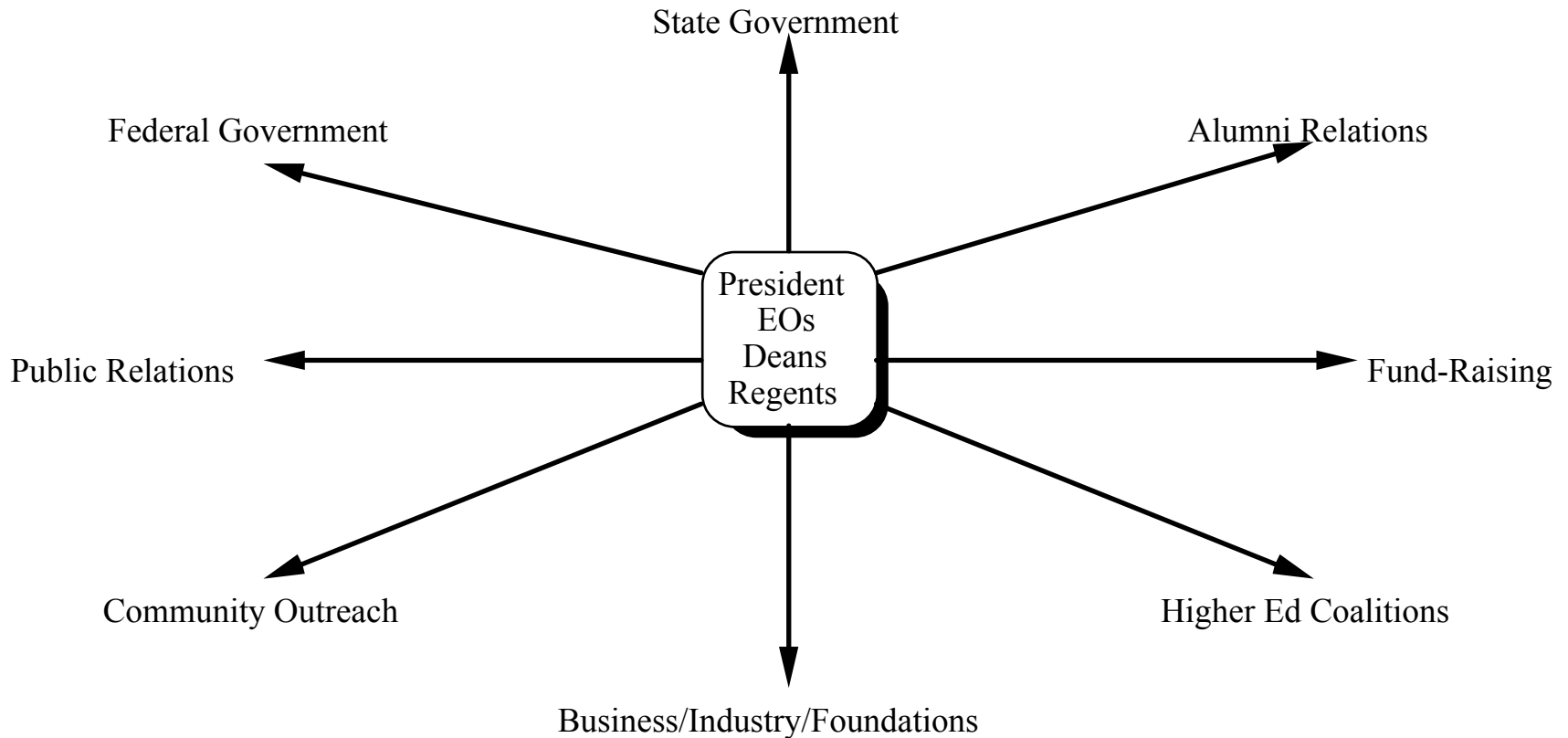


Communication: External Constituencies

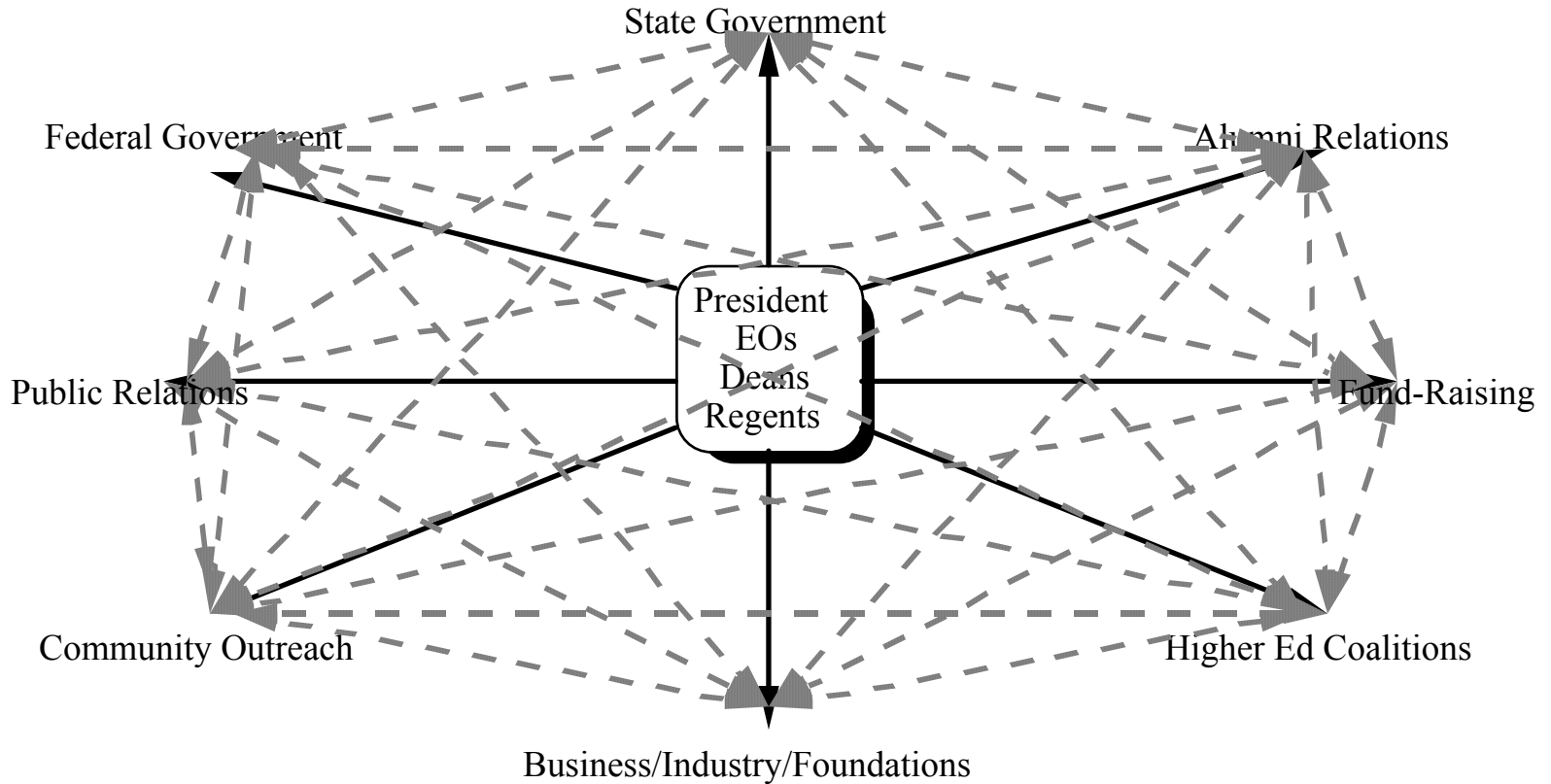
Relationships with Various Constituencies

- **The modern research university must deal with and respond to many constituencies: students and parents; the public at large; local, state, and federal government; business, industry, and labor; internal constituencies such as students, faculty, staff, governing boards...**
- **The challenge of responding to the diversity--indeed, incompatibility--of the values, needs, and expectations of these various constituencies**
- **The tension between such responsiveness and the university's role as an independent and responsible critic of society**

