.5 million Science Center marked the completion of hopes, plans and unremitting labor of the workmen, the Board of Trustees, the Development Committee and the administration of the College.

In her welcoming address President Mansour complimented those present, "All who are gathered here have directly or indirectly helped to build this Science Center... either by directing, designing, constructing, financing, sacrificing, patiently waiting, believing, identifying with or badgering." Then she added, "The new facility helps the College to express one of its important mission statements—service to Detroit and its people."

Other speakers were Julianne Hoff, chairperson of the faculty senate; William Lutz, past chairman of the Board of Trustees, who commented, "All this has been accomplished since we began the building fund in 1966 on the 25th anniversary of MCD;" Dr. Michael Brennan, trustee and president of the Michigan Cancer Foundation, who expressed the belief "that if the new hall could produce people to join the ranks of humanitarian healers, the hard work and expense would be all worthwhile." The Rev. Thomas J. Gumbleton,

Auxiliary Bishop of Detroit, blessed the new edifice and remarked, "Here at Mercy College there has always been great concern for ethics over technology, a primacy of people over things and a superiority of spirit that Mercy stands for. All of us can be very happy today and rejoice."

Architect Tivadar Balogh was introduced by President Mansour as "our almost resident architect because he had also designed the library."

A THEME FOR THE YEAR

Anchoring the focus of the College, the year 1979-1980 unequivocally was "the year of the family." As early as September 26, a nationally-acclaimed professional theatre ensemble called *The Independent Eye* brought to the College a revue about American family life—its values and conflicts, comedy and disaster, pains and rewards.

This program was followed on October 15 by a full-day conference entitled "The Aging Family and the Caring Community." It was sponsored by Elizabeth Williams, director of the College's Gerontology department, and the Detroit Area Agency on Aging. Its tone was optimistic, asserting that "there is a great deal of exchange of affection as well as exchange of goods and services between the generations—all voluntary."

Maggie Kuhn, at the venerable age of 75, was one of the speakers in the Family Lecture Series. She was known as the "Wrinkled Radical." Forced to retire from her social work position due to her age, she and four friends formed an action group "to raise the consciousness of elder Americans so that they would continue to lead useful lives." Dubbed the "Gray Panthers" by the media, she and her associates continued to focus on consumer advocacy in attempts to persuade legislators, communicators and care-providers to improve conditions for the aged.¹

The sculpture of the Holy Family by Lloyd and Renee Radell enhanced the family theme, which culminated in the commencement address of Dr. David Thomas, nationally recognized authority on family life.

STUDENT ACTIVISTS ON CAMPUS

Regardless of school, home and job responsibilities, there were concerned MCD groups who found time to mobilize for

specific causes. The Social Work Association of Mercy College (SWAM) adopted a resolution to join the national boycott against Nestle, Abbott Laboratories, American Home Products, Borden and Carnation, which were accused of falsely advertising and promoting activities regarding infant formula that resulted in numerous deaths in third-world countries. For SWAM this was not a one-time effort but a year-long position for what its members believed was a crime against humanity.²

BOARD OF TRUSTEES ACTIONS, OCTOBER 1979

After considerable discussion on the composition of the Board, the members decided that the president of the College should be an official Board member, since she represented a broad spectrum of interests and already worked closely with the Board. At the same time, while faculty and students represented vested interest in the Board's activities, they should have a vehicle apart from membership on the Board to present their views.

Sister Emily George, former president of the College, was elected to the Board. All that time, Sister Emily was associate director of Women in Transition, a program designed to assist battered women in the metropolitan Detroit area.

PREPARING TO OFFER A MASTER'S DEGREE IN EDUCATION

The year 1979-80 was an amalgam of significant academic projects propelling the College to seek 1) the authority to grant a master's degree in the field of education; 2) to employ faculty, prepare facilities and guarantee flexibility to make such a master's program accessible; and 3) to invite the North Central Association (NCA) to advance its normal reaccreditation visit by three years to assess the ability of Mercy College to undertake such a substantive change—the master's degree.

The visit of the North Central Association in October was the overriding event in 1979-80. Following is taken from the letter of decision received on May 5, 1980 from Thurston E. Manning, director of the Commission on Institutions of Higher Education:

Morale on the campus is very high. This comes from a feeling of well-being, optimism regarding the future, confidence in the administration, and a belief that faculty and students have an appropriate role in the governance of the institution.

The evaluation of the institution for substantive change centers around the proposed Master of Arts in Education, which combines a core curriculum with one of three possible areas of concentration: Bilingual-Bicultural Education, Educating Children with Special Needs, and Elementary and Secondary Certification.

The formal acceptance of the master's degree in Education arrived on May 5, 1980:

Dear President Mansour:

This letter is formal notification of action taken by the Executive Board of the Commission on Institutions of Higher Education at its meeting on May 2, 1980. The following actions were recorded with respect to Mercy College of Detroit:

- that accreditation be extended to the master's degree-granting level;
- that accreditation at the master's level be limited to the Master of Arts in Education degree;
- that an evaluation be scheduled in three years, 1982-83, focused on the progress of the Master of Arts in Education degree programs;
- that a comprehensive evaluation be scheduled in 10 years, 1989-90.

The action of the Board was based on the materials provided by the institution, the report and recommendation of the visiting team, and the recommendations of the Review Committee.

On behalf of the Commission I wish to thank you and your colleagues for your cooperation during the evaluation process.

Yours sincerely,

Thurston E. Manning

Director of the Commission on Institutions of Higher Education³

PRESIDENT MANSOUR EXTENDS HER EFFORTS

When Agnes Mary Mansour, RSM, came to Mercy as its president almost 10 years earlier, she had not given much thought to expanding her efforts beyond the College's boundaries.

But all too soon her flair for “innovating” successfully reached beyond the campus and brought visitors and invitations seeking to become beneficiaries of her gifts and talents. In late 1979 she was elected to the Board of Directors of the National Association of Independent Colleges and Universities/National Institute of Independent Colleges and Universities (NAICU/NIICU). The Association represented its members in the areas of public policy and government affairs.

The Mercy College president was also active in a number of educational organizations and community groups including the Association of Independent Colleges and Universities of Michigan (ACIUM); the Women’s Economic Club of Detroit; the Sisters of Mercy Health Corporation; and the state planning committee for the American Council on Education’s National Identification Program for the Advancement of Women in Higher Education Administration. Sister Mansour also served as a Director on the Boards of Michigan Bell Telephone Company and National Bank of Detroit. For all her years as president of the College, she was also a consultant and member of the grant review committee for the United States Department of Health, Education and Welfare, Education Development Branch, Division of Associated Health Professions.

INDIVIDUAL HONORS IN THE YEAR OF THE FAMILY

When the College was very young and deeply steeped in classical tradition, a brave young woman named Alma Curtis applied for work—“whatever’s available,” she said. The next day, her sunny, brisk presence spread through all the first floor offices as she began a legacy of memory at the College. For 25 years she remained, moving from housekeeper to driver to switchboard to high-tech operator. Alma “worked for the Sisters,” she said, if indirectly for the College. When the Sisters remembered the College, they remembered Alma.⁴

Alma was honored along with nine other Mercy College employees at the Christmas Mass and party in 1979. The total number of service years among these 10 employees was 270. Presented were: Mary Celeste Schneider, RSM (31 years), Dorothy Ardisson (31 years), Mary Elise Michelin, RSM (31 years), Aleeta Henesey (30 years), E. Juliana Thompson (28 years), Walter Thompson (28 years), Alma Curtis (24 years), David Cylkowski (25 years), Albert

Zolton (22 years), and Mary Lou Callahan (20 years).⁵

In keeping with the year's theme of family, other honors were presented in the ensuing months. As difficult as it is to select special family members out of several hundred families, the *Mercy College News* made selections as follows:

1. Mrs. Betty O'Donnell, a widow and mother of four professional achievers, a retired elementary school teacher and native Detroiter became a Sister of Mercy in March 1980. For several years Betty O'Donnell had tutored children and served the elderly in nursing homes.⁶

2. "Mrs. Celia Kliger-Ruda is a remarkable woman," proclaimed the *Mercy College News*. Her "causes" were her family, to which she gave unyielding devotion. A resume of her accomplishments and awards was also remarkable. She had a bachelor's degree in Communications from Mercy College and a master of science in Health Administration from Wayne State University. She was an author and had worked on radio, TV and newspapers; she was a freelance public relations person; she did P.R. work for Barbara Walters, Dorothy Sarnoff, Dr. Gastrow from Cape Canaveral and for the Jewish National Fund.⁷

3. Perhaps the most indispensable family people on campus were the keepers of the power house—those who managed the water pumps, the heat, the steam, the electricity and the air conditioning. Director James Copple, whose responsibilities included not only the power plant but also the physical plant, the maintenance department and the custodial department, said he was at times "a policeman, a fireman, a carpenter and a plumber. Harold Bastow, Andrew Biggs and Lee Lundy were shift engineers."⁸

4. Finally, the *College News* featured the director of Gerontology, Elizabeth Williams. Skilled in her care of the elderly, she defied age and strength to execute her responsibilities with efficiency and compassion. Her reward was a service grant from the College for the summer of 1980 to attend a seminar in England sponsored by the University of Birmingham and the University of California, Berkeley to study their national health care and care of the aging. Under Professor Williams' guidance the College sponsored public sessions and special conferences on hospice care.

Also that year, the Nurses Association had agreed to renew the practice of presenting each year's Bachelor's of Science in Nursing graduates with pins, so on May 1 a candlelight procession heralded this ceremony.

BOARD OF TRUSTEES MEETINGS, JANUARY, MARCH AND MAY 1980

At the annual meeting of the Sisters of Mercy Corporation and the members of the Board of Trustees on January 17, 1980 a momentous discussion took place. The vital question of shared sponsorship for Mercy College of Detroit arose—the issue of mutual participation by the College Board and the Sisters' Board to share responsibility for the College and to ensure its perpetuity.

The Board had provided unparalleled leadership during a time of significant change and growth at Mercy College of Detroit. Without doubt the most meaningful activities of the Board in the years 1979-80 were the adoption of a five-year development plan to raise \$6 million; the granting of lower tuition to senior citizens who added their seasoned perspective to the college classroom; and the authority to grant a master's degree in Education.

A DECADE OF DEVELOPMENT

In June of 1980 President Mansour produced a 10-year report of Mercy College of Detroit. She called it *A Decade of Development* and introduced the report with her personal message.⁹





Nothing could more effectively symbolize the work ethic of Mercy College President Agnes Mary Mansour, RSM, than the new mural titled “Synergy” dedicated to her in the library courtyard on August 27, 1980. The work was commissioned and donated by Dr. Henry Laring Newman, Jr., as a tribute to President Mansour for her “leadership in the Christian community.”

The person who conceived the mural was Renee Radell, artist-in-residence at Mercy College since 1972. She observed:

“Synergy” is best explained by its own title as it relates to the work. The simultaneous action of separate entities functioning together has a greater total effect than the sum of their individual efforts.

Symbols in the allegorical piece are joined by the blue of water. The plants represent the earth, the people are archtypes of common man who is the caretaker of the earth. The double images of man indicate the two phases of man—spiritual and physical.

The inner circle represents the sun. It is symbolic for man’s search for God, with the small clearing in the center representing the occasional glimpses that occur.

The colorful mural served as the theme and backdrop for the opening liturgy of the year on August 27.¹

A further honor was bestowed on President Mansour when she

was cited as one of four outstanding businesswomen at the 88th annual meeting of the Young Women's Christian Association (YWCA) of metropolitan Detroit. She was specified as representative of the "many women who provided individual initiative and leadership to improve the spirit and quality of life in Detroit."

NEW ACADEMIC CENTERS

With a campus-wide focus on constructing new physical centers of learning and study, it is no surprise that an innovative academic structure was established at Mercy College of Detroit for the 1980 school year. Six centers were the focus of the reorganization. All of Mercy's 34 programs were grouped into these centers: Allied Health and Science; Medical Technology; Education, Management and Consumer Sciences; Social Sciences, Services and Human Studies; Nursing; and Creative and Liberal Arts.

According to Dr. John McNary, academic dean, the reorganization was designed to meet the future needs of the College. The centers were intended

1. to provide a more creative environment for formerly smaller units and to plan, evaluate and develop new ideas and programs;
2. to stimulate professional development and scholarly activities;
3. to integrate related disciplines within the center and thus provide a broad educational identity—a holistic approach to education;
4. to encourage interaction among the centers, especially between the liberal arts and professional disciplines;
5. to provide students majoring in disciplines with relatively small enrollments a better sense of identity and to facilitate better student interaction and participation in academic decision-making;
6. to create greater efficiencies in the areas of budgeting, purchasing and communication; and
7. to relieve the congestion of people reporting to the vice president for Academic and Student Affairs.²

BOARD OF TRUSTEES MEETINGS, SEPTEMBER 1980 AND JANUARY 1981

At the first Board of Trustees meeting September 16, 1980, President Mansour presented the five-to-10-year institutional

data for review and discussion. Specifically, she focused on the following points:

1. *Student Enrollment of Selected Michigan Independent Colleges*

For 1979-80, Mercy had 1,397 full-time and 1,038 part-time students, in comparison to Madonna's 1,134 full-time and 1,997 part-time, Marygrove's 606 full-time and 352 part-time, and U of D's 3,888 full-time and 3,137 part-time.

2. *Annual Tuition and Fees of Selected Michigan Independent Colleges*

Mercy was the seventh largest of the 47 private colleges in Michigan in enrollment, but it had the fifteenth lowest tuition of this group.

3. *Ten-Year MCD Student and College Profile*

The following were noted: increasing trends in part-time students, transfer students, minorities and non-Catholic students; decreasing trends in traditional-age new freshmen, consortium students and male students. The Weekend College enrollment had grown from 44 students in winter 1978 to 175 in fall 1980. Summer session enrollments remained stable at around 440 FTE. The residence hall was operating close to capacity.

4. *Comparative Data on Entering Freshman Classes*

The 1979 entering freshman ACT scores were lower than state and national averages. President Mansour cautioned that the data covered only one-half of the freshman class. The high school grade point average of these same students was B. Generally, MCD averages were higher than state and national trends. These students reported choosing MCD primarily for a field of study, typically the health professions, and expressed an increasing need for assistance with career planning.

5. *MCD Graduate Statistics and Placement Profile*

The number of degrees awarded in 1980 was almost twice that awarded in 1971. The number of associate degrees was declining, primarily because of the decreasing Law Enforcement enrollment. More than 56 percent of the degrees awarded in 1980 were in nursing and the allied health professions. Of the 1979 graduates, approximately 84 percent were employed in their chosen field.

6. *Faculty Profile and Professional Staff*

There was an increasing number of instructor-level faculty. An increasing percentage of recent new hires, especially in nursing, come to the College without teaching experience. Faculty FTE had increased from 78 to 137 in 10 years; administrative FTE staff had increased from 29.5 to 51.5. The student-faculty ratio was 14:1, explained by the fact that the nursing and allied health programs required ratios of 8:1 to 10:1 for their accreditation.

7. *Operating Budgets*

During the last 10 years total E&G revenues had increased by 229 percent, while total E&G expenditures increased by 176 percent. The most significant increase was in government grants and awards at 683 percent.

8. *State/Federal Project Grant Summary*

While the College had experienced a significant gain in government grants and awards in the last 10 years, it projected a loss of \$800,000 in grant support by fiscal year 1982. For this reason, the major Development effort was for endowment to replace this lost revenue.

9. *Student Financial Aid*

Federal and state student aid had increased from \$500,000 to \$3 million in the last 10 years. Continuation of this level of aid was speculative due to changes in the economy and tax concerns at the state and federal level.

10. *Development Profile*

The FY 80 Development effort raised \$620,000. There was a significant gain in endowment gifts across the last five years from \$500 in FY 76 to \$209,000 in FY 80. During this same period the endowment fund increased from approximately \$300,000 to more than \$1,000,000.

At the January 28, 1981 Board of Trustees meeting Dr. McNary introduced an expanded grading system (use of plus and minus) to provide more equitable and accurate grades. In comparison to national standards, he said, "Mercy graduates do well on external professional examinations, typically exceeding national scores."

Many of the Board members questioned the faculty and staff salary increases, following the previous year's increase. They also inquired about the status of "merit" pay. President Mansour concluded the discussion by commenting that faculty workloads would

be adjusted to promote better productivity and that progress was being made on the faculty evaluation system, which would then be linked to the merit system.³

COMMUNITY AWARDS, COMMUNITY ENGAGEMENT

At the second Works of Mercy Dinner on September 29, 1980, Mercy College of Detroit awarded its first Mercy Medallion to Robert and Genevieve Sage of Tecumseh. The award was presented in recognition of their dedication to a work of mercy: their humanitarian activities on behalf of recovering alcoholics. Guest speaker at the Works of Mercy dinner was U.S. Representative Wilbur D. Mills. He shared his personal experience of the destructive effect of alcohol and drug abuse upon individuals, families, and business/industry, estimated to cost \$20 million annually in the U.S.⁴

Many other significant ventures characterized the College during the year 1980-81. Probably the most sensitive was the Holocaust Education Project designed, developed and promoted by Carol Rittner, RSM. It included a lecture series, art exhibit, credit courses and dialogues with community groups. The program, "After Auschwitz: Vision or Void?" opened Sept. 30 with a keynote address by Elie Wiesel, noted author and chairman of the U.S. Holocaust Memorial Council. The other lecturers, each of whom served as a "Scholar in Residence" for a week, were Shlomo Breznitz, Saul Friedlander and Robert McAfee Brown. The art exhibit featured the works of Anna Walinska of New York. In conjunction with the Holocaust Education Project, Mercy College offered "Teaching About the Holocaust," a graduate level course, and "Agony & Triumph: An Encounter with the Holocaust."⁵

From April 26 through May 4 the College sponsored "Holocaust Memorial Week" by displaying the experiences of several Detroit area residents who survived the horrors of the Holocaust. "The Talmudic saying, 'To save one life is to save the universe' is the theme of the exhibit," explained Sister Rittner. The artist Henry Friedman, who produced the hope-filled sculpture "The Mesuch" from scrap metal observed, "Art is a silent language—a very powerful language. It speaks to people; it pleads with people."⁶

As part of its community engagement initiatives, for the tenth year, Mercy College of Detroit sponsored the efforts of the League of Black Students (LOBS) to present its annual program in recognition of Black History Month, February 16-20. The program calendar

included an 18-piece orchestra called Kasuku Mafia that played folk songs by Black composers.

CONSIDERING A SPORTS AND RECREATION CENTER

When quiet once more pervaded the MCD campus, another project occupied the minds of many students—a sports and recreation center. President Mansour had been aware that many students wanted an on-campus recreational facility, so she conducted a detailed study of the situation. On November 17 she called a meeting at which she presented floor plans and a model of a proposed recreational/sports center. Fewer than 40 faculty and students attended. Undeterred, President Mansour proceeded with her agenda. She addressed four issues: 1) the decision-making process, which involved debates and questionnaires; 2) reports to the development and finance committees of the Board; 3) report to the Board of Trustees, and 4) a report to the Corporation of the Sisters of Mercy, Province of Detroit, who would share the final decision. She explained that the facility itself would encompass 58,000 square feet and have two levels. The first level would include two basketball courts, racquetball, volleyball, tennis and badminton courts and a pool, a sun court and spectator accommodations. The second level would have facilities for exercise, jogging, gymnastics and wrestling. Arrangements were made to distribute an “opinionnaire” throughout the College community. In the end, the plans to proceed with the project to build a recreational/sports center were discontinued. In February 1981 the Athletic Committee reported that, “Because of the lack of consensus, the committee and the president feel that any further plans to build a new facility in the immediate future must be terminated.”⁷

MORE ACADEMIC INNOVATIONS; LIFE ON CAMPUS

The Weekend College (WEC) at Mercy College of Detroit seemed to have grown exponentially. Established in 1978 as a pilot program with 45 students, its 1980 enrollment was more than 200. Dr. Chandra Agrawal, assistant director of WEC said, “This program is designed for strongly-motivated, highly disciplined persons, capable of doing college-level work independent of faculty direction.” Programs available led to bachelor or associate degrees in Business Administration, Health Services or Public Administration.

Psychology minor was offered with each major. In describing enrollees, director Patricia Gallagher, O.P., described them as mostly established for several years in full-time work; average age 37, with the oldest age 61 and youngest age 23.

An even larger world of concepts that would benefit the human mind and heart underscored a proposal made by the academic dean, Dr. John McNary, in January 1980. He committed Mercy College to offer an honors program to interested students who qualified for entrance by carrying a 3.0 or better grade point average.

The honors program was not a separate major but rather a supplement to courses in all programs. Two kinds of degrees were offered: An "honors" degree would consist of 24-35 credit hours of honors courses. The "presidential honors" degree would consist of 36 or more credit hours of honors courses. Two honors seminar courses were scheduled for the spring semester dealing with feminism and world hunger.

