

Colby



Colby Magazine

Volume 107
Issue 3 *Spring 2021*

Article 3

April 2021

Inside Front Cover

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Recommended Citation

(2021) "Inside Front Cover," *Colby Magazine*: Vol. 107 : Iss. 3 , Article 3.

Available at: <https://digitalcommons.colby.edu/colbymagazine/vol107/iss3/3>

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My friend Bob Zimmer, facing health challenges, announced he would step down as president of the University of Chicago next spring, concluding 15 years in that demanding role. He will move into a newly created role of chancellor, allowing the university to continue to draw on his deep well of talent and wisdom. I worked with Bob for 12 years (technically, I worked *for him* for most of those years, but he always made it feel like a partnership).

In 2017 Bret Stephens, in his *New York Times* column, declared Bob Zimmer “America’s Best University President.” That’s a fitting title for someone whose list of accomplishments as president is staggering in scope and impact. His leadership has transformed the University of Chicago, and his contributions will be felt throughout the remainder of this century and beyond.

I regularly implore our students to acknowledge and thank the individuals in their lives who made their journey possible—their families and teachers and anyone who lifted them when they stumbled, who put the wind at their back to help them go further. I must do the same. Bob Zimmer taught me lessons that guide me every day and for which I will be forever grateful. I will mention only four, even though the list is much longer still.

1. Embody and elevate your institution’s values. It is hard to find a communication from Bob where he doesn’t describe Chicago’s distinctive intellectual culture, its commitment to freedom of expression and inquiry, and the rigor of its programs. Those are Chicago’s calling cards. When this pandemic hit, Colby’s leadership team gathered, and before we talked about what we needed to do, we discussed how