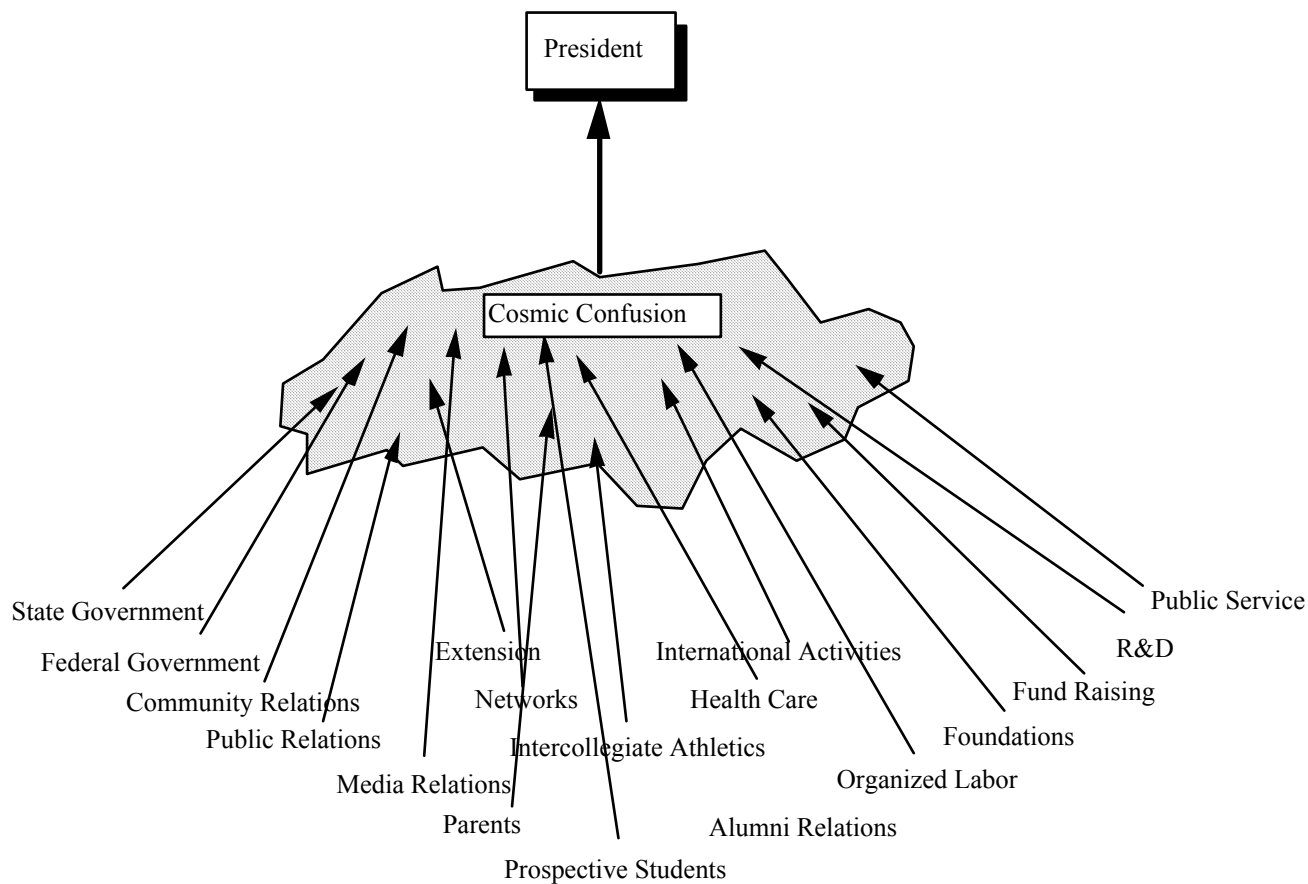
The Constellation of External Interactions