Another cause for rejoicing in academic success was the \$250,000 National Science Foundation grant in the name of the Comprehensive Assistance to Undergraduate Science Education (CAUSE). "The CAUSE grant was to teach students how to interact with programs on the computer, which in turn, taught them basic concepts and skills in the sciences," said John Fosselman, director of the computer center.⁸

Academic excellence was, of course, always the primary consideration in the development of all Mercy College programs. One of the most outstanding programs of the College was the Dietetics program established in the early 1940s by Mary Celeste Schneider, RSM, chairperson of the Home Economics department. The director of MCD's Dietetics program in the 1980s was Ruth Finan, who said:

MCD has the only dietetics program of its kind in the country. It allows for a two-step approach to a career in dietetics. In the first two years, the student receives an associate of science degree and is qualified to serve as a dietetic technician. The professional phase, with two more years, leads to a bachelor of science degree, which fulfills the requirement for membership in The American Dietetic Association and qualifies the student to write the national examination for professional registration.

The 1981 theme of the Dietetics exposition at the Conference

Center was “Pep up Your Prime Time”—exercise, eat right, and enjoy a longer and better life.⁹ At the same time, the Home Economics Club was working to increase awareness on related issues.¹⁰

Campus activities and news found public expression through the campus newspaper, *Mercy College News*. Reporters for the *News* represented a mix of experience, age and interest. Readers all agreed that *Mercy College News* fulfilled its goal very well: “to publish with competence and fairness.”

STUDENT LIFE: ACTIVITIES ON CAMPUS

Years later, memories of music, theatre, art and dance were still vivid to the students of the 1940s and 1950s. For the most part, immersed in studies of a professional or clinical nature, they cherished the opportunities to participate in cultural activities provided by the College. During these early years the College’s enrollment was fewer than 1,000, so singers, dancers and actors came from various departments, including Medical Technology, Nursing or Home Economics. The artists series, the Broadway plays, the classics, the choral and instrumental concerts, the original TV and radio shows were often as well attended as academic classes.

No one understood better the importance of these activities for students than President Mansour. “If we are to educate the whole person, we must continue to sponsor and finance these liberal arts. Nothing refreshed me more than to give an evening to Phil Esser’s dinner theatre. Nothing stimulated me more to new ideas than to hear the debated opinions of politicians, scientists and humanitarians. Nothing caused me to examine the generosity of my inner spirit more than the Holocaust and Hunger series. Yes, we will honor the tradition of immersing ourselves in music, art, theatre and dance. We cannot afford not to do so.”





REMEMBERING AND LOOKING AHEAD

Detroit newspaper columnist Mitch Albom wrote, “You don’t find many things as old in America as a newspaper.¹ Buildings get torn down. Neighborhoods are razed. But newspapers go on. Sure, they have changed names. Changed editors and owners. Changed technology. But essentially the product remains the same. Something happens. Someone writes it down. Someone prints it. Someone reads it. Newspapers perform a dying act. They connect.”²

This is what the *Mercy Update*, renamed in 1981 from *Mercy College News*, was intended to do—connect. The staff attempted to produce a less cluttered, streamlined newspaper with biweekly features such as club activities, personals, the president’s point of view (weekly broadcast), people on the move (faculty), flash (personalities and emergency messages), classified ads and a calendar of events. Concentrating on shorter articles highlighting administration, staff, faculty and students, *Mercy Update* did, indeed, connect.

THE CENTRALITY OF FINANCIAL AID

Recognizing the importance of financial aid and the changes taking place in the early 1980s, a summary of the College’s efforts to maximize availability of student aid is available by request.³

CHANGES IN THE ENROLLMENT PICTURE

“**T**hough there has been a slight dip in the 1981-82 enrollment at Mercy College (down approximately 177 students), the unique character of the College and far-sighted planning in attracting new students worked together to overcome potential difficulties,” wrote Pat Bordman, assistant editor of *Mercy Update*. “Not every program has experienced a drop; in fact, some have shown an impressive increase.” Pat Bordman continued,

“There are more than 530 new freshmen and transfer students at Mercy this Fall. An additional 33 newcomers have come to Mercy as post-degree students. There are many second-degree students in such areas as Physician Assistant, Anesthesia, Dietetics and Alcohol and Drug Abuse Studies.

Mercy is a unique College not only in its programs, but also in its student population. “The profile of students at Mercy is a mixture of new high school students, senior citizens, and working adults back to retrain or complete a degree. I’m not sure we have a typical Mercy student. Unlike the residential colleges, we are a reflection of the urban area in the variety of students.”

It is within this urban setting that much of the present difficulty is centered. Ninety percent of Mercy’s students come from the tri-county metropolitan area, the very area hardest hit by the current economic slump. Jobs are difficult to find, unemployment subsidies are expiring, taxable income is reduced, state and federal financial aid dollars are diminishing.

But, there is cautious optimism about the future of Mercy’s enrollment from Dr. Robert E. Johnson, associate vice president for Academic and Student Affairs. “We are not dependent on a single base of students like a liberal arts school is. We have a heterogeneous population. It gives us flexibility. But, we definitely have to adapt to a changing potential audience for education.”⁴

SIGNIFICANT ANNIVERSARIES

The year 1981 was a memorable birthday year for the College. In honor of the 40th anniversary of Mercy College of Detroit and the 150th anniversary of the Religious Sisters of Mercy, several

special activities took place.

A photography display depicting the growth of Mercy College and the changes that had occurred on the campus were displayed in the Student Conference Center Sunken Lounge during a week in December.

On December 8, the all-campus Mass and Christmas Party were held. Christmas activities included service awards, caroling, and a visit from Santa. The theme of the Mass was "The Meaning of Anniversaries." A slide presentation portraying the 150 year history of the Sisters of Mercy was presented on December 9. The week's activities concluded with the College birthday party on December 10.

As part of the anniversary activities, *Mercy Update* assistant editor Pat Bordman interviewed Mary Celeste Schneider, RSM, who had designed the Sisters of Mercy revised habit in 1965:

In 1965, after wearing the same style of habit for nearly 135 years, the Sisters of Mercy began an alteration that was to eventually change the very nature of the clothes they wear.

Following Vatican II, the 7,000 American Sisters of Mercy undertook an examination of their heritage. In keeping with the renewal of the order, and in an attempt to return to the spirit of the foundress, Catherine McAuley, the Sisters decided that a change of habit was an appropriate way to reaffirm their tie with the past.

"The habit was a sign of the consecrated life. It had to be simple, modest, and at the same time, inornate and becoming. It also had to be suited to the circumstances of time and place and the services of those who wore them," recalled Sister Mary Celeste, creator of the modified habit.

Each of the nine provinces in the United States was requested to submit no more than three designs to a National Committee composed of Sisters from each province. The design created by Sister Celeste was selected as the most appropriate—becoming, yet functional—of the 24 submitted.

So radical was this change that Barbara Walters, anchor on the Today show, invited Sister Celeste to appear on the show and explain the changes and how her design would reflect the new thinking.

Sister Celeste now calls her design a transition habit, for by 1971 the Sisters of Mercy had decided that each Sister would have a choice: “She could wear the older habit, the modified habit with or without a veil, or she could wear lay clothes, depending on her ministry. The services she rendered would determine which option she would choose,” said Sister Celeste.

“We were going back to the spirit of our foundress. Catherine visited schools and hospitals in the dress of the day. Many still feel that the habit is symbolic of their lives, and I respect that. My silver ring and cross symbolize my life now just as a habit and veil formerly symbolized my life,” concluded Sister Celeste.⁵

From time to time the chapels of the Sisters of Mercy all over the world rang out with one of the songs composed by Dolores Nieratka, RSM, professor of Psychology at Mercy College, since 1978. The one most often chosen was “The Suscipe of Catherine McAuley” based on Mother McAuley’s “Fiat” to the will of God.

This luminous, creative talent was silenced in a brief moment on March 27, 1995 when Sister Dolores died after a bout of pneumonia.

But somewhere her songs live on:

I remember believing

My music could right every wrong,

Touch every heart, every season

Someday, there’d be a song.⁶

BOARD OF TRUSTEES MEETINGS, MARCH 4, MARCH 27 AND MAY 18, 1982

At the March 4, 1982 meeting of the Board of Trustees, the members passed a motion expressing the Board’s pride and confidence in support of President Mansour, and extended a new five-year contract. The president expressed her gratitude to the Board for its support but requested further discussion on the length of the contract.

The joint meeting of the Sisters of Mercy Corporation with the Mercy College of Detroit Board of Trustees took place March 27.

“Our purpose,” said Mr. Lutz, chair of the joint meeting, “is to examine the values and missions of each group and to discuss their implications, how they match, how they are realized and, finally, how they relate to the Community’s sponsorship of the College.

Sister Helen Marie Burns explained that the nine provinces of the union are re-examining their relationships to their institutions because of diminishing financial and human resources. She provided some background on their sponsorship, describing it as 1) attempting to articulate values, 2) organizing reality to speak these values, and 3) being alert to new insights and possibly forming new values. Sister presented a list of 12 values significant to the Detroit Province of the Sisters of Mercy.

1. Public witness to our consecration to God in the Church.
2. Participation in the Church's mission through ministry of teaching and healing.
3. Participation in dialogue, especially participation in a dialogic Church marked by equality and mutuality.
4. Special concern for women, especially the economically poor, for the poor, sick, and ignorant, for the dispossessed in our contemporary society.
5. Genuine and equitable access to life and growth for all persons.
6. Collaboration with all persons of good will to utilize our human and material resources toward promotion of justice.
7. Global perspective of works of Mercy.
8. Collaboration with all persons of good will to change systems that oppress, marginalize and disenfranchise persons.
9. Compassion.
10. Continual conversion to Gospel living.
11. Simplicity of life.
12. Formation of community-interrelatedness, interdependence.

President Mansour then presented a list of four values of significant importance to Mercy College of Detroit, taken from the College's Philosophy and Mission statement and referred to the agreement of values between the Community and the College. In keeping with its philosophy, the College articulated a basic fourfold commitment.

1. To community-oriented and value-directed Christian education within the Roman Catholic tradition.
2. To creative, quality liberal arts and sciences and professional education that facilitates the development of the whole person.
3. To serving Detroit and its people.

4. To the practice of conscientious and accountable stewardship of human, financial and material resources.

Sister Burns then described the sisters' movement away from a provincial or regional view to a more global perspective of their ministry. It was noted that, while the College is a small institution whose primary mission is to educate persons mostly from this area, similar global values indirectly guide the College in the programs developed, lecturers sponsored and awards made.

Sister Burns unequivocally reaffirmed the Sisters of Mercy's commitment to the College. A brief discussion addressed occasional differences of philosophical or political viewpoints possibly resulting in actions not considered mutually acceptable. It was noted that the very concern of the two groups over the issues being discussed and their ability to openly discuss them was a positive sign of the vital co-sponsorship of the College. It was also suggested that each group act with an awareness of the other's values and a sense of accountability to the other.⁷

BROADENING THE COLLEGE'S INFLUENCE

During the 1981-82 academic year, special programs were improved.

Dr. John McNary announced that Mercy's baccalaureate Social Work program received unequivocal accreditation from the Council on Social Work Education for the maximum of three years.⁸

A new baccalaureate degree program for legal administrators was enthusiastically approved at a faculty meeting. The program, which complemented the existing legal assistant (associate degree) program, was scheduled to begin September 1982.

In a unanimous vote, Mercy College faculty approved the expansion of the Respiratory Care program to offer a bachelor's degree as well as an associate degree. This would be the first degree of its type in Michigan.





PRESIDENT MANSOUR'S FINAL YEAR AT MERCY COLLEGE

Even though she had not yet tendered a formal resignation, President Mansour knew that the year 1982-83 would be her last at Mercy College of Detroit. During the summer of 1982 she spent increasing time focusing on the shifting landscape of the future. She felt compelled to work for change on a broader scale, so after much prayer, reflection and consultation she threw her proverbial hat into the political ring as a candidate for the 17th district of the U.S. Congress. She wanted to be a contributor where decisions were made. The fact that she was able to find 200 enthusiastic volunteers to assist in her campaign on short notice attested to her exceptional abilities for organization and her persistence.

In retrospect she called it a “very interesting experience. Even though I lost the election, I’m not sorry I did it, because it gave me a whole new insight into the election process—the demands and the costs. Yes, I might try again sometime in the future. I believe elected office is an important ministry, but it must be based on open discussion and acceptance of a rationale conscientiously and carefully constructed. With the growing realization that structure and policies often cause suffering even when individuals act with the best of intentions, it seems a most appropriate ministry to give one’s attention to the field of legislation. If systemic change is needed, then getting into the system is necessary.”¹

Conscious of her formal responsibility to the Board of Trustees, President Mansour made the first public announcement of her resignation as president of Mercy College of Detroit to the members of the Board at their first meeting September 25, 1982. As soon as the meeting was called to order, President Mansour read her letter of resignation, also dated September 25.

Dear Dr. Weincek and members of the Board of Trustees:

I reluctantly, but with a strong sense that it is the appropriate and wise thing to do, submit my resignation as president of Mercy College of Detroit effective July 1, 1983. I would be open to some reasonable time adjustment if that is best for all involved.

My reluctance comes only from the desire to spare you and the College community the demands of a search and any concerns you might have about the transition. I do indeed feel that the time has come for Mercy to move to new leadership. The College is basically on a sound financial footing and has a good organization.

You are trustees of a great College with wonderful and dedicated administrators, faculty and staff, and a tremendous group of students to serve. Because of this, I have little doubt the transition will be smooth.

I leave with a great deal of gratitude to each of you for your support and trust in me. I have always felt your respect and confidence that gave me freedom to move in new directions and made my responsibilities less demanding. I will always remain interested in and supportive of Mercy College. My association is long and deep and my belief in the importance of its mission is unshakable. I will do all to make the transition as easy as possible and leave the College in good shape for the very fortunate new president.

Thank you all for the wonderful opportunity I have had to serve for 12 years as president of Mercy College of Detroit.

Sincerely yours,

Agnes Mary Mansour, RSM

The letter of resignation was accepted with regret by the Board members and a Presidential Search Committee was formed.

Two days later, on September 27, 1981, President Mansour informed the members of the Mercy College community of her

impending resignation. "This decision was not arrived at quickly or easily; I do believe it is appropriate and wise for Mercy to move to new leadership," she said. "Most importantly, it is the exceptional collective efforts and dedication of all that assures continuance of the health and quality of Mercy College.... It has been my privilege to be associated with you as President of Mercy for 12 personally rewarding years. I will always be very proud of and thankful for this. Whether or not the best has been saved for last, only time will tell; regardless, I look forward to a good 1982-83 year together with you."

PRESIDENT MANSOUR'S FINAL YEAR BEGINS

On October 1, 1982, *Mercy Update* interviewed President Mansour and devoted its column "Know Time" on December 11 to her answers and perspective on the future.

Q: When you look over the past 11 years, what events or accomplishments of your presidency do you most prominently recall?

A: Coaching a winning basketball team! And coaching a winning faculty-administration-staff team! We were fortunate to obtain many important grants that assisted academic and administrative expansion and development; the 2+2 career mobility concept; the master's addition, the Weekend College; developmental services, computerization; the Dinner Theatre also stands out as do campus expansions and improvements, especially the new library and science building additions. As far as events, Commencement is always special my favorite was 1981 when Roger and Virginia Meyers (disabled from birth) received honorary degrees. Our recent Works of Mercy Dinner was also a significant occasion.

Q: What areas of administering the College were most frustrating or most difficult to accomplish?

A: Generally, no matter what was accomplished, there always seemed to be so much more to do. We were always straining, and we still do strain, resources to the limit. People work very hard around here. Trying to clarify, update and make operative administrative policies and procedures while the college was growing significantly was one of my major frustrations over the years. We've come a long way.

Q. What plans do you have for the remainder of your stay as President?

A. One major priority is the capital campaign. I also want to spend time on the archives. Otherwise its business as usual in implementing this year's goals and getting things ready for a new president.

Q. What are the biggest challenges facing your successor?

A. The continuing struggle to provide quality, value-directed education at a reasonable cost and to blend professional and liberal education in a meaningful way. The struggling economy—especially for Detroit and Michigan—is a challenge, as are changing enrollment patterns and shifts in government financial assistance to education. I worry about the growing cost of independent higher education.

Q. What qualities would you consider important in a successor?

A. Strong identification with the philosophy and mission of Mercy College of Detroit and lots of stamina. The rest I leave to the search committee.

Q. What goals have you set for after July 1983?

A. I'll attend a few basketball games—maybe '83 will be the Year of the Tiger! Seriously, I am looking forward to some time for peace, quiet and renewal.

Q. You possess such a wide range of expertise and experience. What arena do you foresee working in where you will best be able to utilize your abilities?

A. I really don't know. I'm staying open to a variety of possibilities.²

WORKS OF MERCY DINNER

The Third Annual Works of Mercy Dinner took place September 16 in the Student Conference Center. Mercy College presented the Mercy Medallion³ to honor four individuals who “represented the spirit of Detroit and whose works brought the people of Michigan to a new sense of physical, cultural and spiritual health.”

The 1982 honorees were Governor William G. Milliken, the longest-serving governor of Michigan (14 years); Joseph L. Hudson, whose business and civic involvements helped to improve the vitality and quality of life in Detroit; Dr. Marjorie Peebles-Meyers, the first Black female graduate of Wayne State University School of Medicine,

who for many years provided for the health needs of the people of Detroit; and Douglas A. Fraser, who was honored for his outstanding leadership in uniting labor, management and government.⁴

ADDRESSING THE CHALLENGES OF THE FUTURE

“We must continue to be a positive force for the people of Detroit and the people of Michigan,” said President Mansour as she greeted the faculty, administrators and staff on August 30, 1982. “We are needed, and we are needed in a healthy condition to help in the recovery before us.”

President Mansour announced that a second Title III proposal had been submitted and accepted for funding, including a five-year plan identifying and addressing expected challenges.

The challenges outlined in the proposal were: to strengthen institutional safeguards against potential enrollment decline; to provide new private sector revenue sources to supply long-term funding; and to strengthen resource utilization and operational efficiency.

In discussing new delivery systems to accommodate non-traditional students, the president cited growth and development in the Weekend College programs and commented that such innovations were important for the continued vitality of the College.

The President reported that the College was seeking accreditation from the North Central Association to offer new master's degree programs in addition to the master's in Education currently approved. Master's degree programs in various stages of development included psychology/substance abuse, allied health education and health care administration.

To attract more employed adults, degree options that recognized clinical work experience were to be expanded for part-time students in clinical health professions. Other academic program developments included an educational mobility curricular design in nursing, an associate/baccalaureate program in computer science, continued study of approaches to better integrate liberal arts and professional education, and expanded offerings in continuing education.

The President noted that recruitment and retention of students were increasing concerns. The Center for Student Advising and Development would be reorganized to improve the student support system.

At the same time, the five-year, \$6 million campaign to be launched the following fall was intended to meet the second

challenge of tapping private funding sources more effectively. The fund-raising campaign would help to soften the blow of federal and state student financial aid cuts, and would help ensure the College's continued quality and service.

The completion of the College's management information system addressed the third challenge of utilizing resources. Further expansions were planned. Campus repair work and energy conservation projects—including a power house, painting and roof replacement—were also planned to maintain operational efficiency.⁵

ACCOMMODATING CHANGES IN THE PROFESSIONAL WORLD

Entrepreneurship was blossoming and flourishing at the College. Several new programs were implemented to increase the development of marketable skills: accounting (majors and minors on undergraduate level), computer science (associate and baccalaureate degrees, majors and minors), psychology (a master's with concentration in substance abuse counseling), health care administration (master's) and anesthesia (master's). Plans were made to implement these programs by September 1983.

The College also worked to develop viable alternatives to the traditional method of obtaining college credits, granting credit equivalency to individuals with substantial work experience.⁶

TRANSITION OF LEADERSHIP

The odyssey of President Mansour's conclusion of her College obligations was accompanied by unexpected happenings. In late December 1982 Mercy College of Detroit's president was named by newly-elected Governor James J. Blanchard to head Michigan's Department of Social Services. There is no doubt but that there was an element of immediacy to the offer that denied President Mansour the luxury of extensive consideration. Consequently, she took a leave of absence,⁷ and with Board approval recommended that Dr. John E. McNary, vice president for Academic and Student Affairs, assume the responsibilities of the President's Office.

