

Fall Leadership Retreat

September, 1990

A typical UM week this summer...

- 1. UM Team discovers neurofibromatosis gene...**
- 2. UM Student Team wins U.S. solar car race...**
- 3. Two UM faculty (Orner, Scott) win MacCarthur prizes...**
- 4. UM-managed NSFnet passes 1 million users...**
- 5. UM Team (Moreau) builds world's most powerful laser...**
- 6. UM paleontologist (Gingrich) finds that whales once had feet...**
- 7. UM woman engineer wins American Gladiator competition...**
- 8. Former UM Regent (Nederlander) named head of N.Y. Yankees...**

Themes of the Year

1987-88: Transition in UM leadership

**1988-89: Setting the principal themes:
(Diversity, Globalization, Knowledge, Change
..."The University of the 21st Century")**

1989-90: Strengthening external relations:

- **State relations**
- **Federal relations**
- **Media relations**
- **Community relations**
- **Alumni relations**
- **The Campaign for the 1990s**

1990-91: Building a greater sense of community...

Strategic Themes

General Themes:

- "a heritage of leadership"
- "re-inventing the university for the 21st Century"

Challenges before America:

- pluralism and diversity
- internationalization
- the age of knowledge

Challenges before the University:

- challenge of change
- commitment to excellence
- fundamental values
- sense of community

The Challenge of Change

Driving Forces of 1990s

- Diversity & Pluralism
- Globalization
- Age of Knowledge



The University
of the
20th Century

Change

The University
of the
21th Century

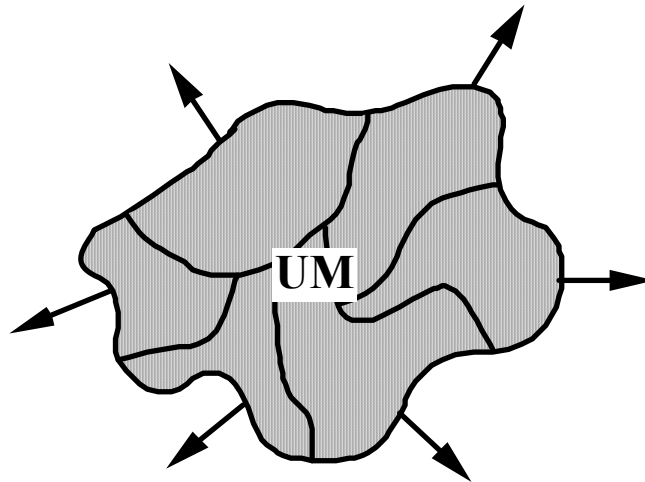
The Foundation for Change

- Commitment to Excellence
- Fundamental Values
- Sense of Community
- Daring and Risk-Taking

Concerns

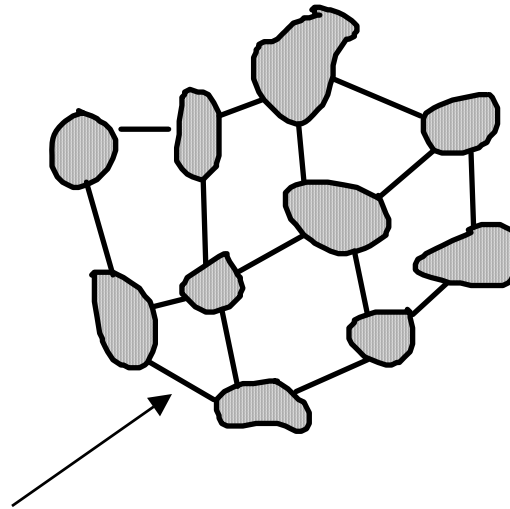
Commonly mentioned concerns:

- **Morale, malaise, separatism, intellectual fragmentation...**
- **Behavior (substance abuse, crime, racism, vandalism)...**
- **Special interest agendas, budgets, salaries, parking...**
- **"What's in it for me?...What have you done for me lately?..."**
- **Students vs. faculty vs. staff vs. administration vs. Regents**



The All-Important "C" Words

Community
Communication
Comity
Collegiality
Collaboration
Cooperation
Coherence
Concern
...



The "glue" words...

The Challenge for 1990-91

"How do we generate more of a sense of

...pride in...

...respect for...

...excitement about...

...and loyalty to...

...The University of Michigan?"