Linkages



Cosmic Confusion



State Government

Challenges

Tuition control/MET (8)
Capital outlay (8)
Inadequate operating
appropriations (7)
UM support in legislature
REF/micromanagement

Opportunities

New tax measures (8)
Public/private strategy (9)
MITN (8)

Actions

- Rebuild state relations team
- Initial JJD/FWW/CMV contacts
- Near term strategy
- State Strategy Group
- Lobbying support (Owen)
- Higher Ed coalition
 - o Private sector coalition
 - o Alumni Network

Federal Government

Challenges

Lack of coordination
Lack of specific requests
Traditional focus of Mich delegation
Federal policy actions (taxes, UBIT)

Opportunities

Strength of Michigan delegation (8)
National University (9)
Megaprojects (fed res centers) (7)
NSFnet --> Nat Res Network (9)
Inst for International Studies (9)
Gerald R. Ford Center (7)
Washington Center (3)

Actions

- JJD/CMV meetings with Mich delegation
- Brainstorming session on megaprojects
 - o Design of federal relations effort
 - o Decision/strategy on "pork"

Alumni Relations

Challenges

Challenge of size
Image of University
Concerns about campus actions
(racism, substance abuse,
admissions,...)

Opportunities

Michigan political network (8)
National alumni networks
Washington alumni group

Actions

- Initial JJD communications
 - o Satellite broadcast
 - o JJD visits to key cities and clubs

Fund-Raising

Challenges

Perception of University
Strength of volunteer network
Challenge of size
Decentralized UM nature

Opportunities

Mega Capital Campaign (9)
Specific projects: football, Soc Wk,
AAA Museum, Aero, Hum Inst,
Bus Ad, Pharm, Medicine,...
Presidential Advisory Council (9)

Actions

- Launch campaign planning process
- Meet with top prospects
 - o Develop case statement
 - o Develop volunteer network

Higher Education

Challenges

Traditional competition
Differences in objectives
Weakness of Presidents' Council

Opportunities

Presidents' Council
Big Ten
AAU/NASULGC
NSF Initiatives
Higher Ed + K-12 + CCC +...

Actions

- Presidents' Council Efforts
 - o Governing Board retreat
 - o UM/MSU/WSU collaborative efforts
(corporate visits, alumni, political,...)

Industry/Business/Foundations

Challenges

US/World focus
Proximity
Lack of coherent UM strategy

Opportunities

Michigan CEO network (9)
Industrial partnerships
Ventures and enterprises (5)
Economic dinner group???

Actions

- Initial JJD/CEO visits
 - o UM/MSU/WSU CEO visits
 - o Private sector summit meeting

Community Outreach

Challenges

Absence of strong UM presence
Threat to home institutions
UM perspective ("arrogant asses")

Opportunities

Detroit
Ann Arbor
Flint, Dearborn
Grand Rapids, Battle Creek, ...
UM/Flint Strategy - Riegle (7)

Actions

- Initial outreach (Detroit, Flint)
- Formation of outreach teams
 - o Planning of first phase of visits

Public Relations

Challenges

A decade of neglect...
Internal communications
Public attitudes (Profscam...)
Michigan Daily
Pride in University
Intercollegiate athletics

Opportunities

Media relations (8)
Public opinion surveys (7)
Positive image of University (9)

Actions

- Realignment of comm to President
- Walt Harrison
- Rebuilding links to local press
- o Spokespersons, bullet-catchers...

President/EOs/Deans/Regents

Challenges

Regents
Student relationships
Campus safety
Pluralism politics
Faculty/student marketplace
Regulations
Costs of higher ed
Med Center issues
Keeping eye on the ball
Greeks
Control of growth
Centralizations vs decentralization
Quality vs quantity

Opportunities

Michigan Mandate (9)
Efficiency measures (8)
Shrinking UM (9)
"Urbanization" of campus (7)
Alternative education services
Completion of leadership team
Revenue mix (portfolio)
Branch campuses