BOARD OF TRUSTEES MEETING, MARCH 9, 1983

At the March 9, 1983 Board of Trustees meeting, Mr. Miles Jaffe, Chairman of the Presidential Search Committee, reported on the Committee's progress. The final four candidates from

Connecticut, Texas, Ohio and Illinois were invited for interviews on four successive Mondays beginning March 14. At a special Board meeting on April 9, 1983, Mr. Jaffe presented the final report and recommendation of the search committee to appoint Maureen A. Fay, O.P., as the next president of Mercy College of Detroit. He moved that this recommendation be approved.⁸

CAMPUS HIGHLIGHTS, 1982 TO 1983

In the midst of leadership changes, there was much to celebrate on campus:

1. The growth of prayer lunches in place of prayer breakfasts. This change in schedule allowed more people to enjoy the speakers scheduled each month.
2. The recognition of Peace Day on Friday, November 1, when all activity ceased for 30 minutes.
3. The advent of a new basketball coach, Randy Henry, who believed “a player should use his talents in basketball to achieve a higher goal—getting an education and doing something for one’s life.”
4. The formation of a gospel choir under the extraordinary talent of Ermaline Mays, a non-traditional student and education major at MCD.
5. The formation of the Mercy Masquers Theatre Troupe. Several students under Theatre advisor Albert Zolton joined together to “entertain students during school hours.” The performances ranged from dramatic and comedy skits to one-act plays.⁸
6. The League of Black Students (LOBS) planned a full year of activities including tutorial services, peer counseling, networking and organizing the annual Black History Week.

It was not surprising that there was a special element of sadness to President Mansour’s presence at the 1983 Commencement. In view of her constant and dedicated service and because they knew they were bidding farewell to a devoted friend, before they let her go, they rose en masse—administrators, Board members, faculty, students and guests—in a spontaneous standing ovation.





PRESIDENT MAUREEN A. FAY, O.P., JOINS THE COLLEGE

Early in August 1983 the Sisters of Mercy of the Detroit Region held a meeting, their Annual Conference, to take stock of themselves, assess the needs of the past year and their response to such needs, and plan for the future. An election of regional officers took place that year.

That 1983 meeting was not just business as usual, particularly in regard to Mercy College of Detroit. For the first time in the College's history, a non-Mercy Sister had been appointed president. The new president was Maureen A. Fay, O.P., a Dominican from Adrian, Michigan. In typical hospitality, the Sisters of Mercy had gathered to welcome the new president.

Sister Mulcrone chaired the meeting and gave an unreserved embrace and open door to the new president. Then, one by one, several of the Sisters presented President Fay with books dealing with the life and values of Catherine McAuley, foundress of the Sisters of Mercy, or writings chronicling the history of Mercy ministries and activities. As the volumes piled up on the platform, Sister Fay aptly responded, "The Board forgot to mention one requisite—the need for a long arm to encompass all these very worthwhile and inspiring books. I will read them all during my tenure of office here. I know they hold many answers for a world that is now swirling around me. I cannot thank you enough for your engaging cordiality."



Former MCD Presidents (left to right) Agnes Mary Mansour and Emily George, RSM, with President Maureen A. Fay, O.P., at her inauguration, March 1983.

President Fay exuded an innate sense of assurance and efficiency that impressed not only the Board and the Sisters of Mercy but also the faculty and students of the College. She came from Chicago, where she had been dean of Continuing Education and Graduate Studies at St. Xavier College and assistant professor at Northern Illinois University in DeKalb, Illinois. *Mercy Update* presented the following introduction:

“I am enthusiastic about the challenge and am looking forward to working at Mercy College because of its contributions in the past, and hopefully in the future, to the metropolitan area,” Sr. Fay said.

The new president said she believed Mercy’s primary role in the community was to be the best educational institution it could be.

“It should also serve the city and prepare citizens who are well-educated and committed to their civic and professional responsibilities. I see it also collaborating with other institutions in the metropolitan area, not only educational institu-

tions but also civic institutions, to stand ready to provide service to the city in terms of expertise that it possesses in this community," she added.

Sr. Fay said she had received many letters from people in the Detroit area since her appointment as Mercy's fifth president.

"The sentiment that is reiterated again and again is the excellent education that Mercy is giving to its students in a way that is not only educationally excellent but is socially responsible," she said, adding that she found the College to be well-managed and ready to meet future challenges from a position of strength.

Sr. Fay spent her childhood in the Chicago area, where her widowed mother, Anne, still resides. She was one of two children; her brother is married and the father of two daughters.

She earned her bachelor's degree from Siena Heights College in Adrian and her master's degree from the University of Detroit. She earned her doctorate in Adult and Higher Education in 1976 from the University of Chicago where she was a Carnegie Fellow.

Sr. Fay brings a variety of experience in education to her new position. She has taught at the high school and college level, has worked with criminal justice leaders and executives and is a published author of several reports, papers and articles.

"I believe leisure time allows people to re-create themselves and to gain a proper perspective on life," said the new president, who is an avid race-walker, logging five miles a day.¹

RECOGNITION OF SERVICE; CHANGES IN CAMPUS COMMUNICATIONS

The fourth Works of Mercy dinner on September 15, honored four prominent Michigan citizens for their community and business involvement in serving the people of Detroit and Michigan.

Beverly Beltaire, Walter R. Greene, and Vainutis K. Vaitkevicius, M.D., were presented with the Mercy Medallion, an award given to individuals whose lives and activities are examples of traditional or contemporary works of mercy.

The late Monsignor Clement H. Kern, who died August 15, 1983, was awarded the Mercy Medallion posthumously.²

Another event early in the academic year brought quite a change to campus as well, when *Mercy Update* posted the following article:

The campus newspaper, the *Mercy Update*, will cease publication after its December 6, 1983 edition. The College Relations office, which is responsible for producing the *Update*, will publish a weekly faculty and staff newsletter beginning January 1984.³

BOARD OF TRUSTEES MEETINGS, OCTOBER 6, 1983 AND JANUARY 18, 1984

At the October 6, 1983 Board meeting President Fay announced her objectives as president and asked that the Board accept them as terms of her own evaluation. Regarding institutional planning, she advised that she saw a need for an officer of institutional planning and research. She saw the role of the Trustees to provide direction in maintaining and developing systems for the College's operations. She added that she hoped the Trustees would become more directly involved in future College planning.⁴

THE INAUGURATION OF PRESIDENT MAUREEN A. FAY, O.P.

In February a steering committee⁵ met to begin planning the inauguration of President Fay as the College's fifth president. The inauguration took place March 29-30, 1983. The Rev. Thomas Moore, O.S.F.S., long-time friend of the new president, presided at the Inaugural Mass on March 29. Banner bearers and candle bearers ushered in a colorful procession to the martial tones of "Ode to Joy."

The inaugural procession the following day was a resplendent pageant of distinction and color. Representatives from 45 educational institutions and 12 learned and professional societies and associations, wearing distinctive caps, gowns and hoods, responded to the invitation to join President Fay in her installation as fifth president of Mercy College of Detroit.

Dr. Charles D. O'Connell, vice president and dean of students of the University of Chicago, was master of ceremonies. After calling on Mary Sharon Wedig, RSM, Provincial Administrator of the Sisters of Mercy of Detroit, to give the invocation, he introduced several other representative speakers who presented warm greetings: Jackie

Vaughn III, president pro tem of the Michigan Senate; the Rev. Robert A. Mitchell, S.J., president of the University of Detroit; Mary Celeste Schneider, RSM, alumni moderator; Sharon L. Kinlen, president of student government; and E. Juliana Thompson, faculty representative.

Following a musical interlude, Margaret Farley, RSM, professor at the Divinity School of Yale University, gave a profound exposition of the confirmed traditions of Mercy College entitled "Push Back the Horizons: Educating for Freedom."

All higher education, it could be said, has to do with an initiation into a culture (even if this leads to a critique of culture). At the heart of this enterprise is our need constantly to push back the horizons of our understanding of all that is human—in order to understand the culture which is ours and the role of human freedom in its fashioning. Today an independent, religiously sponsored college must do just this in at least three special ways.

The first of these ways has to do with pushing back the horizon of our understanding of human pain and human injustice... To be responsive to human pain and injustice must be part of what it means to be human. To be truly universal today, a disciplined humanistic education must foster an awareness of human solidarity; it simply must help students come to terms with the worldwide phenomenon of human misery...

A second way in which an independent, religiously sponsored college has a special role is in relation to the study of technology... We cannot today act as if the human species is not critically influenced by the present possibilities of electronics, of information and communications systems, of radically new medical technologies, of nuclear power... It is essential to deal with "things technological" in a humanistic setting.

The acquisition of abilities which will enable students to participate in the arenas of business or science or medicine, etc., must include an intrinsic awareness that culture is the result of human freedom... Whatever we do in higher education in regard to technology must... enable students not just to "make a living," but to make a "human" living: their study is a benefit not just for themselves but for society.

A third example of the special participation of a college like Mercy College of Detroit in the overall mission of higher education has to do with the study of religion... No longer is it possible, at least in the traditions of Christianity, to think of religion or theology or faith as a "package" to be presented to students. The study of religion is, then, above all an inquiry, not an indoctrination. It is an inquiry into memory... meaning... and action.... for the use of freedom in relation to our culture. Mercy College of Detroit must be a place of faithful inquiry....

It is in the ongoing hope of this that we meet today. It is in the promise of this that we celebrate the inauguration of Maureen A. Fay's presidency of a college whose traditions have always moved in the direction of open horizons.

MERCY COLLEGE TAKES ON THE ISSUES OF THE DAY

Among the most invigorating topics of dialog on campus in 1983 were the declarations of Nuclear Free Zones not only in the world but also in various parts of the United States. This movement was followed by the establishment of the MCD Peace Group in February 1984 sparked by Bishop Thomas Gumbleton's talk in October 1983 on the nuclear arms race. "The nuclear arms race is the most dangerous moral issue of public order of our day," said Bishop Gumbleton, auxiliary bishop of Detroit. Following the Bishop's advice, the MCD Peace Group studied the Catholic Bishops' "Peace Pastoral" letter to assist them individually to form their consciences on problems of war and peace and to encourage them to take part in public debate.⁶

In addition to debates on nuclear arms were the considerations of recent advances in health care technology which presented new ethical, social and economic dilemmas that required examination and solution. Questions involved human cost versus human benefit, limited resources, ethics and reproductive technology.

Meanwhile, Mercy College continued to qualify for "challenge grants" for innovative projects. The first was announced in *Mercy Update* in September:

In September 1983 MCD was awarded a \$75,000 challenge grant by The Kresge Foundation to be used toward the renovation of facilities for energy conservation.

The grant will be applied to the College's Power House

Modifications and Energy Conservation Project, part of Mercy's five-year, \$6 million development program. Campus buildings that range in age from 20 to 40 years old will be renovated and repaired to make them more energy efficient and compatible with current College needs.⁷

Another grant was announced the following February from the National Endowment for the Humanities (NEH). The funding provided the resources to retain a consultant who worked with the faculty in organizing core curricula designed to facilitate the integration of the study of the humanities with professional study.⁸

BOARD OF TRUSTEES MEETING, MARCH 21, 1984

At the March 21 Board of Trustees meeting, Thomas Angott, chairman, introduced Mary Concilia Moran, RSM, who had just completed 12 years as Mother General of the Sisters of Mercy of the Union.

Sister Concilia Moran defined sponsorship as the holding in trust of an enterprise for two parties; specifically, Mercy College being held in trust for the city of Detroit and the Sisters of Mercy. The College's role is to respond to the needs of the community in terms of a reliable stewardship in collaboration with the Sisters of Mercy. She discussed the original values established by Catherine McAuley and how they have become a part of Mercy College of Detroit. She identified them as the courage to innovate and to risk, to respond to educational needs, to develop among its students and staff a sense of justice and to encourage the development of the whole person. She raised the question of other values: How does the College identify with the Church? Do we foster a spirit of ecumenism? To what extent are we involved with helping the poor? She described three factors that should be operative in successful stewardship: commitment to human and spiritual values, to professional excellence and to responsible financial management. These values should be found in the philosophy and mission statement of the College.

Board Chairman Thomas Angott explained that the current revision of the bylaws has been necessary in order to clarify and

strengthen them.

President Fay pointed out the significant changes that have been made in the bylaws by the ad hoc committee with the aid of Development Consultant Arthur Frantzreb. She further explained that the purpose of bringing these to the attention of the Board was to survey the changes and ask each of the Board committees to study them. Further revisions took place over the summer and were presented to the Board in the fall. Arthur Frantzreb reiterated the need for the changes, pointing out the necessity of having a set of management guidelines that will be both reasonable and impressive when presented to potential new trustees.⁹





MERCY SCHOOL OF NURSING MERGES WITH THE COLLEGE

From the very beginning of Mercy College in September 1941, the three-year nursing program (or basic professional program) was in many ways the curricular lifeblood of the College. Nursing students comprised more than 50 percent of the College's registrants for many years of the College's history. Their tuition and fees, bolstered by hospital stipends, constituted a primary source of income for the College. They utilized the majority of the campus dorm rooms, infused vigorous life into campus activities with their willing leadership, and enlarged and enhanced the commencement ceremonies with their dignified and colorful uniforms.

In September 1948, Mary Maurice Sheehy, RSM, came to Mercy College as director of Nursing Education from a lengthy tenure at the Catholic University of America. She supervised all Mercy College contracts with the hospitals that provided clinical experience for the basic professional program, and with the clinical faculty of the hospitals. Although she had been on campus only a short time, she sensed a confusion of relationship between the College and the hospitals, especially with the emergence of the bachelor's of science in nursing and the bachelor of science in nursing education programs at Mercy College. So on March 5, 1949, Sister Sheehy called a meeting of the College and hospital administrators, the campus nursing faculty and hospital clinical faculty. She presented a plan that made

Mercy School of Nursing of Detroit (the diploma program) an “affiliate” rather than a structural component of Mercy College.

There will be three centers for instruction in basic sciences: Mount Carmel Mercy Hospital and St. Joseph Mercy Hospital of Detroit, and St. Lawrence Hospital of Lansing. Such instruction will last nine months. Then the students will complete their two years of clinical rotation at one of the seven units to which they applied for admission: Mercy-staffed hospitals in Detroit (2), Ann Arbor, Pontiac, Jackson, Lansing and Battle Creek. These three centers and seven clinical units will become known as Mercy School of Nursing of Detroit. From the point of this organization, the title Mercy College of Nursing will be formally abrogated. However, there will be an affiliation with Mercy College in relation to registration and the conferring of diplomas. The inclusion of the clinical faculty from the Mercy School of Nursing in Detroit at regular faculty meetings on campus is still a matter of debate. By virtue of her role as director of Nursing Education, Sister Sheehy became the coordinator of the Basic Professional Program and chairperson of the Board of Directors of the Mercy School of Nursing of Detroit.¹

Thus it was made clear that Mercy College sponsored and was totally responsible only for the bachelor of science in nursing and for the bachelor of science in nursing education programs, but not the diploma program. Henceforth, the College agreed to continue to consider Mercy School of Nursing of Detroit as a much-desired affiliate.

However, a close scrutiny of the minutes of the Board of Trustees over the years 1949 through 1953² disclosed no affirming vote of the plan to consider the 3-year nursing program as an affiliate rather than an integral part of the College.

In those years the Board of Trustees was virtually synonymous with the Provincial Council; all Trustees were religious members. Mother Carmelita Manning, foundress of the College, was vice president of the Board. Those who knew her best could hear her say, “Affiliate? We’ll just go on the way we’ve started. The diploma nurses will register at the College and pay their tuition, and at the end of the year they will get their diplomas as usual from Sister Mary Patricia Garvey, the president of the College.”

Thus, for 12 years the diploma and the degree programs continued until the enrollment increases in degree programs consumed

the space available for their combined numbers. Then, instead of a formal dissolution of the ongoing partnership, the diploma students simply made their own arrangements off campus for space and teachers and ceremonies and diplomas.³

A significant change to nursing education occurred in 1982. That year, the federal and state controls under the titles of the President's Advisory Committee and the Collaborative Nursing Council pressed for a university base for all hospital professions, including RNs. Such a change would remove from hospitals the responsibility for setting up, financing, housing and directing their own professional preparations. Like engineering, computer, teaching and business professions, etc., hospitals would simply attract and hire the best in the field from neighboring academic and professional schools. (This already did occur, of course, with BSN-prepared nurses who were also RNs.)

Accordingly, Mercy School of Nursing presented a request to Mercy College of Detroit to merge as early as January 1983. Before the Board of Trustees had time to act upon it, a modified agreement was presented which was "more rigid in content and less clear in defining responsibilities." The problem of reimbursement also needed to be resolved. The request for merger was allocated to legal analysis for study. Finally, the closing and signing of the documents occurred the week of June 4, 1984.⁴

A summary of the major commitments of the merger were as follows:

- The supporting hospitals, Catherine McAuley Health Center, St. Joseph Mercy Hospital, Pontiac, and Samaritan Health Center agreed to provide continuing financial support to Mercy College of Detroit for fiscal years 1984-1985, 1985-1986, and 1986-1987.
- Approximately 42 percent of the fixed assets from Samaritan Health Center, Catherine McAuley Health Center, and St. Joseph Mercy Hospital, Pontiac, were assumed by Mercy College.
- Approximately \$93,400 of student nursing loans were in default. Due diligence had not been performed on these accounts; therefore, when they were eventually remitted to the government, 90 percent of the outstanding balance would have to be paid. This liability was to be assumed by Mercy College, which would monitor the accounts and

collect balances due.

- The College would offer a baccalaureate degree with multiple entry and two exit points, facilitating an associate degree in nursing.
- Student admission into the curriculum at Mercy College of Detroit Center for Nursing beginning Fall of 1984 would be targeted for 200 new students per year to reflect the total of the prior admissions of the School's and the College's programs.
- The College's nursing curriculum required that its nursing students receive clinical educational experience in health care delivery as part of their professional preparation. The College entered into Clinical Affiliation Agreements with St. Joseph Mercy Hospital and Samaritan Health Center whereby nursing students at the College received clinical educational experience in health care delivery at the respective hospitals.
- The option for faculty of Mercy School of Nursing to join the Mercy College of Detroit faculty was open and the determination of rank, salary, and position would be made based upon the experience of each faculty member. Mercy College of Detroit would make special arrangements for the faculty of Mercy School of Nursing to meet the academic requirements of the College. Individual educational plans would be negotiated with the first individual faculty contract. Tuition support would be provided for Mercy School of Nursing faculty joining the Mercy College of Detroit faculty to complete the appropriate master's level preparation.
- Mercy College of Detroit and the Sisters of Mercy Health Corporation would continue to enhance health care education and services.

After nearly 40 years, the foundress of the College, Mother Mary Carmelita Manning, would have been pleased to know that the basic professional program had returned to the College in the very capable hands of the new president, Maureen A. Fay, O.P.





LONG RANGE PLANNING SETS THE STAGE FOR THE FUTURE

A hallmark of President Fay's first year at Mercy College was the communication of two fundamental principles of her vision: The welfare of the student as the center of the academic world, and the excellence of the College's faculty as the fullest measure of success.

Mercy Minder, a weekly newsletter,¹ was one of President Fay's frequent avenues of communication with the administration, faculty and staff. The publication concentrated on events, faculty newsmakers, bulletin board and calendar notices and activities on campus. The *Minder* and *MCD Catalyst* reported a variety of activities and events on campus:

1. The importance of Catholic worship and expression at Mercy College of Detroit was central throughout the College's history. In August 1984, the Conference Center hosted the Detroit Conference Worship Convention, with 900 participants. The theme was "The Liturgical Year: A People Defined by Their Feasts."

2. The *Minder* announced the creation of a new administrative position—director of Graduate Studies. Jacqueline Lupovitch Zeff, an adjunct associate professor in the Center for Creative and Liberal Arts, was the first director.

3. On August 12-15, 1984 Mercy College of Detroit and *EAP Digest Magazine* were co-sponsors for the North American Congress

on Employee Assistance Programs.

4. The first decade of the innovative physician assistant program had passed quickly, and on August 29, 1984, President Fay presided at a ceremony recognizing the eleventh graduating class of 20 students.²

5. On September 13, Mercy College hosted the fifth Works of Mercy dinner to honor four prominent Detroit citizens for their extraordinary commitment in serving the needs of the people of Detroit and Michigan. Honorees were Thomas B. Adams, chairman of the board of Campbell-Ewald Company; Diane Edgecomb, president of the Central Business District Association; Damon Keith, judge of the 6th U.S. Circuit Court of Appeals; and Rev. Vaughan Quinn, director of Sacred Heart Rehabilitation Center.³

6. William Kienzle, noted Detroit author, opened the 1984 fall author series October 11 with a lecture entitled, "My Art as a Reflection of My Life," followed by a reception in the Conference Center.⁴

7. Faculty and students were invited to the Student Center on October 18 to participate in a discussion on the role of religious values in American policy formation.⁵

8. As a supplement to the discussion on religious values, Campus Ministry sponsored a film series on peace and justice. "Excuse Me America" was shown on October 8 and 9.

BOARD OF TRUSTEES MEETINGS, OCTOBER 3 AND DECEMBER 5, 1984

President Fay listed her objectives for the academic year 1984-85: to provide leadership to the long-range planning committee, to continue the development of systems that would contribute to the future vitality of the College, to be active in community affairs, and to continue activities in professional association.

Nothing could be more symbolic of President Fay's character than her statement of objectives. They reflected her commitment to steady progress toward permanent results, her thorough understanding of the importance of developing knowledge, her concern for the neighborhoods around her, and her willingness to share new and innovative ideas with her professional associates. To all—students, staff, coworkers, visitors—she kept an open door, listening and discussing. She became known for her forthright manner and her commitment to justice and mercy.

During the winter semester the following activities were completed: 1) a revised mission statement with institutional goals and objectives; 2) an academic program review model; 3) a budget/planning model; 4) a new core curriculum; and 5) a new structure for institutional governance. Outside consultation was used particularly in the areas of academic program review, financial planning and governance. The Board was fully informed of all developments in the planning effort.

VIGNETTES FROM THE 1984-1985 ACADEMIC YEAR

The *MCD Catalyst* and *Mercy Minder* continued to report on a variety of events throughout the winter and spring:

- In December 1984 the SAT appeared—not the infamous college test, but the Student Admissions Team—a group of volunteers who met with prospective students in person or by letter to give them a view of college life from a peer’s point of view.
- In the east basement of the Faculty House was the Office of Nonviolent Action for the National Defense Institute. The Institute espoused the position that modern war was too dangerous to use as a defense system. Supported by Catholic, Episcopal, and United Methodist bishops as well as many lay persons, the Institute researched and educated about an alternative defense—nonviolent action by the populace to resist an invasion.
- College students, faculty and staff from across the country gathered in Washington April 18 for the 1985 “University Lobby to End the Arms Race.” They met with members of Congress to inform them of widespread campus support for policies that would halt the nuclear arms race.⁶
- The MCD Alumni Association held the first “Miles for Mercy” 10K race and one-mile run/walk April 20, 1985. The race course was on Outer Drive between Six Mile and Schaefer roads.
- At its Food for Thought luncheon February 26, Campus Ministry, in conjunction with Bread for the World, presented “Campus Call to Action on the African Hunger Crisis.” Speaker for the occasion was Margie Weber, area representative of Bread for the World.
- The Speech and Drama department, together with Campus

Ministry, presented "A Dramatic Reading of the Passion," written and directed by Albert Zolton, April 2 and 4 in the Mercy Chapel. Students from Mercy and Sacred Heart Seminary worked together on the production.

- *Vino!*, the one-man musical comedy about man and his most constant companion, held its world premiere at Mercy on April 25, 1985. The comedy featured artist-in-residence, Joe Marrocco, who wrote, produced and directed the play.

BOARD OF TRUSTEES MEETINGS, FEBRUARY 13 AND MAY 24, 1985

At the February 13, 1985 Board of Trustees meeting President Fay reported on the status of the long-range planning effort. The committee developed a focused mission statement from which it prepared a strategic plan for 1985-91. The plan included assumptions, strategies and criteria for monitoring progress. It was ultimately expected to be the document for growth, development and operation for the subsequent six years. The plan was developed with the participation of nine task forces, each focusing on a specific aspect of College development. A summer design group coordinated all the finalized recommendations of the task forces to be presented to the faculty and Board in the fall of 1985.

The Board also approved the final draft of the revised Bylaws of Mercy College of Detroit.⁷

At the May 24 Board meeting President Fay announced that she had been invited to serve on the Executive Board of the Association of Independent Colleges and Universities of Michigan (AICUM). She also announced that AICUM was protesting cutbacks in state financial aid, such as the elimination of the differential tuition award.

Finally, the Board of Trustees approved the renovation of Marian and Bethesda Halls in an amount not to exceed \$2 million, plus a line of credit not to exceed \$500,000. Business vice president Tom Lawton reported that the proposal made by architect Tivadar Balogh had been evaluated, and bids were requested from independent contractors. Completion of the project was expected by December 15, 1985.





A NEW ACADEMIC ORGANIZATIONAL STRUCTURE

In 1984, the faculty had approved a new academic organizational structure to be implemented during fall 1985. Now fully operational, the new structure was based on the establishment of four academic divisions: Allied Health, Art and Sciences, Nursing and Professional Studies. Each division would be headed by a divisional dean. Each academic discipline/program was housed in one of these divisions and was headed by a faculty member designated as the discipline coordinator.

The addition of the discipline coordinator position was probably the most significant change from the former center structure to the division concept. There was now a single spokesperson or contact person for each of the academic programs on campus. Thus, students with questions or concerns about a particular academic program were able to obtain information from one source. Lists of faculty by division, with the discipline coordinators identified, were posted on bulletin boards in the Conference Center and next to the Registrar's Office in the Administration Building.

GENERAL EDUCATION AT MERCY COLLEGE OF DETROIT

In addition to the changes in organizational structure, there had been a great deal of discussion among faculty and administrative leaders regarding the content and direction of general education

at Mercy College of Detroit. During fall 1985, the faculty approved what was perhaps the broadest and most significant change to the College's curriculum in decades—a complete revision of the general education requirements. This new model would be fully implemented at the beginning of the fall 1987 semester.

The new model contained three major components with a variety of courses from which students could make selections

Component I: Essential Competencies. No later than the fourth semester at the College, all students must demonstrate competency in composition, mathematics, public speaking, use of a computer and critical thinking.

Component II: Core Curriculum in Western Civilization. All students must demonstrate an understanding of the major historical developments and cultural achievements that have shaped Western society.

Component III: Citizenship in the Contemporary World. All students must demonstrate an understanding of selected aspects of responsible citizenship: knowledge of at least one other culture; knowledge of the way the U.S. political system functions; understanding of selected ethical issues and of ethical decision-making; understanding of the ways people interact as social beings; knowledge of the scientific method and of some recent scientific developments.

MERCY MEDALLIONS

In the midst of curricular and economic changes affecting the campus, the annual Works of Mercy dinner was held September 12, 1985. Mercy Medallions were awarded to three individuals who had given extraordinary service to the people of Detroit and Michigan: John Cardinal Dearden, the former Archbishop of Detroit; Jean Findlater, vice president and general manager of WXYZ-TV; and Walton A. Lewis, chairman and founder of the Lewis and Thompson Agency.¹

BOARD OF TRUSTEES MEETINGS, OCTOBER 30 AND DECEMBER 18, 1985

At the annual meeting of the Board of Trustees on October 30, 1985, President Fay presented an overview of the status of Mercy College of Detroit, as well as plans for the future. Among the many important goals of Mercy College in the first years of President Fay's tenure, it is clear that two, in particular, warranted attention at

the Trustee level: the continuing education of the trustees (how to be actively goal-oriented) and the persistent solvency of the institution.

At the December 18, 1985 Board meeting Maureen Mulcrone, RSM, assistant provincial administrator, Sisters of Mercy, Province of Detroit, shared results of the Religious Sisters of Mercy assembly of August 1985. The assembly was the culmination of a process begun a year earlier to bring the religious community to a renewed statement of what its focus on ministry would be for the next decade and beyond.

Copies of the Ministry Focus Statement and Proposals approved by the Provincial Assembly were circulated to the trustees. The statement brought into sharper focus the emphasis on values, direct service, and efforts toward systemic change, and reaffirmed the ministry of the religious community.

The work of the next Provincial Administrative Team would be guided by the Ministry Focus Statement. Their actions would include ongoing dialog with the Boards of sponsored institutions to assure congruence in the perceptions of values, to enhance the collegiality and interdependence of the relationships, and to ascertain that the work accomplished through the institutions was appropriate to the core ministry.

Sister Mulcrone expressed deep appreciation to the Board of Trustees for all their work to operationalize the mission and optimize the day-to-day operation of the College.²

The Board then turned its attention to the Grand Rapids Mercy Central School of Nursing Letter of Intent which addressed the dialog taking place for a merger with MCD. Sister Korb advised the Board that a Finance Committee review of the proposed financial arrangements resulted in placing an increased value on the professional services required of the College. This increase had been conveyed to the Grand Rapids School, but a response had not been received. The Board determined that no further action toward a merger could be taken until the matter had been addressed.³

To ensure the continuing solvency of the College, "Preliminary Goals for a Market Study for a Comprehensive Fund-Raising Program" was presented to the Board for review.

COMMUNITY INVOLVEMENT AND CIVIC RESPONSIBILITY

President Fay and her predecessors did not envision a College as an ivory tower, but as an integral part of the community in which it was established. Therefore, President Fay did not wait for

the citizens of the community to come to her; she went out to the people with novel programs, financial discounts, speakers and entertainment. Above all, she involved herself in the realities of life in Detroit. During 1985-86 she arranged for MCD to become a member of the Greater Detroit Chamber of Commerce; in the summer of 1985 she was elected to the National Bank of Detroit's Board of Directors; she was appointed to the Board of Directors of the Detroit Symphony Orchestra and Michigan Opera Theater; and she was elected to the Board of Trustees of Rosary College, River Forest, Illinois.

The president also heralded the accomplishments of administration, faculty and staff, and worked to improve the environment on and around campus. Among her activities in 1985-1986 were the following:

- In early December she held a reception for all who had recently earned doctorates;
- She honored the work of Carol Rittner, RSM, as co-producer of "The Courage to Care," which was nominated for an Oscar for Best Documentary;
- She hosted several consultation dinners in the spring of 1986 for the \$2 million capital campaign;
- She introduced her new communications medium *The Insider*;
- She announced the completion of the Marian Hall renovation and the relocation of the Learning Resource Center, Developmental Services, and the Computer Resource Center;
- She adopted several area high schools and elementary schools for educational partnerships, giving them additional prestige in their surroundings;
- She brought several high school principals into collegial partnerships to advance higher education.





EMPHASIS ON THE MANY FACETS OF DEVELOPMENT

A single word was emblematic of the goals and activities of Mercy College of Detroit in the year 1986-87: *development*—of governance, of curriculum, of finances, of students, of buildings, of security and above all, of values.

The task of the Development office (in conjunction with the Alumni Relations Office) is to raise the money necessary to contribute to the sound operation of the College. Private fund development makes it possible for Mercy to keep its tuition ratio within reason.

Funds have been raised for scholarships and special academic and building projects (like the Marian Hall renovations), as well as the costs of daily operation (utilities, faculty and staff salaries, supply purchases, building and grounds maintenance, etc.). Gifts are also sought for Mercy's endowment which, in effect, is the College's savings account: money which is invested and earns interest for the College to use for budget line items while the principal remains intact for emergencies.

The money for these projects primarily comes from private sources—alumni, parents, individuals outside the immediate College community, corporations and foundations. The effort to encourage this giving takes place through personal

contact with donors and potential donors, telemarketing and mailings. Volunteers from the ranks of Mercy alumni, students, parents and friends participate in these activities. In the three short years that Mercy has been involved in planned development activity, giving to the College has increased a dramatic 71 percent.

This year, Mercy is gearing up for a major, multi-million-dollar capital campaign (\$7.2) that will raise money for program development, endowment, scholarships, professional development for faculty and staff, building renovations and general expenses.¹

Among other aspects of development on campus were recent renovations. The 1986-1987 academic year was opened by a College and community-wide celebration of the renovation of Marian Hall. In addition to the classroom space and internal renovations, the newly-restored building provided additional benefits. First, it enclosed the northeast corner of the campus, giving a sense of an internal quadrangle. Second, it provided additional conference rooms, freeing the Conference Center to rent more of its space to off-campus organizations.

The construction of a campus gatehouse was scheduled to begin October 27, 1986. The gatehouse was to be placed in the middle of the west entrance to improve access and control of traffic. A full-time security staff and the newly added gates at the east and west entrances gave employees and students a greater sense of security.

Attention to community involvement and civic leadership at the presidential level was another important focus of development. Throughout the year, as usual, President Fay involved herself in many activities both on and off campus. She participated in a North Central Association accreditation site visit to Lewis University and St. Mary College and in November she gave the opening address at the Michigan Colleges Foundation campaign. She attended a meeting of the Sisters of Mercy Committee for Proposal III on Sponsorship and Accountability to explore means of sponsorship and ongoing practical realities relating to governance. She was appointed to the Detroit Strategic Planning Executive Committee, which was assessing Detroit's crime, image, employment, education and economic growth. She joined the Mount Carmel Mercy Hospital Divisional Board. She was invited to give the address for the National Conference of Christians and Jews Brotherhood Award,

honoring Mr. and Mrs. Charles T. Fisher III.

BOARD OF TRUSTEES MEETING, SEPTEMBER 30, 1986

At the September 30, 1986 Board of Trustees meeting Alfred J. Fisher III, chair of the Development Committee, introduced Ron Mulder of Howard Braren Associates, who had been employed as capital campaign consultant for the College.

Dr. Mulder presented the final feasibility study on the Campaign for Mercy College. The study was intended to determine the attitudes of potential supporters toward Mercy College and toward a campaign for operating support, program and human resource development, capital improvements and endowment growth. The study found that there was a great deal of good will toward Mercy College and its president. Nearly every person interviewed noted the significant economic impact Mercy made in the local region. The study also found a sense of loyalty and commitment among the College's alumni.

Dr. Mulder concluded that Mercy College was in a favorable position to move ahead with a major fund-raising program, with a goal of \$7.2 million for operating, scholarship, program, capital and endowment support over a three-year period. The Board of Trustees reviewed the campaign feasibility report and approved the recommendation of the Development Committee to proceed with a \$7.2 million campaign.²

THE SENIOR RULE POLICY AND GRADUATE COURSES

Increasingly, undergraduate students were expressing interest in registering for graduate credit. Dr. Jacqueline Zeff, director of Graduate Studies, reminded students of the "Senior Rule policy," which allowed MCD seniors to enroll in graduate-level courses under the following regulations: They must have completed 114 undergraduate credit hours, must have a minimum GPA of 3.0 in upper-division courses, and must be recommended by their academic advisor. At the same time Dr. Zeff informed students of a new graduate program to be offered at MCD. A master of science degree in health administration would begin in fall 1986. The 45-credit hour program was designed for working allied health professionals, with classes offered on weekends and evenings. Mercy also offered graduate programs in nurse anesthesia, allied health education,

and psychology with a concentration in substance abuse counseling.

MISSION EFFECTIVENESS AND THE ETHICS INSTITUTE

In an environment of increasing societal ambiguity over the virtues of morality and ethics, many at Mercy College wanted to ensure that the College's mission statement³ would not become merely rhetorical, but that it should maintain concrete relevance and effectiveness. As a result of meetings between President Fay and Campus Ministry, a Mission Effectiveness Committee of the Board was established with Trustee Gretchen Elliott, RSM, as chairperson.

Another strong antidote to offset what has recently been called the "substitution of expressions of preference, attitudes and feelings for moral judgments"⁴ was the establishment of the Ethics Institute at the College under the direction of Dr. Leonard J. Weber. Although the Institute was originally designed for medical issues, it expanded its programs to include political and social issues.

In addition to participating in instructional and consultative services at area institutions, Dr. Weber and selected faculty offered an eight-week program each semester to allow participants to become familiar with the nature of contemporary medical ethics as well as the opportunity to articulate their own perspectives in a coherent manner.

At the December 3, 1986 meeting of the Board of Trustees President Fay noted the substantial success of the Ethics Institute and its expanding role. There was continued support for the Institute, which was expanding its outreach to hospitals in the area by offering "Ethical Values." For the first time, the Institute worked with doctors at Providence Hospital and continued to work with surgeons at Mt. Carmel Mercy Hospital.⁵

BOARD OF TRUSTEES MEETING, DECEMBER 3, 1986

President Fay informed the Board members that the College was examining a proposal to create a Center for Addiction Studies. Such a center would further enhance the College's leadership in addiction education. The College also considered plant priorities, replacement of labs, and renovations of the residence hall and Conference Center. Faculty and staff compensation studies were also under way, which would enable the College to construct an equitable compensation plan.

President Fay also discussed ongoing College programs, among them the Early Childhood Development program, which had been accredited nationally and was among the first in the region to receive accreditation. The nursing division presented its curriculum to the Michigan Board of Nursing and received an endorsement for innovation and creativity. The gerontology program was approved by the planning and priorities committee for implementation.

Topping off the good news, President Fay announced that the largest fall class in Mercy College's history would be graduating December 12, 1986. Included in this class was the first graduating nursing class from Grand Rapids.⁶

ATTENTION TO STUDENT SERVICES

The Student Affairs Committee continued its assessment of various student services at the College. The director of Manning Hall, Marcia Gibson, reported that the dorm housed 15 male students and 201 female students in the fall semester. The total capacity of the dorm was 271, and there was an active goal to increase the number of residents. The residential program not only provided housing, but also offered life management skills, recreational programs and special programs for minority students. A November 16, 1986 article in the *Detroit Free Press* surveying 43 colleges ranked Mercy College lowest in housing costs. The cost for housing was \$1,920 per academic year, including a food package.

The Student Affairs Committee also heard from John Visser, director of the Conference Center and Western Food Enterprises. The committee was impressed by the creativity shown by the food service in accommodating the needs and desires of the students. Western Food Enterprises worked with Maxwell Advertising and planned to market Conference Center services externally with an extensive ad campaign.

THE CAPITAL CAMPAIGN MOVES AHEAD

One of the most important moves toward development occurred when President Fay set out the campaign strategy for the next 12 months. She had received acceptances for the capital campaign cabinet: honorary chairpersons: Kathleen Ward and Mary Sharon Wedig, RSM; co-chairs: Thomas Adams, Thomas Angott, Alfred Fisher and Miles Jaffe. The cabinet consisted of the co-chairs

and members of the Development Committee. The campaign's Leadership Council comprised civic and corporate leaders, had 21 members and sought a membership of 50.

Ronald Mulder, consultant from Howard Braren Associates, reported that the first four months of the campaign were concerned primarily with solidifying a strong foundation. President Fay had recruited Charles T. Fisher III, chairman of NBD, to host a reception for chief executive officers of major corporations in Detroit. The campaign's next goals were to launch the CEO reception and organize alumni and professional groups. The Board agreed that the campaign must succeed in the Detroit area before expanding throughout the state; that the campaign should not go public until at least one-third of the total campaign goal was committed.





"MERCY'S WAGER"

September 1987 was the beginning of President Fay's fifth year at the College. It may be said that she had successfully taken up Mercy's Wager: "If for one year a person sincerely acts in a manner driven by the mission and values of the Sisters of Mercy, she will be shrouded forever beneath the blessed mantle of Catherine McAuley." Through her leadership of Mercy College of Detroit, President Fay was no less a Dominican; she had demonstrated the capacity to blend together the nobility and charisms of the two great founders.

By the fall of 1987, Mercy College of Detroit was 46 years old. The years and many footprints had left their mark on the campus buildings. Updates and upgrades were needed. Marian Hall had been thoroughly renovated and now housed the computer center, the learning resource center and developmental services. Manning Hall underwent necessary renewal with many rooms, lounges, stairways and ground floors stripped and painted. Rooms on the second floor of the Conference Center were completely renovated. New wallpaper, carpeting, lighting, furniture and window treatments were coordinated to give the rooms an understated elegance.

The academic year began with the seventh annual Works of Mercy Dinner on September 11. The year's recipients of the Mercy Medallion were worthy examples of civic life and community involvement: Emmett E. and Frances Tracy, Stanley and Margaret Winkelman and Secretary of State Richard H. Austin. Channel 7

General Manager Jeanne Findlater was master of ceremonies.

BOARD OF TRUSTEES MEETING, OCTOBER 21, 1987

Mr. Angott introduced a guest, Mary Lourdes Sheehan, RSM, the NCEA executive director of the National Association of Boards of Education. Sister Sheehan presented a perspective on religious sponsorship, based on two assumptions: 1) that Mercy College of Detroit would continue to be a Catholic institution providing quality education; 2) and that the Sisters of Mercy Province of Detroit would continue its sponsorship of the College. Sister Sheehan further discussed the canonical and civil bases for religious sponsorship. Founded on these assumptions, the following reasons were given for including a religious mission statement in the College bylaws: 1) it would provide another indication for the Sisters of Mercy to guarantee that they were meeting their sponsorship responsibilities in ensuring the Catholic educational tradition; 2) it would give public notice of the College's existence and reasons for being; 3) it would secure constitutional protection for activities pursued by Mercy College of Detroit as an institution.

EARLY MOVES TOWARD CONSOLIDATION

As early as June 1987, a small group of representatives from the Catholic colleges and universities in the Detroit area met to exchange ideas on the future of Catholic higher education that would best serve the people of Detroit.

Mercy, Marygrove and the University of Detroit received funding to underwrite a feasibility study exploring opportunities for closer collaboration among the three colleges. The following column, written by Mercy College President Maureen A. Fay, O.P., appeared in the student newspaper, *The Mercy Catalyst*.

By now many of you have read about the study that we are planning together with Marygrove College and the University of Detroit to examine the possibilities for expanded collaboration in the educational offerings of our colleges.

The presidents of each institution, along with some of our trustees, have been discussing for several months the extent to which improved collaboration might enhance the quality of educational service we provide to metropolitan Detroit in general and especially to the city of Detroit. It became

apparent that we could not examine all the possibilities in a reasonable time without outside assistance.

I am excited about the prospects for growth that might be achieved if Detroit's Catholic institutions of higher education apply their individual creativity, expertise, and resources in common efforts. The results will no doubt increase the reputation of each college involved, while maintaining the best characteristics of Mercy College itself.¹

THE PARTNERSHIP FOR EDUCATIONAL AND LIFE PLANNING

One of the most prolific programs at MCD was the PEP (Partnership for Educational/Life Planning) program, not only because it extended into the realm of potential students but because it extended the range of the Christian vision of the College.