Themes

University of the 21st Century

- pluralism and diversity
- internationalization
- age of knowledge

UM Challenges

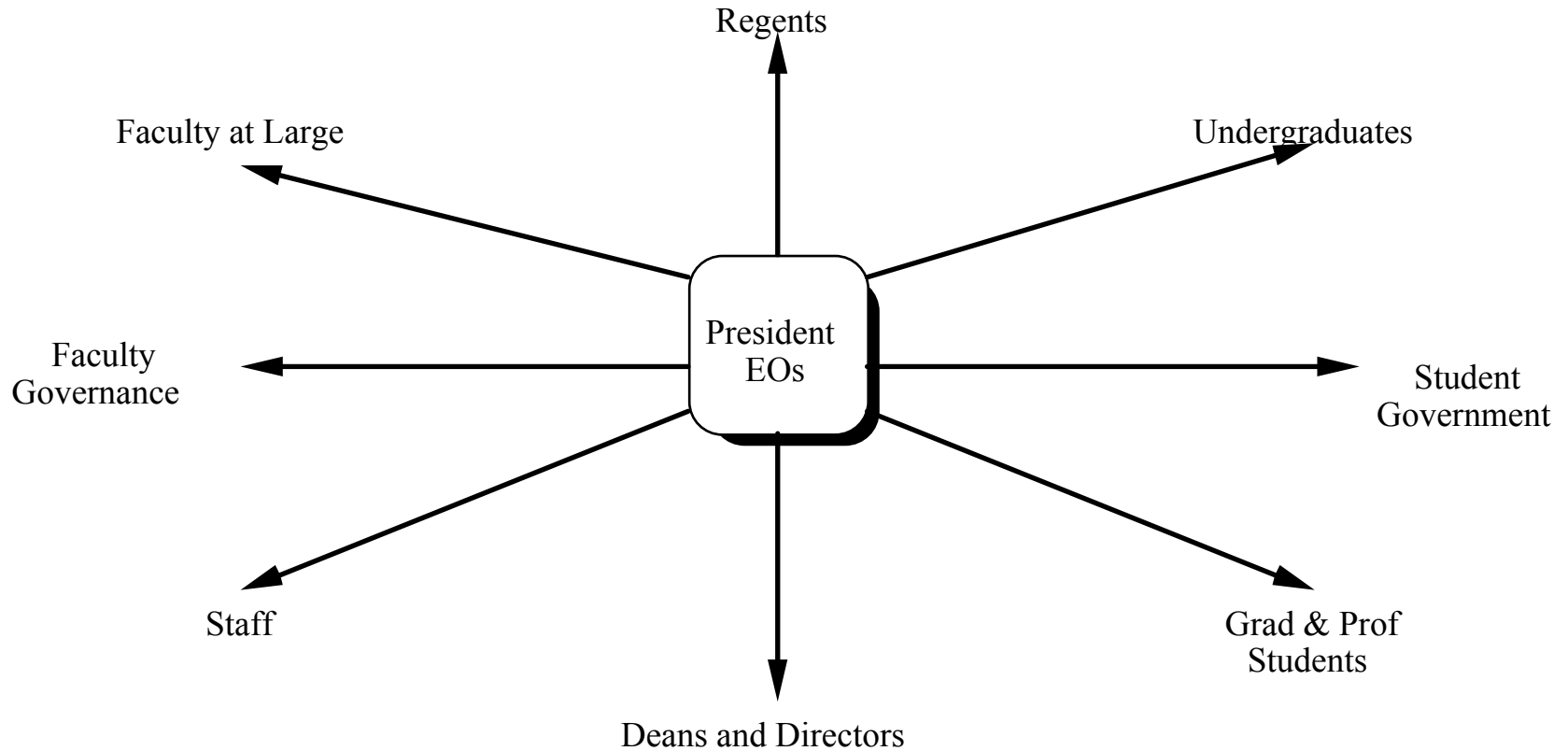
- challenge of change
- commitment to excellence
- fundamental values
- sense of community