Recently, with funding from the Hearst Foundation, the Women's Interest Committee hired Enos Massie, a Detroit resident and doctoral candidate at the University of Michigan, to coordinate the PEP program for Redford High School students.

PEP (Partnership for Educational/Life Planning) was established by the Women's Interest Committee at Mercy College three years ago to prepare Redford students to further their education after high school. Until this year, the program was coordinated by members of the committee.²

BOARD OF TRUSTEES MEETING, FEBRUARY 10, 1988

Members of the Priorities and Planning Committee (PPC) joined the meeting to discuss the strategic plan for 1987-1992. The plan emphasized:

- strengthened academic programs
- increased student development opportunities
- improved financial strength
- investment in faculty and staff development
- definition of the optimal enrollment level, including improved retention and recruitment.

In January, President Fay had presented to the College community a "reliable guide and focus for the future direction" of Mercy College of Detroit, based on the work of the priorities and planning committee in revising the strategic plan.

As a result of the strategic plan, the College's mission statement, approved in 1985, remained unchanged, while the vision statement shaped and gave direction to the goals that the strategic plan had established for the next five years. Each Board committee was asked to put the strategic plan on its agenda for further discussion.

PASSION FOR TRUTH, JUSTICE AND LOVE

President Fay made the following remarks at the conclusion of Commencement in 1988:

As you leave these halls and classrooms behind, we want you always to believe in your ability to keep beginning again—no matter how often you fail—begin again to build fresh dreams and to create new tracks.

Remember your gifts; they are not rights. Strive to forgive grievances; they are usually too long remembered. Attempt to rid yourselves of self-pity and self-seeking; they only create a poverty of spirit. You have within your power to be a beginning for others, a true friend of the friendless, a hope for the despairing, the oppressed and the forlorn. But in order to be such people, you must be honest with yourselves and tender with others. You have been privileged—match your appetite for privilege with a stomach for commitment.

I ask God then to bless you by making you strong enough to seek such commitment. May the knowledge and skills you have acquired here at Mercy College help you to believe in beginnings, to make beginnings, to be a beginning—so that you will not just grow old, but that you will grow new, keeping yourselves alive with an eagerness to learn and a concern for others that is demonstrated by a passion for truth, justice and love.





COLLABORATION TAKES ON
NEW MEANING

President Fay continued to make her mark on the College in her sixth year as president. Wherever she saw a need—in the neighborhood, in industry or in nearby elementary or secondary schools—she and other leaders at the College responded by committing the College's mission and energies to collaborative success.

As one example, the division of professional studies under the leadership of Dean Robert Wildblood teamed up with the College's office of Corporate Educational Services (CES) to respond to a request from General Motors to establish an on-site business bachelor's degree program at the 7,000-employee Chevrolet-Pontiac-Canada headquarters in Warren. Beginning September 1988, Mercy offered evening classes for salaried and hourly personnel. General Motors had requested proposals for the program from several colleges and universities. Mercy was the only one to accommodate GM's particular requirements.

Mercy College began the 1988 academic year by honoring four prominent local residents for their outstanding commitment to Detroit and the State of Michigan at the annual Works of Mercy Dinner on September 8. Mercy Medallions were given to individuals whose lives and activities were examples of traditional or contemporary works of mercy: Jack Avigone, executive vice president of AAA Michigan; Alexa Canady, M.D., director of neurosurgery at

Children's Hospital; Richard Kughn, community leader and philanthropist; and Neal Shine, senior managing editor for the *Detroit Free Press*.¹

Meanwhile, on campus, the weekend Master of Business Administration program accounted for more than 20 percent of new enrollment. The weekend MBA—a first for the metropolitan Detroit area—began in September with a class of 30 “top-notch” students, according to Michael Duane, director of the program. The study of business ethics was a strong component of the Mercy MBA.

Mercy's Physician Assistant program finished second nationwide, according to results of the Physician Assistant National Certifying Exam for 1987 graduates. More than 1,300 PA students took the exam, representing such institutions as Johns Hopkins, Baylor, Duke, Yale and Stanford. Established in 1972, Mercy's PA program always ranked in the top 10 nationally.

One of the most encouraging curricular movements at Mercy College was the Extended Campus Program (ECP) to assist registered nurses (RNs) in completing their bachelor of science in nursing curriculum. The curriculum was offered at St. Mary's Hospital, Grand Rapids; St. Lawrence Hospital, Lansing; Mercy Hospital, Toledo, Ohio; Pontiac General Hospital, Pontiac.

MOVEMENT TOWARD CONSOLIDATION: BOARD OF TRUSTEES MEETING, SEPTEMBER 27, 1988

About a year and a half earlier, Rev. Robert A. Mitchell, S.J., president of the University of Detroit, and President Fay had discussed the idea of the two institutions collaborating in a formal way. The Detroit Area Consortium of Catholic Colleges established in the 1970s had been operating at a diminished level. In 1988, the religious communities, Boards of Trustees and the presidents of the three institutions began more formal discussions. Presidents Mitchell and Fay, in particular, felt that the Detroit area needed a strong Catholic higher education presence, and, quite possibly, the existing institutions could act together but retain their own unique characteristics and strengths.

The discussions and explorations relating to consolidation continued over the next two years, even after Marygrove College decided to withdraw from the project in January 1990. Mercy and U of D moved forward in preparing to consolidate the two institutions.²

On June 28, 1990, the Mercy College Board of Trustees met to

approve the body of resolutions for consolidation with U of D.³ Details of the consolidation and its results are chronicled in the UDM section of the volume.





FINAL BUSINESS

THE CAMPAIGN FOR MERCY

The *Campaign for Mercy*, launched in January 1987, concluded successfully in June 1990. The College's first ever comprehensive campaign, with a \$7.2 million goal, was led by Thomas B. Adams, retired Chairman of Lintas: Campbell Ewald. The campaign involved a broad solicitation effort among all constituencies and utilized the services of over 300 volunteers. Mercy alumni, trustees and friends held more than 50 group meetings at which President Fay presented Mercy College's plans for the future, its challenges and needs, and *The Campaign for Mercy*.

The campaign benefited from three challenge grants: \$350,000 from the Kresge Foundation for renovation; \$100,000 challenge grant to establish a Presidential Scholarship Fund; and \$30,000 from Detroit Edison to begin The Partnership in Education/Life Planning project. Together these grants were matched by another \$1,000,000.

The campaign also benefited from a significant leadership gift of \$4.5 million from the estate of Kathleen D. Ward, a long-time friend and supporter of the College and an honorary chair of the campaign, who died in 1989.

At *The Campaign for Mercy* victory celebration on June 27, 1990, President Fay reported that nearly \$9.7 million was raised to support academic and special programs, scholarships, campus renovations, and endowment.

IN MEMORY OF A FRIEND OF MERCY COLLEGE

Mrs. Kathleen D. Ward, longtime friend and supporter of Mercy College, died July 3, 1989, at the age of 89. Mrs. Ward had most recently served as an Honorary Trustee of the College and as an Honorary Chairperson of the Campaign for Mercy. Her late husband, Earl, was one of the College's first lay Board members and served as Board chairman from 1963-67. He also chaired the Silver Anniversary Fund in 1965-66. Mr. and Mrs. Ward's generosity supported many College projects and students across the years. We will always be grateful for their friendship and special interest in Mercy College.

WORKS OF MERCY

The 1989 Works of Mercy Dinner was held Thursday, September 14. Recipients of the Mercy Medallion were Thomas V. Angott, Dr. Evelyn Fisher, Father Lloyd Thiel, and Howard Sims. Each of the honorees has made significant contributions to the health, welfare and education of the citizens of Detroit.

NURSING COMPLETION PROGRAM SET FOR NEW SITES

The College received a request from the Veterans' Hospital in Allen Park and Mercy Hospital in Port Huron to offer the nursing degree completion program on their sites. Port Huron was the first nursing extended campus site for the College. Final arrangements at both hospitals are now being made so courses can begin in the fall.

GM WANTS LEGAL COURSES AT HEADQUARTERS

General Motors contacted Mercy College, expressing an interest in bringing our legal assistant and legal administration courses on site at their headquarters in Detroit. Orientation, advising and registration sessions have been held for the General Motors employees during the summer in hopes that the first courses can be offered there in the fall.

MAJOR CAMPUS RENOVATION BEGINS

The \$2.65 million campus renovation project, highlighted by a \$350,000 challenge grant from The Kresge Foundation,

officially began July 17. The renovation project will improve the College Conference Center, the Residence Hall, McAuley Auditorium, and portions of the Administration Building.

A STRATEGIC APPROACH TO ENROLLMENT MANAGEMENT

At the September 20 meeting of the Board of Trustees, President Fay reported that credit hours for the fall 1989 semester had fallen short of projections. An area of particular concern was a significant decrease in nursing students. Consequently, the College retained the services of Ingersoll Williams and Associates, recruitment and retention consultants, to analyze every aspect of Mercy's recruitment strategies.





THE GENIUS OF
BOTH SPIRITS

The Trustees and sponsoring religious orders of Mercy College of Detroit and the University of Detroit had approved the creation of a new university to be called University of Detroit Mercy (UDM). The new name was selected to symbolize not only the spirit of working together for a new future, but also respect for the traditions and values each institution brought to the consolidation.

“The genius of both spirits will be incorporated fairly evenly. We will not lose the spirit that is the University of Detroit. We will not lose the spirit that is Mercy College,” said President Maureen A. Fay, O.P. “Our new university will, I believe, become a model for the nation. We will all be proud to be associated with it.”

Part of the mission statement for the new University provided its own summary of the new University’s charge and focus: “Each religious community brings its charism to the mission of the University. These charisms include compassionate service to persons in need, quality education, faith and justice. Together, we look forward to a new partnership in higher education on behalf of the students of both Mercy College of Detroit and the University of Detroit.”¹

As the new University took its place on the educational landscape of Detroit, Maureen A. Fay, O.P., was named president of the University of Detroit Mercy and Robert A. Mitchell, S.J., U of D’s president, became chancellor of UDM.

COMMENCEMENT 1991, THE 50TH ANNIVERSARY CEREMONY

For the final time, the baccalaureate Commencement ceremonies for Mercy College of Detroit took place at St. Scholastica's Church on May 4, 1991. John C. Thomson, vice president for Student Services, sent a letter of gratitude to the Rev. Livius Paoli, O.S.B.

Thank you once again for the use of your beautiful church for our 1991 50th anniversary Baccalaureate and Commencement. As I explained when we talked, as a result of the consolidation, this will be our last Commencement exercise on the Outer Drive Campus. Next year we will participate in a joint ceremony with the McNichols Campus, most likely on that campus. Over the past 20+ years we have enjoyed the use of St. Scholastica's Church and working with your fine staff. At Mercy College of Detroit, we have always appreciated your generosity in sharing your church with us.²

President Fay had delegated the Commencement arrangements for the Outer Drive Campus to Dr. Thomson. On June 17 she expressed her appreciation to him in a letter:

Despite the endless preparation and attention to details necessary to ensure successful commencements, when that day arrives, it truly symbolizes the culmination of another successful year for the University.

This year, our four commencements (December 12: MCD, December 14: UD, May 4: MCD, May 11: UD) represent nearly 1,700 successes—those of our fine graduates.

You should take great pride and pleasure in the very hard work you did as a member of the Commencement committee. Your service on this most important committee helped to make graduation day memorable for the graduates, their faculty, family and friends.³

Thus President Fay presided over the final Mercy College Commencement ceremony as she began her presidency of the University of Detroit Mercy, which continues to the time of this writing. President Fay has made a distinct difference not only for the educational institutions she has led, but for the city in which they have thrived and served. She sensed that Detroit needed

understanding, hope and mercy, and she has given these in full measure through the open arms of both Mercy- and Jesuit-sponsored institutions of higher education.

President Fay's tenure at Mercy College will be remembered for her dedication to Catherine McAuley's path of virtues and St. Dominic's heroic dedication to educational development. She will be honored for her demonstration of the College's founding principles of strength, courage, focus on the student and the transmission of knowledge, and a devotion to the underserved and the broader world. The people of Mercy College will always be proud of her unswerving dedication to service.

THE QUALITY OF MERCY

The world is also a different place than it was at the time of consolidation, largely due to the events of September 11, 2001 and the ensuing struggles and societal upheaval. Although these events have no bearing on this history of what is past, they must bring to mind the ephemerality of human endeavor and the importance of extending goals beyond the immediate pilgrimage of life. Clearly, this understanding is a reflection of the values that Catherine McAuley, and Ignatius Loyola, contributed to the orders that founded Mercy College and the University of Detroit. This character remains a foundation of today's University of Detroit Mercy.

In the *Odyssey of Mercy*, Angela Bolster, RSM, emphasizes the "everyday realization" of Mother McAuley's vocation—not something to be deferred to another day. Her mercy, patterned after the Mercy of God, continues to hold overwhelming power and beauty.⁴

Another famous writer had this to say about the power, and the beauty, of Mercy:

*The quality of mercy is not strain'd,
It droppeth as the gentle rain from heaven
Upon the place beneath. It is twice bless'd:
It blesseth him that gives and him that takes.
'Tis mightiest in the mightiest: it becomes
The throned monarch better than his crown;
His scepter shows the force of temporal power,
The attribute to awe and majesty,
Wherein doth sit the dread and fear of kings;
But mercy is above this sceptred sway,*

*It is enthroned in the hearts of kings,
It is an attribute to God himself:
And earthly power doth then show likest God's.
When Mercy seasons justice.⁵*





A DIADEM FOR DETROIT
A HISTORY OF MERCY COLLEGE OF DETROIT 1966 TO 1990

SISTER MARY LUCILLE MIDDLETON'S FINAL YEARS AS PRESIDENT

- 1 The first honorary degrees were presented in 1966: Doctor of Humanities to Mary Regina Cunningham, RSM, Mother General of the Mercy Institute; Doctor of Letters to the Honorable Martha W. Griffiths; Doctor of Letters to Mary Raymond O'Leary, RSM, Doctor of Letters to Mr. Earl G. Ward; and Doctor of Letters to Mr. William C. Pine. In 1967 Doctor of Letters degrees were conferred on the Honorable Philip A. Hart, Mr. Louis J. Colombo, Jr., and Marietta Hogan, RSM.
- 2 *Outer Echoes*, November 8, 1966, 2.
- 3 *Outer Echoes*, April 22, 1966, 2.
- 4 *Ibid.*

MARY KARL GEORGE, RSM, BECOMES PRESIDENT

- 1 The Board of Trustees experienced an interesting evolution. For the first 20 years of the College, the Mother Provincial of the Sisters of Mercy and her religious Council performed the functions of the Board of Trustees for both the religious institute and for the College. However, when the North Central Report was received on February 26, 1951, the Sisters noted that "It would be well if lay members were a part of the Board of Trustees to represent their point of view." In the spring of 1958, a Fathers' Club was established to provide assistance in planning for expansion and development and to give support to the College's administration. The 1962-63 catalog lists a Board of Trustees (religious) and a Lay Board of Trustees (essentially the Fathers' Club). The 1964 catalog was replaced by a bulletin with no listing of Boards. The 1965-66 catalog listed a

Board of Trustees (6 religious and 5 laymen) and a President's Council (26 laypersons). The 1966-68 catalog had the same listings. In the 1969-70 catalog, the Board of Trustees (6 religious and 6 laypersons) was recognized as the top governance unit. The Fathers' Club remained in existence, providing support along with the Mercy League for several years.

2 The first mention of "tenure" for Mercy College faculty occurred in August 1955 when the Administrative Council, with the concurrence of the Board of Trustees, applied for and received membership in the American Association of University Professors (AAUP). Following AAUP guidelines, the College defined tenure as follows.

"Tenure, defined as continuous appointment without specified expiration date until retirement, may be terminated only under conditions stated in this manual. The faculty member shall be notified before completion of his sixth year of service whether tenure will become effective at the end of the seventh year.

"Beginning with appointment to the rank of full-time instructor or appointment to a higher rank, the probationary period shall not exceed seven years....

"After the expiration of the probationary period, faculty members shall have permanent or continuous tenure, and their services shall be terminated only for adequate cause, i.e., gross incompetence or moral turpitude, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies, which must be demonstrably bona fide....

"Termination of tenured appointments because of financial exigencies or because of the elimination of courses will be sought only as a last resort, after every effort has been made to meet the need in other ways. If the courses are reintroduced into the curriculum at a later date, tenured teachers previously terminated will be offered appointments commensurate with their experience."

In 1971 Elizabeth LaForest, RSM, was assigned to the Promotion and Tenure Committee, and applied for tenure. Up to that point only lay faculty had been considered for tenure. President George responded that tenure for religious members seemed incompatible with religious vows—especially the vow of obedience. However, she agreed that Sister LaForest could pursue the matter.

Sister LaForest immediately chose several Sister faculty members, including Elizabeth Mary Burns, RSM; Mary DePaul Palazek, RSM; and Mary Christopher Steele, RSM to investigate the issue with her. They canvassed comparable colleges and universities to determine their policies—most of which were favorable. President George studied the findings and agreed that tenure should be available to all faculty members, lay and religious. In 1972, tenure was granted to Mary Elizabeth LaForest, RSM and Mary Celeste Schneider, RSM.

3 Report to the President of Mercy College of Detroit, May 22, 1968.

4 President's Report to the Board of Trustees, June 1968.

A "COOL" CULTURE, AND CURRICULAR OPPORTUNITY

1 *Outer Echoes*, September 2, 1969, p. 1.

2 *Dateline*, February 9, 1970, p. 1.

3 *Ibid*, p. 3.

4 An addendum (Addendum A) containing The President's Report for 1969-1970 is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.

THE 1970S BRING A NEW ERA TO CAMPUS

- 1 *Outer Echoes*, November 24, 1969, p. 1.
- 2 *Dateline*, March 30, 1971, p. 1.
- 3 *Dateline*, March 18, 1971, p. 2.
- 4 An Addendum (Addendum B) containing *A Report of the President 1967-1971* is available by request. Send your name and address with this request to Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.

THE FOURTH PRESIDENT BEGINS HER TENURE

- 1 Typically each ACE Fellow is assigned to one or more top administrative officers to observe and to participate in policy and decision-making activities. Each Fellow attends fall and spring seminars in Chicago and Washington on the problems of academic administration, reads extensively, and produces a report in the field of academic administration. A recent report showed that 75 percent of the 155 participants had made significant advances into positions in academic administration. Twelve had become presidents and 22 had been named vice presidents, vice chancellors and/or provosts. The American Council on Education, founded in 1918, is a Council of 1,556 educational organizations and institutions. Its purpose is to advance education and educational methods through comprehensive voluntary and cooperative action on the part of American educational associations, organizations and institutions.
- 2 *Detroit Free Press*, October 29, 1971, p. 7-A.
- 3 Archives, University of Detroit Mercy.
- 4 Archives, University of Detroit Mercy.
- 5 The U.S. Department of Health, Education and Welfare, later renamed the Department of Health and Human Services. HEW's three major objectives were adequate manpower to meet the nation's needs for health services; maximum utilization of the education and employment opportunities in the allied health occupational fields; and reasonable costs for health services.
- 6 Delegates represented the University of Michigan (1817); Kalamazoo College (1833); Eastern Michigan University (1849); Michigan State University (1855); Adrian College (1859); Lehigh University (1865); Wayne State University (1868); Andrews University (1874); Calvin College (1876); University of Detroit (1877); University of Notre Dame (1883); Ferris State College (1884); St. Mary's College (1885); Alma College (1886); Central Michigan University (1892); Western Michigan University (1903); Owasso College (1909); Marygrove College (1910); Highland Park College (1918); Siena Heights College (1919); Aquinas College (1923); Duns Scotus College (1930); Lawrence Institute of Technology (1932); Shaw College at Detroit (1938); Madonna College (1947); Edgecliff College (1953); Wayne County Community College (1953); Oakland University (1957); Delta College (1960); Schoolcraft College (1961); Cleveland State University (1964); Monroe County Community College (1964).
- 7 *Dateline*, March 7, 1972, p. 1.
- 8 An addendum (Addendum C) containing *The President's Summary of 1971-1972* is available by request. Send your name and address with this request to Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.

9 Archives, University of Detroit Mercy.

MUCH THAT IS NEW

1 Archives, University of Detroit Mercy.

2 *Ibid.*

3 *Ibid.*

4 *Ibid.*

5 Minutes of the Board of Trustees, October 12, 1972.

6 *Dateline*, October 10, 1972, p. 3.

7 *Detroit Free Press*, June 1, 1973, p. 12-D.

A YEAR OF GROWTH

1 MCD total enrollment was 1,825; 57 percent Catholic; 14 percent black; 28 percent men.

2 Minutes of the Board of Trustees, September 20, 1973.

3 *Ibid.*

4 *Ibid.*

5 *Dateline*, October 29, 1973, p. 1.

6 A letter from the Deputy Commissioner indicated that a notation would be placed in Mercy's file "reflecting prospective application of law in this regard."

7 Sister Elizabeth LaForest, specially drawn to those who faced poverty, illiteracy and loss of opportunity in the most impoverished and hopeless of countries, first traveled to Africa in 1972, where she served in French-speaking Togo.

Her first assignment was a government school in Lama-Kara, northern Togo. In her second year, she taught English and American Civilization at the University of Benin in Lome, the capital of Togo. She had to return to the U.S. for surgery after suffering a serious motorcycle accident in spring 1974. As her leave of absence from MCD had already stretched to two years, the Board did not feel it could permit her another year of leave for 1975. Reluctantly, Sister LaForest relinquished her tenure and returned to Togo, where she taught until 1977.

The Sisters of Mercy of the Detroit Regional Community have developed their own "Peace Corps," a volunteer lay ministry program for men and women grounded in the Mercy values of compassionate service, community and prayer. Its focus is to the poor, sick and uneducated in the United States and beyond. Now, under the leadership of Sister Mary Jo Holmes, the Detroit area Mercy Volunteer Corps carries out Catherine McAuley's counsel, "Do all you can for God and God's people because time is short."

8 Minutes of the Board of Trustees, March 28, 1974.

9 *Dateline*, December 10, 1973, p. 1.

THEMES OF RENEWED COMMITMENT

1 An addendum (Addendum D) containing *The President's Report, 1971-1975*, is available by request. Send your name and address with the request to Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.

2 An addendum (Addendum E) containing the *Mercy College of Detroit Faculty Addendum, 1974-1975*, is available by request. Send your name and address

with the request to Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.

BUILDING A LIBRARY AND SEEKING NEW OPPORTUNITIES

1 The contingency was later raised to 10 percent.

2 Suggestions for a President's Council of Mercy College of Detroit:

Purposes:

- A group from which potential new Trustees and other volunteer leaders might emerge.
- To assist the president, staff and the Board of Trustees in their fund-raising efforts—in screening, evaluation, and the assignments of prospects; in recruitment of solicitation teams and individuals; and actual solicitation.
- To advise the Development and Public Relations staff and the president of the College on ways to improve and raise the College's profile in the greater Detroit community.

Implementation:

- Until nominated for Trusteeship, individuals suggested as possible future Trustees would be considered candidates for President's Council membership.
 - The Council could elect its own chairmen, for two-year terms.
 - The primary activity of the Council would be through task forces formed to provide specific guidance and assistance in such areas as facilities planning, finance and management, building fund, annual support, and endowments and deferred giving.
- 3 Mercy Center was originally used as the Novitiate for those preparing to enter the community of the Sisters of Mercy. In May 1984, a section of Mercy Center became McAuley Center, the retirement home for the Sisters of Mercy.
- 4 An addendum (Addendum F) containing *The President's Report, 1976* is available by request. Send your name and address with the request to Marketing & Public Affairs Department, University of Detroit Mercy, PO Box, 19900, Detroit, MI 48219.

ENROLLMENT GROWS; THE NEW LIBRARY OPENS

1 During the spring of 1977, Dr. Milton Snyder underwent serious heart surgery, which forced him to offer his resignation as academic dean as of July 1977. In a letter to the faculty, students, administration and staff, President Mansour said, "Throughout all this time, Dr. Snyder has given consistent, conscientious and dedicated service in his typically cooperative, unselfish, fully Christian way. Mercy College is a better place because of his presence among us." One of Dr. Snyder's options was to remain at Mercy to assist with the proposed academic and administrative reorganization. A search committee was charged with the responsibility of submitting recommendations for a new academic dean.

KEEPING EDUCATIONAL OPPORTUNITIES WITHIN REACH

1 Section 504 of the Rehabilitation Act, 1973.

2 *Dateline*, September 27, 1977, p. 1.

3 Minutes of the Board of Trustees, September 29, 1977, pp. 2-5.

4 Message from the President's Desk, October 26, 1977, pp. 1-3.

- 5 Minutes of the Board of Trustees, February 9, 1978, p. 5.
- 6 Message from the President, February 28, 1978, pp. 1-2.
- 7 *Dateline*, November 11, 1977, p. 1.
- 8 *Dateline*, January 24, 1978, p. 2.
- 9 Mary Maurita Sengelaub, RSM, was elected to the Provincial Council for the second time in June 1977 and became a member of the College Board of Trustees that same year. She has been recognized nationally for her knowledge and expertise in the health field.

LOSSES AND GAINS

- 1 *Dateline*, December 5, 1978, p. 1.
- 2 *Ibid.*, April 11 1978, p. 1.
- 3 Message from the President, August 11, 1978.
- 4 *Dateline*, September 27, 1978, p. 1.
- 5 Advisory Committee on Institutional Planning (a special presidential committee): Dr. Roland Cronkite (faculty senate chairman), Dr. Phyllis Hodes (faculty senate vice chairperson), Dr. Mary Lou Callahan (faculty senate), Dr. Daniel Hoerber (faculty senate), Dr. Lorraine Renkowski (curriculum committee chairperson), Agnes Mary Mansour, RSM (president), Dr. John McNary (vice president for Academic Affairs and academic dean), Rose Eaton (vice president for Development and College Relations), John Thomson (dean of students), Loren Felabom (director of Finance and controller), Michael Patton (student council president), Linda Luce (student council vice president), Cheryl Catchings (student council representative), John Truitt (programming board chairman), Patricia Dougherty (resident advisor), and Mark Freeman (*Dateline* editor). The special expertise of Dr. Snyder, Robert Epley, Jeffrey Nolte and Barbara Staskowski was called upon throughout the study.
- 6 An addendum (Addendum G) containing the complete bylaws of Mercy College of Detroit is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.
- 7 The final draft had been previously circulated by the Advisory Committee on Institutional Planning among the faculty, staff and students and had been subject to campus-wide hearings.
- 8 An addendum (Addendum H) containing the complete Philosophy statement, Mission statement and Goals statement of Mercy College of Detroit is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.
- 9 *Dateline*, October 11, 1978, p. 1.

COLLEGE UNDERTAKES A VARIETY OF INITIATIVES

- 1 *MC News*, March 31, 1980, p. 1.
- 2 *MC News*, October 29, 1979, p. 1.
- 3 An addendum (Addendum I) containing the complete Self-Study Report of Mercy College of Detroit is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.
- 4 *MC News*, September 17, 1979, p. 1.

- 5 *MC News*, January 12, 1980, p. 1.
- 6 *MC News*, February 25, 1980, p. 1.
- 7 *MC News*, April 13, 1980, p. 4.
- 8 *MC News*, November 24, 1980, p. 1.
- 9 An addendum (Addendum J) containing the complete report, "A Decade of Development" is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.

SYNERGY

- 1 *MC News*, September 15, 1980, p. 3.
- 2 Minutes of the Board of Trustees, September 16, 1980.
- 3 Minutes of the Board of Trustees, January 28, 1981.
- 4 *MC News*, September 29, 1980, p. 1.
- 5 *MC News*, September 15, 1980, p. 1.
- 6 *MC News*, April 27, 1981.
- 7 *MC News*, April 13, 1980, p. 2; October 13, 1980, p. 1; February 9, 1981, p. 1.
- 8 *MC News*, December 8, 1980.
- 9 *MC News*, March 16, 1981, p. 1.
- 10 *MC News*, April 13, 1981, p. 3.

REMEMBERING AND LOOKING AHEAD

- 1 He was referring to such publications as *The Hartford Courant* (1764), *The Arkansas Democrat Gazette* (1819), *Detroit Free Press* (1831).
- 2 *Detroit Free Press*, May 6, 1981, p. 8E.
- 3 An Addendum (Addendum K) containing a report of the College's efforts to make financial aid available to students is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.
- 4 *Update*, October 5, 1981, p. 1.
- 5 *Update*, December 7, 1981, p. 1 and 3.
- 6 Attributed to Dolores Nieratka, RSM.
- 7 Minutes of the Board of Trustees, March 27, 1982.
- 8 *Update*, September 21, 1981, p. 1.

PRESIDENT MANSOUR'S FINAL YEAR AT MERCY COLLEGE

- 1 Interview with Agnes Mary Mansour, RSM, 1982.
- 2 *Mercy Update*, October 11, 1982, p. 1.
- 3 The Mercy Medallion honored individuals whose lives and activities reflected traditional or contemporary works of Mercy—feed the hungry, clothe the naked, house the homeless and visit the sick or imprisoned.
- 4 *Update*, September 13, 1982, p. 1.
- 5 *Ibid.*, p. 1-3.
- 6 *Update*, February 28, 1983, p. 1-2.
- 7 An Addendum (Addendum L) containing a summary of Agnes Mary Mansour's service to the State of Michigan is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.

7 Minutes of the Board of Trustees, April 9, 1983.

8 *Update*, January 17, 1983, p. 1.

PRESIDENT MAUREEN A. FAY, O.P., JOINS THE COLLEGE

1 *Mercy Update*, September 6, 1983, p. 1. Additional information from the Mercy College archives includes the following: A native of Chicago, Maureen A. Fay, O.P., earned her undergraduate degree at Siena Heights College, and earned a master of arts degree at the University of Detroit. She taught English at St. Paul High School and Dominican High School. In 1971, Sister Fay was awarded a Carnegie Fellowship for doctoral studies in higher education at the University of Chicago, where she earned her Ph.D. She served on the faculty of the English department of the University of Illinois at Chicago and as director of evaluation for the School of New Learning at DePaul University. She was an American Council on Education Fellow in Academic Administration at Saint Xavier College and held an assistant professorial appointment in the department of Educational Leadership and Policy Studies at Northern Illinois University. She is also an accomplished author and lecturer.

2 *Ibid.*

3 *Update*, November 1, 1983, p. 1.

4 Minutes of the Board of Trustees, October 6, 1983.

5 Minutes of the Board of Trustees, January 18, 1984.

6 *Update*, November 1, 1983, p. 2.

7 *Update*, September 20, 1983, p. 1.

8 *MCD Catalyst*, February 28, 1984, p. 1.

9 Minutes of the Board of Trustees, March 21, 1984.

MERCY SCHOOL OF NURSING MERGES WITH THE COLLEGE

1 Mary Justine Sabourin, RSM, *Risk and Hope: An Early History of Mercy College of Detroit, 1941-1966*, pp. 63-64.

2 Minutes of the Board of Trustees, 1949, 1950, 1951.

3 The final year that a listing of the nursing diploma program recipients was included on the formal Commencement Program of Mercy College was 1953.

4 Minutes of the Board of Trustees, June 4, 1984.

LONG RANGE PLANNING SETS THE STAGE FOR THE FUTURE

1 *Mercy Minder*, Vol. 2, No. 1, August 13, 1984.

2 *Ibid.*, August 13, 1984.

3 *MCD Catalyst*, September 4, 1984.

4 *Mercy Minder*, Vol. 2, No. 9, October 8, 1984.

5 *Ibid.*

6 *MCD Catalyst*, March 13, 1985.

7 Minutes of the Board of Trustees, February 13, 1985.

A NEW ACADEMIC ORGANIZATIONAL STRUCTURE

1 Press Release, July 16, 1985.

2 Minutes of the Board of Trustees, December 18, 1985.

3 *Ibid.*

EMPHASIS ON THE MANY FACETS OF DEVELOPMENT

- 1 *The Mercy Angle* (Volume 1 of a new dean of students' publication), February 1986.
- 2 *Ibid.*
- 3 An addendum (Addendum M) containing complete Philosophy statement, Mission statement and Goals statement of Mercy College of Detroit is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.
- 4 Leo, John, "My Morals, Myself." (*U.S. News and World Report*, August 13, 2001), p. 10.
- 5 Minutes, Board of Trustees, December 3, 1986.
- 6 *Ibid.*

"MERCY'S WAGER"

- 1 *The Mercy Angle*, Vol. 4 No. 2, December 1988.
- 2 *The Insider*, March 14, 1988.

COLLABORATION TAKES ON NEW MEANING

- 1 *The Mercy Catalyst*, September 1988, p. 1.
- 2 An Addendum (Addendum N) containing the initial consolidation mission statement (for a three-institution consolidation) and planning assumptions as well as the consolidated MCD/UD mission statement, planning assumptions, financial review and areas of recommendation is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219
- 3 An Addendum (Addendum O) containing the text of the five resolutions is available by request. Send your name and address with this request to the Marketing & Public Affairs Department, University of Detroit Mercy, PO Box 19900, Detroit, MI 48219.

THE GENIUS OF BOTH SPIRITS

- 1 *In Touch*, Summer 1990, p. 5.
- 2 Excerpt from a letter, Office of Student Services, Outer Drive Campus, May 14, 1991.
- 3 Excerpt from a letter, Office of the President, University of Detroit Mercy, June 17, 1991.
- 4 Forward by Martin Nolan, OSA, p. 1.
- 5 William Shakespeare, *The Merchant of Venice*, Act IV, Sc. 1.





RENEWAL AND CHANGE FOR A NEW CENTURY

UNIVERSITY OF DETROIT MERCY
1990 TO 2002

BY SHARI S. COHEN



EXPLORING THE POSSIBILITIES OF CONSOLIDATION

“U-D set to merge with Mercy” was the June 19, 1990 headline in *The Detroit News*. The *Detroit Free Press* followed the next day with an editorial entitled “Consolidated U: U-D and Mercy combine forces for a brighter future.”

The two newspapers announced the historic consolidation of Mercy College of Detroit and the University of Detroit in positive terms. Those close to Mercy College and the University of Detroit understood the momentous nature of this announcement. Mercy College of Detroit and the University of Detroit had achieved a common vision and union of their missions in approximately three years. The pending consolidation reflected the unique charisms, identities and traditions of the institutions’ religious sponsors, the Religious Sisters of Mercy and the Society of Jesus.

The idea of consolidation surfaced in the spring of 1987 through conversations among the presidents and Board chairmen of Mercy College of Detroit and the University of Detroit. Their willingness to embark upon a new, very different future for these two educational institutions expressed a creative vision for Catholic higher education.

Maureen A. Fay, O.P., who was then president of Mercy College of Detroit, remembers an initial discussion with Robert A. Mitchell, S.J., president of U of D, in April 1987 that sparked the idea of

consolidation. “We were ‘what iffing,’” she remembered. “I thought it was an exciting idea and Father Mitchell thought it should be explored.”¹

Thomas Angott, who was then chairman of the Board of Trustees of Mercy College of Detroit, remembers the idea of consolidation emerging when he saw Richard Kughn, University of Detroit Board chairman, at a graduation ceremony in 1987. “We talked about the need for more students, more diversity and thought the two institutions might be a good fit,” he said.²

One factor motivating consideration of institutional integration was the changing environment for private higher education. By the mid-1980s many private educational institutions were facing the challenges of competition for enrollment, economic pressures and changing student needs. Mercy College of Detroit and the University of Detroit were experiencing these challenges while continuing to focus on their unique missions as Catholic, urban institutions of higher education.

HERITAGE OF MERCY COLLEGE OF DETROIT

Mercy College of Detroit had been founded by the Religious Sisters of Mercy. Traditionally, each region of the Order maintained a college, and in 1935, Mercy College of Nursing was established as a central nursing program in cooperation with six hospitals throughout Michigan. The College was located on East Grand Boulevard in Detroit, and within a few years, its founder, Mary Carmelita Manning, RSM, wanted to expand its facilities and academic programs. She had ensured that the College was incorporated in 1934 as a College of Liberal Arts and Sciences with all of the requisite privileges afforded by the State of Michigan. As a result, she was able to expand its mission for a new Mercy College of Detroit.³

Mother Manning’s intent was to provide the best possible preparation for students, focusing on postulants and novices, so that they could fulfill the worldwide health care and educational mission of the Sisters of Mercy as fully as possible. The College also welcomed other young women interested in careers in nursing, as well as primary and secondary education.⁴

When Mother Manning announced plans for Mercy College of Detroit, which would occupy a new campus on West Outer Drive in northwest Detroit, some local Catholic educational institutions



Mercy College graduates cross from campus to St. Scholastica Church for commencement ceremony.

objected. They were concerned that with a broader academic mission (i.e., including the liberal arts and sciences and additional programs), Mercy College of Detroit would compete with them for students. However, Mother Manning held her ground, and the strong response from applicants to Mercy College demonstrated the need for this new institution.⁵

From its inception in 1941, Mercy College of Detroit sought to provide a broad education, encompassing academic and professional courses, religious instruction, and extracurricular activities to help students integrate religious and moral life. The College opened as a residential institution for the Sisters of Mercy, and a strong sense of community developed among students and faculty. Cultural activities were an important aspect of campus life.

Mercy College quickly grew in size and academic scope. Beginning with an enrollment of about 200, the College's peak enrollment of 2,120 was achieved in 1982.

The College expanded its health programs, creating the first physician assistant program in Michigan. In the 1970s, an innovative nursing advancement program was established, facilitating progression from an associate's degree and bachelor's degree to a master's degree

in nursing. While nursing remained a core academic strength, the College's education program also had a strong reputation.

Beginning in 1963, male students were admitted to the College. Law enforcement and business programs were added in the late 1960s to attract additional men. Mercy College developed an innovative Weekend College for working adult students, as well as an off-campus nursing degree program. These curricular enhancements enabled non-traditional students to attend college while meeting their work and family obligations.

Campus facilities were expanded to meet changing needs and the growing student population. Between 1977 and 1990, Mercy College of Detroit completed \$9 million in capital projects and developed an endowment exceeding \$9.3 million.

THE JESUIT TRADITION

Located about five and a half miles away on McNichols Road, the University of Detroit also originated as a small institution, and like Mercy College, the University evolved and expanded to meet the needs of Detroit and its citizens. The Society of Jesus had established the Detroit College in 1877, on the former Trowbridge property on Jefferson Avenue near downtown Detroit. The announcement for the new Catholic educational institution described a broad curriculum including courses in the Catholic religion, logic, several foreign languages, as well as chemistry, arithmetic and bookkeeping. Detroit Bishop Caspar H. Borgess invited the Jesuits to the city specifically to establish a high school and college. Bishop Borgess held the Jesuits' teaching and scholarship in high regard as a result of his own experience in a Jesuit school.⁶

Detroit had a large Catholic population, and the new college grew quickly. Recognizing that Detroit was becoming a large, modern industrial city with a need for expanded educational opportunities, the Detroit College was reorganized as the University of Detroit in 1911.⁷ Engineering, dental and law schools were added soon afterward. There was little space to expand the campus in downtown Detroit, and in 1921 the Horkey Farm at Palmer Boulevard (later renamed McNichols Road) and Livernois was purchased, and construction was begun on a new campus.⁸ One of the motivations for securing the 40 acres of land was an interest in building a large athletic stadium. In subsequent years, the U of D Titans developed a great reputation for their success in football and basketball.



Aerial photograph of U of D's McNichols Campus.

In 1916 the University accepted its first women students in the School of Commerce and Finance.⁹ While undergraduate liberal arts instruction continued to be a focus, the University developed a strong reputation for its graduate and professional schools in law, business, engineering, architecture and dentistry. U of D graduates became prominent members of the city's business and legal communities, as well as city government. Evening and weekend programs were added to meet the needs of nontraditional students, and some courses were offered in the workplace, through contractual arrangements with employers.

By the late 1960s, the city's Catholic population began to decline through migration to the suburbs. New housing and freeways to the suburbs helped to propel this change, as well as racial divisiveness in the city. Both Mercy College of Detroit and the University of Detroit developed programs to attract and fulfill the needs of an increasingly diverse student body. Committed to the City of Detroit, both institutions were striving to meet the growing need for scholarships and to attract suburban students at a time when Detroit was struggling to recover from a negative image, stemming from the 1967 riots and high crime rates, and economic hard times. Also, as the state's public university system expanded and improved, many

students chose less expensive public educational institutions.

ENVISIONING A PARTNERSHIP

These and other factors meant that both Mercy College and the University of Detroit were experiencing enrollment declines and financial strains by the mid-1980s. As a result, the concept of joining together to strengthen both institutions' programs and missions was appealing. When the idea first originated in 1987, U of D President Mitchell and Mercy College President Fay envisioned some form of collaboration or consolidation as a possible way to strengthen Catholic higher education, making this type of education available to more students through financial accessibility and stability. An important factor supporting this concept was the City of Detroit's emphasis on education in its new strategic plan. Leadership among Detroit's Catholic higher education institutions wanted to support and respond to the city's interest in expanded educational opportunities.

After a few preliminary conversations, Presidents Mitchell and Fay agreed that the idea of consolidation was worth exploring and discussed it with Board chairmen Richard Kughn (U of D) and Thomas Angott (Mercy College). According to President Mitchell, the two Board chairmen were enthusiastically supportive of pursuing the idea of consolidation. On May 20, 1987, a meeting was held with the two presidents and Board leadership from each institution. This meeting and subsequent discussions brought out a number of potential advantages of an institutional consolidation. As President Fay noted, "We asked, 'What did the fit look like?' The two institutions really weren't competitors. There wasn't a lot of overlap (in their academic programs)."¹⁰

Each institution had particular depth in certain areas. Mercy College's strengths were in the health, biological sciences, nursing and education programs. The University of Detroit had strong business, architecture, engineering and other professional programs. From the earliest discussions, the focus was on how an institutional collaboration or consolidation could strengthen Catholic higher education and potentially benefit the community. President Mitchell, President Fay, Mr. Angott and Mr. Kughn met with key Trustees from the Mercy College and U of D Boards to report on their discussions and assess interest in proceeding. Records of the meeting indicate that the Trustees wanted to immediately begin exploring the idea of a merger.

However, the Trustees were uncertain about how community leaders would view such a transformation of two venerable educational institutions. It was agreed that objective, external input was desirable. In June 1987, the public accounting firm of Coopers & Lybrand was commissioned to conduct a survey of community influentials to assess their reaction to the idea of consolidation. Key members of the management team of each institution and their respective Boards of Trustees also were surveyed. The Coopers & Lybrand Attitude Assessment Study indicated an 85 percent favorable response among the Mercy College of Detroit and U of D leadership groups. However, both the internal and external respondents expressed questions and concerns, as well as a need for more information about a proposed consolidation.

It was decided that detailed information was needed about each institution's academic, administrative and financial status. Grants were secured from several local foundations to fund this data collection and analysis by Coopers & Lybrand. In September, staff from Coopers & Lybrand (which had no prior relationship with either Mercy College or U of D) began to compile information in five categories: Enrollment Trends, Financial Trends, Academic Department Analysis, Administrative Organization and Staff, and Facilities Analysis.

Late in December 1987, the administrators of the sponsoring orders were informed about the progress of the discussions. This meeting included U of D President Robert A. Mitchell, S.J.; Mercy College President Maureen A. Fay, O.P.; Sharon Wedig, RSM, Provincial Administrator for the Detroit Province of the Sisters of Mercy; and Howard Gray, S.J., Provincial of the Detroit Province of the Society of Jesus. The sponsoring orders were supportive of continued discussions. Officials of the Archdiocese of Detroit also were informed and were supportive.

Gretchen Elliott, RSM, worked on the consolidation project and later succeeded Sister Wedig as Provincial Administrator. "Early on, Mercy stipulated that any consolidation would be a partnership of equals. Several women's institutions had ceased to function. We were going to create a new model," she said.¹¹

By late 1987, key College and University faculty and administrative staff members were apprised of the consolidation feasibility project. Some administrators and faculty members were concerned about potential changes in organizational mission, diminished insti-

tutional identities and potential job loss. Looking back at this time period, Kenneth Henold, former vice president for Student Affairs at the University of Detroit Mercy, commented that change doesn't come easily to academia. However, he remembered that Presidents Fay and Mitchell had a vision of what the two institutions could become, and that vision served as a positive catalyst during this feasibility assessment period.¹²

While the Coopers & Lybrand study was under way, Marygrove College, which had been notified about the preliminary discussions of consolidation, asked to be included in the process. This changed the organizational dynamics in a number of ways. Mercy College's concern about potential domination by the larger, predominantly male University of Detroit would be diffused somewhat by a combination of three institutions. With potential participation by Marygrove College, sponsored by the Sisters of the Immaculate Heart of Mary, the differences in institutional size and gender issues would not be as significant.

Marygrove College also was located in northwest Detroit, near the University of Detroit. The College had a predominantly female student body, many of whom were older, nontraditional students.

Marygrove, Mercy and U of D had a prior history of collaboration through a consortium of local institutions of Catholic higher education established in 1972. That joint effort enabled students to take classes at any consortium member institution, but participation had dwindled by the mid-1980s. Marygrove College was incorporated quickly into the Coopers & Lybrand data gathering and analysis project.

At all three institutions, faculty and staff involvement in the discussion and analysis process was encouraged from the beginning. Faculty and staff participation was important in compiling data for the Coopers & Lybrand analysis that would identify potential benefits and barriers to institutional affiliation.

On July 13, 1988, a Committee of the Boards of Trustees of Marygrove, Mercy and U of D met to discuss the status of the consolidation talks. A vision statement distributed at the meeting described the rationale for organizational affiliation:

Should the University of Detroit, Mercy College and Marygrove unite to form a new institution?

The purpose of such a move would be to strengthen Catholic higher education in Detroit and provide increased

educational opportunity for men and women of this area. A merger would also make possible increased efficiencies and cost savings in the operation of the three institutions.

The time seems right for such a move, because of developments in the Church, the City of Detroit and American education.

Recent developments in the Catholic Church have highlighted the role of laity and the need for cooperation among religious groups. The merger would bring together the rich traditions of the Sisters of Mercy, the IHMs and the Jesuits in the field of higher education. In addition to strengthening the theological study and religious experience available to students, the new institution would be better able to train both men and women for increased responsibilities in the Church, as well as productive careers in society.

The newly formulated Detroit Strategic Plan calls for improved education on all levels for Detroit citizens. U of D, Marygrove and Mercy have a long history of service in the Detroit area. By combining resources, the three schools plan to increase the number of both city and suburban students in the new institution...

Also at this special meeting, President Mitchell presented the potential educational programs for a new consolidated university, and Dr. Jack Shay, president of Marygrove, discussed the potential location of academic programs and the use of various institutional properties. President Fay presented a "Process for Exploration" detailing the next phases. This process included seeking additional outside expertise to facilitate the exploration process.

The Coopers & Lybrand study identified the key potential benefits of some form of institutional consolidation as academic and programmatic synergy and cost reduction opportunities. The latter included elimination of redundancies, economies of scale, shared services, and maximization of facility use. In addition, the study pointed out a potential strengthening of institutional image and fundraising efforts.

At the same time, some of the identified barriers to consolidation were fear of possible domination by one of the preceding institutions, potential diminishment of missions, identities and traditions, as well as the possible impact on reputation, and the potential loss of valued locations. Three potential affiliation models were

described: consolidation, acquisition and a holding company. While the Coopers & Lybrand study answered some questions about what an institutional combination could achieve, the leadership group sought more in-depth information and authorized an additional feasibility study.





PLANNING FOR CONSOLIDATION

To supplement the Coopers & Lybrand data, the Trustees and presidents of Marygrove, Mercy College and the University of Detroit agreed to undertake a comprehensive feasibility study to be provided by outside experts in Catholic higher education. They turned to Dr. Edmund D. Pellegrino, director of the Joseph and Rose Kennedy Institute of Ethics at Georgetown University and a former president of Catholic University.¹

Dr. Pellegrino established a high-level, five-person task force including faculty members and administrators of several institutions of higher education. Their assignment was to determine the feasibility of an institutional consolidation, based not only upon reports and quantitative data, but also on interviews and attitudinal assessments of the major groups to be affected: students, faculty and staff. The team's first site visit was conducted in December 1988 with additional visits in 1989. During the fall of 1989, each college and department within the three institutions was asked to respond to a set of structured questions. In addition, Task Force members interviewed faculty, staff and student representatives on each campus.

Kathleen H. Caprio, now assistant dean for Admissions and Student Affairs at the UDM School of Law, was hired to provide staff support for the Pellegrino Task Force. She remembers the active role of the three presidents and their Boards. "The meetings with the presidents were amazing. I was impressed by their openness, enthusiasm and sense of responsibility to the faculties, students and

Board. I remember the energy from the Board," she said.²

DEVELOPING AN INTEGRATED MISSION

While the Pellegrino Task Force was under way, the three presidents began to envision what the mission of a new, consolidated institution could be. This was essential because a furtherance of organizational mission was the rationale for consolidation. This would be a complex and sensitive matter as Marygrove, Mercy and U of D had missions that reflected the specific charisms of their sponsoring religious orders.

As Catholic, urban institutions of higher education, their missions certainly had some commonality. Each institution embodied a mission in which the whole person is a primary concern. However, each had a somewhat different perspective on the integration of religious and ethical teachings, as well as social responsibility, into the educational process. Also, each of the three schools had a distinct student population.

The challenge was to create a vision that would define a blended institution and remain true to the essence of the three religious sponsors. Initial versions of a mission statement were written by Presidents Maureen A. Fay, O.P. and Robert A. Mitchell, S.J., and circulated for comment among key constituents during 1988 and 1989.

After approximately six months, the Pellegrino Task Force on Collaboration issued a report with conclusions to the Boards of the three institutions in June 1989. Their opinion was:

"...that Marygrove and Mercy Colleges and the University of Detroit may, by consolidating, create a new institution of higher learning under Catholic auspices which will enhance the present mission of each, and thus better serve the special needs of Detroit, and at the same time advance the educational and service missions of the Sisters, Servants of the Immaculate Heart of Mary; the Religious Sisters of Mercy; and the Society of Jesus."³

The Task Force described a potential consolidation as "not merely fiscally advantageous" but also an "opportunity for Detroit and its three Catholic colleges to become a model of what private higher education will look like in the 21st century."⁴

The report stated that consolidation could ease the fiscal

constraints for each institution by reducing duplicate programs, services and staff functions through economies of scale, and through better use of facilities and other assets. The consultants believed that a “full consolidation” of the three institutions with a new, common mission would enable the full potential of educational opportunities. Other forms of collaboration, such as a more formal consortium or holding company, were not recommended unless full consolidation was determined to be unacceptable.⁵

Despite the Task Force’s support for consolidation as a long-term goal, its members didn’t think consolidation was immediately possible due to the limited knowledge each institution had about its counterparts and because of “reluctance” of the faculty and staff at each institution. The Task Force suggested additional studies including a detailed fiscal analysis and an outside audit of assets. Their report also urged Board members to approve consolidation as a long-term goal and to implement a participatory consolidation planning process with faculty and staff at each institution.⁶

President Fay described the Boards’ responses as determined and anxious to proceed quickly. “Dr. Pellegrino didn’t think the institutions were fully prepared—that there were still a lot of unanswered questions—but they [the Boards] went ahead anyway,” she said.⁷

FORUMS FOR UNIVERSITY-WIDE INPUT

To facilitate the planning process, the Boards of Trustees obtained the services of John Burkhardt, Ph.D., director of planning and advancement at Eastern Michigan University, a public institution. With participation from a number of institutional leaders, a draft mission statement and set of 15 planning assumptions were developed and approved by the presidents in September 1989. The planning assumptions provided parameters for governance, size, location, academic priorities, faculty and student body. These draft documents were discussed at structured workshops on each campus and subsequently revised. Open forums were organized on each campus, and white papers about consolidation-related issues were published for discussion and reaction. Many of the authors of the white papers commented on the need to maintain the special identity of their own institution or campus.

An academic planning team representing all three institutions was created to recommend an academic structure as well as a framework for admissions and support services. This helped move the process

from theoretical terms into practical issues.

In January 1990, Marygrove College decided to withdraw from the consolidation process. Robert Reilly, chairman of Marygrove's Board of Trustees, said that the decision was "based on the belief that, for Marygrove, smaller is better and necessary for us to continue to fulfill our unique role in higher education for the people of Detroit."⁸

U of D President Mitchell expressed regret at Marygrove's withdrawal but respect for its decision. Marygrove's withdrawal required some revisions in the draft mission statement and financial analysis. However, these adjustments were made quickly in order to keep on track for a final Board decision no later than April 1990. While this was a very ambitious deadline, the Boards and others felt that the consolidation issue was consuming a great deal of time and energy and that it would be detrimental to delay a decision much longer. Also, as Dr. Burkhardt described the situation in February 1990, "...the advantages and risks of consolidation are becoming increasingly clear."⁹

GOVERNANCE AND LEADERSHIP

Early in the exploration process, the two presidents and their Boards recognized that a consolidation would involve complex governance and legal issues. First, the University of Detroit had a single Board of Trustees, comprised primarily of lay business and community leaders, and the University itself owned its campus property. Mercy College of Detroit had a two-tiered Board—one Board with both representatives of the Sisters of Mercy and lay members, and another Board comprised of the Members of the Sisters of Mercy representing the Provincial authority. The Province of the Sisters of Mercy owned the property where the College was located. Canonical legal authorities were consulted to determine the issues and potential requirements for consolidation.

The faculties of the two institutions also had different forms of management and governance. University of Detroit faculty members were unionized, and because of the size of the University, they tended to identify to a greater extent with their individual college or school than with the University as a whole. Mercy College faculty members were not unionized, met as a whole, rather than as individual college and school representatives, and were used to having a strong voice in College administration. One of the consolidation

planning assumptions was that a new, consolidated university would meet its obligations to full-time, tenured teaching personnel and strive to retain other staff as well, relying on natural attrition if reductions were needed.

A potential name for the new institution was a very sensitive and controversial issue. At U of D there was a strong interest in retaining "University of Detroit" in the name. For Mercy College representatives it was important to retain "Mercy," especially because the Provincial Order had recently sold Mount Carmel Mercy Hospital and wanted to maintain visibility within Detroit. The international advertising agency of Young & Rubicam provided advice and the combined name, "University of Detroit Mercy," was submitted as an acceptable compromise.

Another critical issue was the potential leadership for a new, consolidated institution. President Mitchell had already announced plans to step down from the president's role within a few years. This provided an opportunity for him to serve as University chancellor with Mercy College President Maureen A. Fay, O.P., named as the first president of the University of Detroit Mercy. President Fay, therefore, became the first non-Jesuit to be president of a Jesuit university. Installing the Mercy College president as president of the consolidated institution eased some concerns among the Sisters of Mercy about the University of Detroit dominating the new institution.

Presidents Fay and Mitchell had developed a close, effective working relationship that eased the consolidation process and leadership transition. The financial analysis indicated that while Mercy College and U of D were able to balance their budgets for each of the previous 10 years, this process had required administrative restructuring, fundraising efforts, refinancing assets and other initiatives. Continued financial pressures were forecast for the 1990s due to declining enrollment, pressure on operating expenses and deferred maintenance on campus facilities. The financial study indicated that consolidation would be financially beneficial because Mercy College had a stronger short-term financial outlook, while U of D had long-term strength.

While leadership and financial issues were being resolved, comments on the mission statement and planning assumptions from faculty, staff and students were consolidated and incorporated in new versions of these documents. Campus meetings were planned



University of Detroit Mercy Chancellor Robert A. Mitchell, S.J. and UDM President Maureen A. Fay, O.P., 1990.

in mid-March to enable all stakeholders to preview the materials and data that would be submitted to the Boards. Looking back on the process, President Fay commented, “We created something new, working together—it was a leap of faith.”¹⁰

In March and April, the Boards of the two institutions, as well as the members of the Sisters of Mercy, approved an agreement in principle to consolidate Mercy College and the University of Detroit.¹¹ This provided the authority for a “due diligence” process with all of the legal and financial steps required for consolidation. On June 19, 1990, the consolidation of the two institutions was announced with implementation set to begin in July, the start of a new fiscal year.¹² From a legal perspective, the consolidation was not completed until December 1990 after the combined articles of incorporation and charter were approved by the State of Michigan.

On June 28, at a special meeting of each institution’s Board of

Trustees and then at a joint meeting, the mission statement, name, budget and bylaws for the new University of Detroit Mercy were approved. Now the challenge would be to integrate the two schools as quickly as possible. A detailed timetable was established to make consolidation a reality.¹³





THE FIRST YEARS OF THE NEW UNIVERSITY OF DETROIT MERCY

The University of Detroit Mercy was now a reality and its formation had been announced to the public. However, the work of consolidation was far from over. Much remained to be done in order to create a unified educational institution with a consolidated academic plan, organizational structure and faculty.

The Final Report and Recommendations of the Pellegrino Task Force identified four key challenges for the immediate post-consolidation period of July 1990 to September 1991:

- Enrollment stabilization and revenue generation
- Maintaining internal support and participation in consolidation planning
- Building external support for the new institution
- Aligning faculty and human resource planning to the full development of the academic vision¹

To meet these challenges, important governance, leadership, curriculum and faculty issues required analysis and resolution. At the same time, an important deadline faced UDM. While all of the existing U of D and Mercy College programs would continue for the 1990-1991 academic year, University leadership was committed to providing a unified academic program for 1991-1992. This meant that a core curriculum had to be developed and approved within a

few months in order to create a class schedule for distribution prior to the fall semester of 1991. Courses, class locations and many other issues would need to be finalized in less than a year—a very demanding challenge.

Fortunately, the newly appointed UDM President Maureen A. Fay, O.P. and Chancellor Robert A. Mitchell, S.J., had worked closely together to achieve the consolidation of U of D and Mercy College, and they shared a common vision of UDM's potential. While UDM was the first Jesuit institution with a non-Jesuit president, the Jesuits were very supportive of President Fay, a Dominican who was previously president of Mercy College of Detroit. The leadership of President Fay and Chancellor Mitchell was considered by many to be critical in achieving consolidation and would continue to be fundamental in making it a success.

“Based on our findings, we have determined that through consolidation, we can best meet the changing educational needs of our future student population,” commented Chancellor Mitchell in the public announcement of consolidation.²

“We feel that we are setting a vision for education in the 1990s. We've developed a concept for a unique institution of higher learning that can adapt to the diversity of its students and changing demographics, while at the same time, maintain a high level of educational quality,” added President Fay.³

CREATING A NEW INSTITUTION

According to John Burkhardt, who served as consolidation facilitator and then was appointed vice president for Planning and Administration, the University worked to make the implementation of consolidation a very inclusive process. Up to 300 faculty, staff and students worked very hard in what Burkhardt described as “the creation of a new educational institution,” trying to make it an open, “organic” process. He believed that this broad involvement of University personnel and students gave them a sense of ownership and helped make consolidation successful.⁴

The new University's primary educational objectives were to provide high quality undergraduate programs with a core curriculum in the liberal arts and sciences, undergraduate and graduate programs for adults returning to school; graduate and professional education; and contractual educational programs for businesses and other institutions.

Following consolidation, the University's academic and administrative sites continued to operate at the existing Mercy College and U of D locations. The two main campuses were the McNichols Campus, previously the main U of D site, and the Outer Drive Campus, the previous site of Mercy College of Detroit. The University of Detroit School of Law and School of Dentistry in downtown Detroit continued as the locations for these professional programs at UDM.

At the time of consolidation, UDM's combined operating budget was \$72.9 million. Enrollment was expected to total more than 8,000 undergraduate and graduate students. The combined student population was expected to be 56 percent female and 44 percent male with approximately 25 percent minority students.⁵

Members of the faculty and administration worked intensely between August 1990 and January 1991 to achieve a combined program for the 1991-1992 academic year. Representatives of 51 departments, including some duplicate or overlapping departments, in eight colleges and schools, sought consensus on structure, leadership, curriculum, courses and instructors. Prior to consolidation, Mercy College and U of D had shared a commitment to personalized education and a stronger emphasis on teaching rather than research. However, there were some differences in academic philosophy and target audience.

The course schedule and other policies required for the 1991-1992 academic year were developed through joint task forces from the relevant departments of the former Mercy College and U of D. Many faculty members had participated in fact-finding groups during the consolidation assessment and forums that were held later to discuss key consolidation issues. This open process had provided valuable background and experience for faculty to work together in resolving complex issues. Special efforts were made to ensure that Mercy College faculty members had equal weight in the planning and decision-making process, despite U of D's larger size.

Kenneth Henold, who served as associate provost of the McNichols Campus at the time of consolidation, remembers the development of a joint curriculum and common schedule as an "amazing process" accomplished at considerable speed. "Almost all of it was done with great dignity," he said.⁶

During this transition period, there was a strong commitment to avoid choosing particular processes or methods of doing things

because “that’s the way we’ve always done it.” Instead, there was a concerted effort to share decision-making equally and develop new approaches to academic policies and procedures.

There were a number of “duplicate” departments within Mercy College and U of D, and it was expected that their consolidation would be difficult. The creation of parallel structures was not an option—the goal was a true combination and strengthening of academic programs. While outside facilitators were available to help any departments or other academic units that had difficulty reaching agreement, such assistance was required in only two cases.

An earlier Board decision was helpful in this process. Board members had decided that any reduction of personnel would be accomplished through attrition. While some individuals were required to change jobs, the work force was reduced by only about 150, and tenure agreements were honored. After consolidation, the Mercy College faculty, previously not unionized, voted to join the U of D union. Prior to consolidation, faculty participation had been organized in different ways. Members of the Mercy College faculty were accustomed to meeting as a whole, while at U of D faculty members had been organized as representatives of individual colleges and schools.

As the faculty focused on developing a combined academic program for the following year, the University of Detroit Mercy Board of Trustees was established in the fall of 1990. A 36-member Board was authorized, which would include six members chosen by the Sisters of Mercy and six by the Society of Jesus to ensure equal representation for both religious sponsors. The remaining Trustees would be lay members of the community.

FULFILLMENT OF THE MERCY AND JESUIT CHARISMS

Throughout the consolidation discussions by the Mercy College and U of D Boards, adherence to and enhancement of both institutional missions and the charisms of their religious sponsors were paramount. While the precise structure and wording of the UDM mission statement was not yet final in mid-1990, the following elements, approved by the two Boards acting together, made up its core:

- Mercy and Jesuit sponsorship of the University, characterized by service to persons in need and commitment to quality

- education, justice and faith;
- A core curriculum in the liberal arts and sciences;
 - The University's commitment to the intellectual, spiritual, moral and personal development of its students, faculty, staff and administrators.⁷

An important issue for the immediate post-consolidation period was the unification of the Mercy College and U of D alumni boards. Some alumni had participated in the early surveys of "community influentials" regarding consolidation, and later joined in consolidation planning as Board members. As with other individuals with strong affiliations to either Mercy College or U of D, some expressed concern about a perceived loss of identity for their own alma mater. However, there was appreciation of UDM's potential for a strengthened educational mission with greater stability and growth potential.

The Mercy College and U of D Boards were particularly concerned about alumni reaction to potential names for the new university. Leadership at both institutions strongly expressed an interest in a name with continuity to the past that would be easily recognizable by alumni as well as current students and prospective students. Young & Rubicam was assigned the task of developing and testing potential names and logos. In June, Mercy and U of D's religious sponsors and governing Boards approved the recommendation of "University of Detroit Mercy" as an acceptable compromise. Usage of the new name was not immediately universal, due in some cases to lack of awareness, and in other cases to resistance to the change.

BRINGING ALUMNI TOGETHER

The UDM leadership and alumni relations staff recognized the early importance of bringing the Mercy and U of D alumni together in support of UDM. The University established a planning committee to work toward bringing the alumni together in 1990. Marylal Karbowski, who had been an active member of the Mercy College Alumni Board years earlier, and Thomas Youngblood, who was president of the U of D Alumni Board in 1990, participated in the planning for a new UDM Alumni Association. According to Karbowski, University alumni relations and development staff wanted to energize the U of D alumni and reestablish the Mercy alumni group, which had been somewhat inactive in recent years.

University administrators wanted a new combined alumni organi-

zation to be active by July 1991. While the two alumni groups had significant structural differences, they were able to work out a plan for integration. Karbowski remembers that the U of D alumni organization had more complex bylaws than Mercy College. "We debated long and hard as to how they [the bylaws] should go. We created general bylaws that could be changed," she recalled.⁸

Thomas Youngblood had been a U of D Alumni Board member for seven years and had been involved in the overall consolidation process, which he found to be "very harmonious." He remembers that the Mercy College and U of D alumni boards had different standing committees. "We blended the ideas of both and changed the functions of the standing committees," he said.⁹

Goals for the new alumni association included developing programs to help the University and its alumni; helping to preserve the traditions of Mercy College and U of D; assisting with recruitment; and helping to market UDM to the community.¹⁰ "They wanted alumni to be ambassadors for UDM, to represent different colleges and schools, so we tried to draw in as many people as possible, to touch alumni from different years and decades," recalled Karbowski.¹¹

Through the hard work of the Alumni Association Planning Committee, a new Alumni Association constitution was approved on March 26, 1991 and a first meeting was held in July 1991. The alumni group quickly became involved in campus life, presenting student awards during the first combined academic year (1991-1992) and helping maintain U of D's tradition for "Dead Week," the week before exams. Externally, alumni sought to build public awareness of UDM and assist in community outreach.

As with all aspects of consolidation, there was a blending of cultures and an occasional need to refocus on the UDM mission and the needs of students. The immediate post-consolidation period was one of intense activity and achievement for a common cause. The new Board, new Alumni Association and start-up of the 1991-1992 academic year would be the foundation for enhancement of academic programs and campus improvements that would soon be under way.





CHARTING A PATH FOR SUCCESS

After the substantial work required to bring together the Mercy College and U of D academic programs for the 1991-1992 academic year, UDM officials were encouraged by the response of students. In 1991, enrollment increased two percent to 7,888. This contrasted with a national trend of declining enrollments at private colleges and universities. Another positive sign was a 10 percent increase in applications from children of alumni.

In addition to the integration of academic programs, the U of D and Mercy College admissions offices had to be consolidated. Mercy College had served a more diverse population of students who were returning to school while working or raising a family. Most of U of D's freshmen were traditional, post-high school students, while the U of D graduate programs included a mix of individuals continuing directly from undergraduate programs and older adults returning to school.

Each institution had different fee structures as well. Once these issues were worked out, an admissions strategy was developed, and UDM began more aggressive marketing and student recruitment. An initial campaign focused on explaining the new UDM through advertising and direct marketing. A few years later, UDM introduced *Spiritus* magazine as a major external communications tool to communicate with alumni and others about the University and its achievements. The UDM web site, established in 1995, provided another opportunity for outreach and positive visibility.

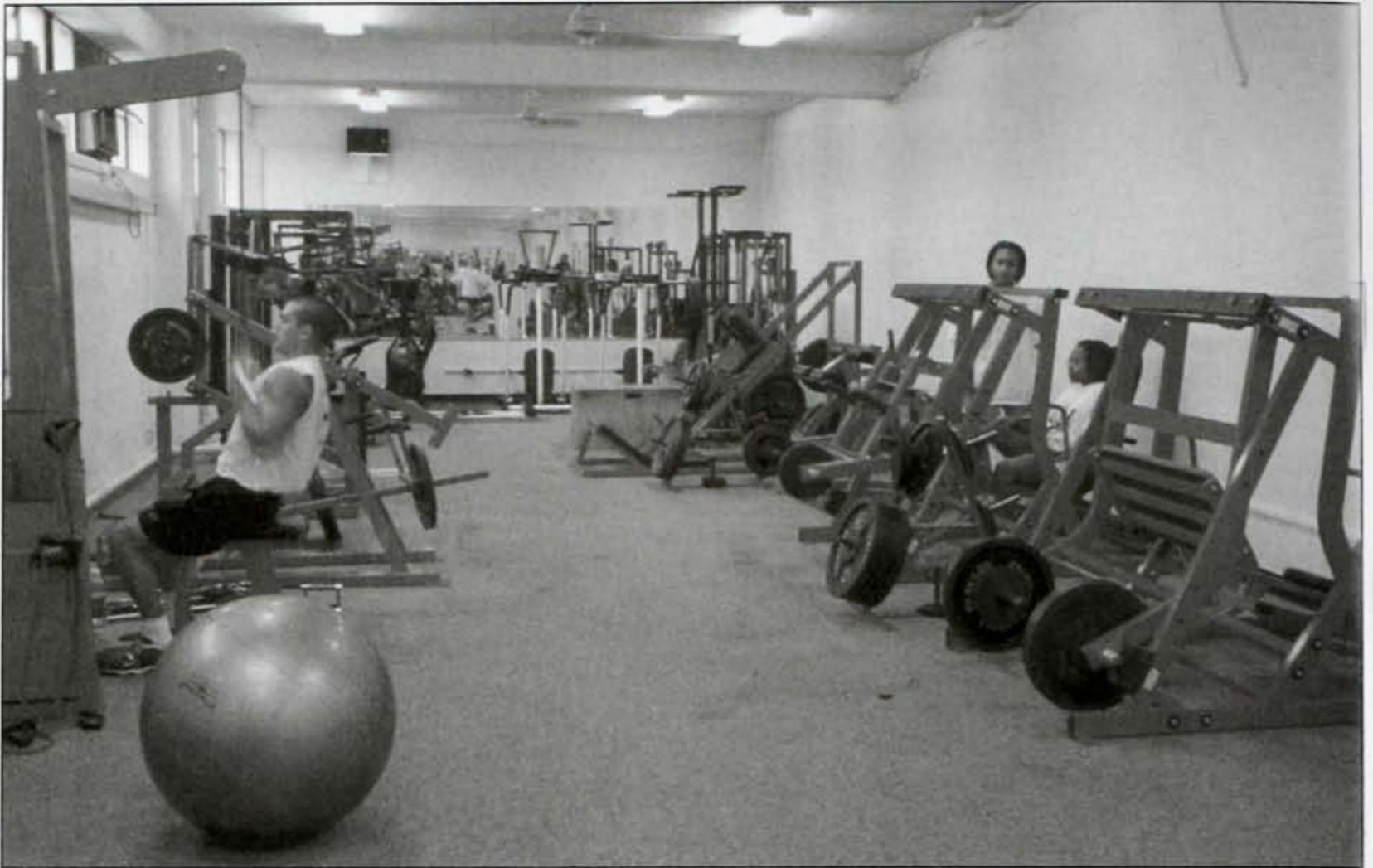
The effort to blend philosophies and operational methodologies extended to every area of the University. Computer technology was one function that affected everything from student records to financial reporting. At the time of consolidation, U of D had a mainframe-based computer system, while Mercy College's computer system was less centralized and more flexible. Few administrators had direct access to computer databases, and computers were not used extensively in instruction. These technology limitations mainly reflected the high cost of computers and the need to allocate scarce resources among many priorities at both institutions.

Immediately following consolidation, U of D's credit lines were renegotiated with lending institutions on behalf of UDM. Mercy College's stronger short-term financial position also helped create a more stable financial environment. However, there were many areas of the University that required additional resources. Responding to these needs, in the fall of 1991, the Board approved a \$28 million Renaissance Campaign to generate new philanthropic funds. This was primarily an internal effort to solicit funds from traditional Mercy College and U of D donors. The Renaissance Campaign reached its goal within a few years, and proceeds were used for some capital improvements and to help build the UDM endowment fund.

IMPROVING THE CAMPUS ENVIRONMENT

Capital improvements began soon after the consolidation was finalized. Initially the emphasis was on the McNichols Campus, which included older buildings, some in need of maintenance, which had been deferred. One of the first sites for renovation was Calihan Hall. Visitors soon noticed general improvements in campus upkeep, landscaping and overall appearance. Also in 1992, a number of new additions enhanced campus life—a NCAA championship-sized soccer field, the new Larry Bleach Fitness Center and a women's fast pitch softball field.

Within the next two years, four classroom buildings on the McNichols Campus were renovated, and improvements were made to residence halls and parking lots. Renovations also occurred at the School of Law and on the Outer Drive Campus, which was newer and in better condition than the McNichols Campus. Renovations ranged from structural maintenance to wiring for computer stations. All of the many campus improvements and additions had a major



The Larry Bleach Fitness Center in Calihan Hall.

positive impact on the University's functionality, comfort and appeal for students, faculty and visitors.

Both Mercy College and U of D were accredited by the North Central Association and were due to have a full evaluation within two years of the UDM consolidation. Since so much effort was still being expended on consolidation issues, the University sought and received approval for a less comprehensive interim review in 1992. In March 1992, the North Central Association responded positively to a campus visit and the materials submitted by UDM. The favorable North Central interim report stated that the consolidation had been effective, that the UDM mission statement was clear and that there was a well-thought-out recruitment plan. Two additional accreditations for the College of Engineering & Science and the School of Dentistry in 1993 also reinforced UDM's academic strength and reputation.

Leaders of Mercy College and U of D had hoped that consolidation would expand and enhance academic opportunities, building on the well-regarded undergraduate and graduate programs of both institutions. This promise was fulfilled early in the 1990s as the larger, more diverse UDM faculty and broader student body led to innovations in curriculum and development of more advanced instructional methods. Also, there was a concerted emphasis on student-centered, market-driven academic programs. UDM had close

relationships with many employers through an extensive and long-standing co-op program, as well as with health care institutions where UDM health professionals received clinical training. These relationships enabled the University to adapt curricula to the changing needs of the workplace and the student body. In addition, new partnerships were established with other educational institutions to expand academic options for students.

ACADEMIC INNOVATIONS

Several international programs were developed within the College of Engineering & Science to prepare American and foreign students better for a global work environment. The Mexican American Partnership (MAP) was created as a partnership with Monterrey Technological University in Mexico and the automobile industry to prepare bilingual and bicultural engineering students for leadership in the automotive industry. Through the program, UDM engineering students spent alternating semesters studying and working in the Mexican and U.S. automotive industries. The program was so successful that a similar Chinese American Partnership (CAP) was established in Beijing, China with Tsinghua University, Beijing Institute of Technology.

In addition, a number of expanded and new degree programs were developed, building on the strengths of Mercy College and U of D. UDM developed a joint master's program in product development offered by the Colleges of Engineering & Science and Business Administration, in collaboration with the Massachusetts Institute of Technology and the Rochester Institute of Technology. The University also established bachelor's and master's programs in computing and computer science. The School of Architecture's Bachelor of Science in Architecture was extended to a five-year master's degree program.

Recognizing the changing roles of nurses, UDM added a Master of Science program in Nursing/Health Systems Management and another Master of Science program in Family Nurse Practitioner. Collaborative efforts became increasingly important. A joint bachelor of science in nursing program in Grand Rapids was created in conjunction with Aquinas College and St. Mary's Medical Center, and an onsite nursing degree completion program was offered at most Detroit-area hospitals.

The University continued to focus on putting education into

practice, establishing the Center of Excellence in Environmental Engineering & Science to address environmental challenges. The Detroit Collaborative Design Center was dedicated to improve Detroit's "built" environment through collaboration with community-based, non-profit organizations.

The success of UDM programs was reflected in many awards garnered by its academic, cultural, athletic and community service programs. The high quality of a UDM education also was affirmed by the success of its graduates, both in their careers and professional or graduate schools. Graduates of UDM's School of Law and Physician Assistant Program, for example, maintained high passage rates on state exams.

A SUSTAINABLE FUTURE FOR THE SCHOOL OF DENTISTRY

In 1996, the Board made an important decision about the UDM School of Dentistry. During an accreditation visit to the UDM campus in 1993, the American Dental Association Committee on Accreditation had taken note of the Dental Clinic's physical deficiencies, and notified UDM that improvements, or a new facility, would be needed to retain accreditation in the future. The retrofitted facility on East Jefferson wasn't originally designed for instruction or patient care. After considering the School of Dentistry's role at UDM and its contribution to Michigan, where 75 percent of its graduates practiced, the Board decided to maintain the School and build a new facility. This contrasted with other Jesuit institutions that had closed their dental schools.

The Jefferson Avenue facility was subsequently sold and a new \$11-million facility on the Outer Drive Campus was financed through a capital campaign, the sale of bonds and a federal grant. The new clinical facility was designed to support the School of Dentistry's mission of serving both its students and its urban community. Bruce Graham, dean of the School of Dentistry at the time, stressed that the facility needed to improve patients' clinical experience as well as create an excellent teaching environment. For patient comfort and convenience, treatment areas were located all on the first floor with maximum privacy for patients. The Outer Drive Campus location was also more conveniently located to where most patients reside.

To ensure a state-of-the-art teaching and learning experience, the



The School of Dentistry's new dental clinic opened on the Outer Drive Campus in August 1997.

new clinical facility included a simulation laboratory with 76 workstations with patient simulators and computers. The School also utilized additional labs, classrooms and office space on the Outer Drive Campus.

The UDM School of Dentistry continues to serve as a major health resource, scheduling more than 82,500 patient visits annually and providing clinical services at several local hospitals, homeless centers and nursing homes.

ATHLETICS ENLIVEN CAMPUS LIFE

UDM's NCAA Division I athletics program was another major source of pride as the Titans returned to a position of national prominence in college basketball during the mid-1990s. The return to competitive success began as coach Ricky Byrdsong led the men's team to a winning record in 1993. In 1994 the men's Titans won their first Midwestern Collegiate Conference (MCC) championship under first-year coach Perry Watson. The team's performance continued to build with a 25-6 record during the 1997-1998 season, the best ever for the Titans. That year the team galvanized fans during the NCAA Championship Tournament with a dramatic win over the powerhouse St. John's University team. It was the first time in 19 years that the Titans had played in the NCAA Tournament. Rashad

Phillips was MCC Newcomer of the Year and Watson was named MCC Coach of the Year.

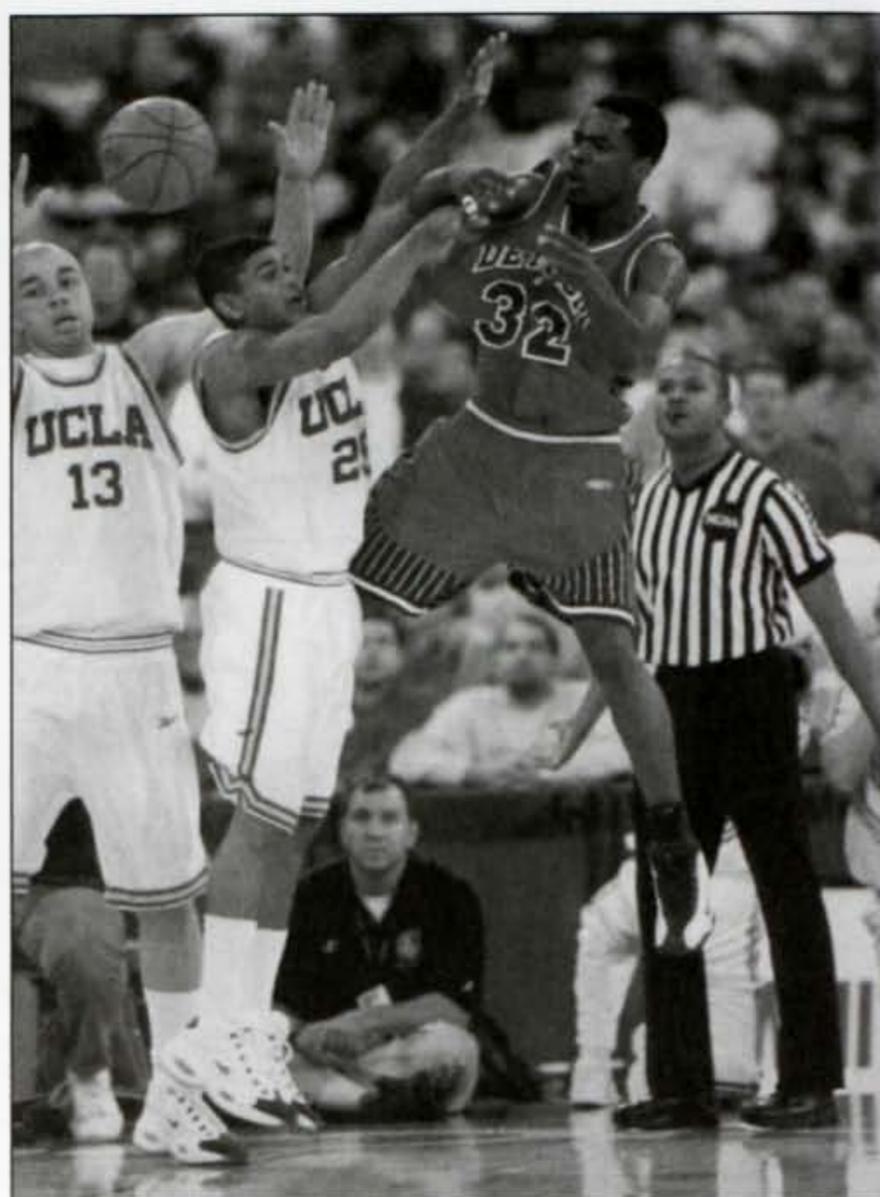
The momentum continued during the 1998-1999 season year with a 26-5 season record and an MCC championship for the Titans. Once again, the Titans made a good showing at the NCAA Tournament, defeating UCLA in the first round before losing to Ohio State.

Two years later, the team found success in the post-season again, playing before a national audience in Madison Square Garden during the Final Four of the 2001 post-season National Invitational Tournament (NIT). The

Titans' route to the NIT Final Four included on-the-road victories over Bradley, UConn, and Dayton before losing to Alabama and Memphis. Team Captain Rashad Phillips, two-time MCC Player of the Year, broke the University's all-time scoring record with 2,319 points. Phillips was named All-American by the Associated Press.

UDM athletics and athletic success encompassed much more than men's basketball. A range of UDM teams played in 13 conference championships during the post-consolidation years, including the women's basketball team, which participated in the NCAA Championship tournament in 1997 under Coach Nikita Lowry. The men's soccer team also earned a berth in the post-season NCAA Tournament in 1996 under Coach Morris Lupenec.

In other sports, high-jumper Paul Caraballo became Detroit's first track and field All-American in 1997. Another highlight was the baseball team's MCC championship in 1997. Coach Bob Miller finished his career among the nation's 20 winningest active coaches before his retirement in 2000. In 2001, the golf team, coached by Mark Engel, won its second conference championship in three years



The Titan men's basketball team defeated UCLA in the first round of the NCAA Tournament in 1999.

and qualified for the NCAA West Regional. Also in 2001, the MCC changed its name to the Horizon League.

UDM Athletic Director Brad Kinsman estimated that more than 80 athletic events were held annually on campus—a major component of campus life. Playing fields for soccer and softball were built on campus during the 1990s. Significant renovations were made to Calihan Hall in the early 1990s, including a new scoreboard and sound system, locker rooms, administrative offices and media and conference rooms, as well as an exterior face-lift. In November 2001, the newly renovated, interactive Sports Hall of Fame was dedicated at a dinner in Calihan Hall attended by nearly 500 guests.

In addition to men's and women's basketball, UDM athletic competitions taking place on and off campus included softball, baseball, soccer, track and field, golf, fencing, tennis, cheerleading, and cross country.