Cross-Cutting Initiatives

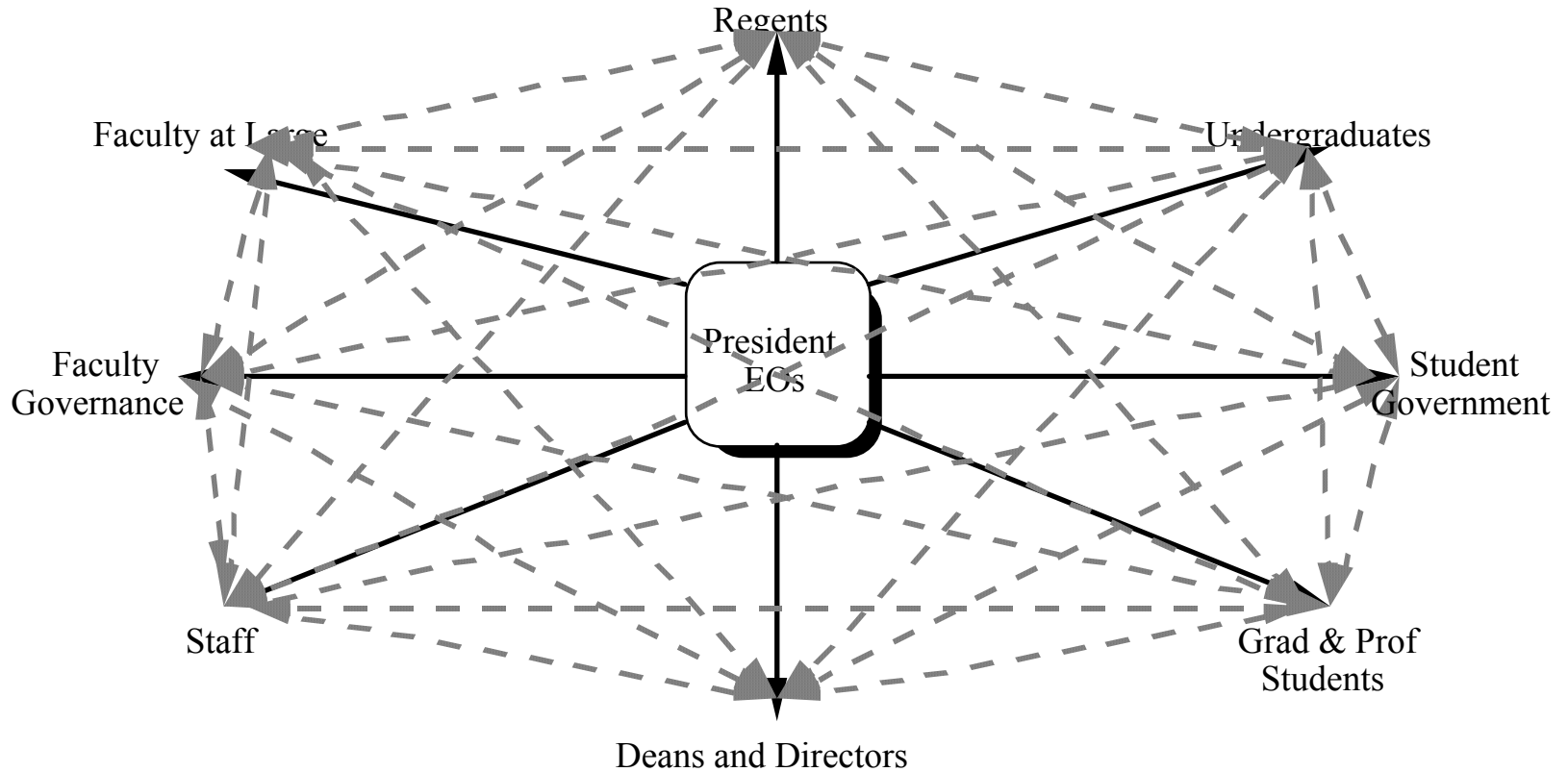
- **Presidential Advisory Council**
- **Regent Involvement**
- **Case Statement**
- **National University**
- **Public/Private Strategy**
- **State Leadership Network**

Communication: Internal Constituencies

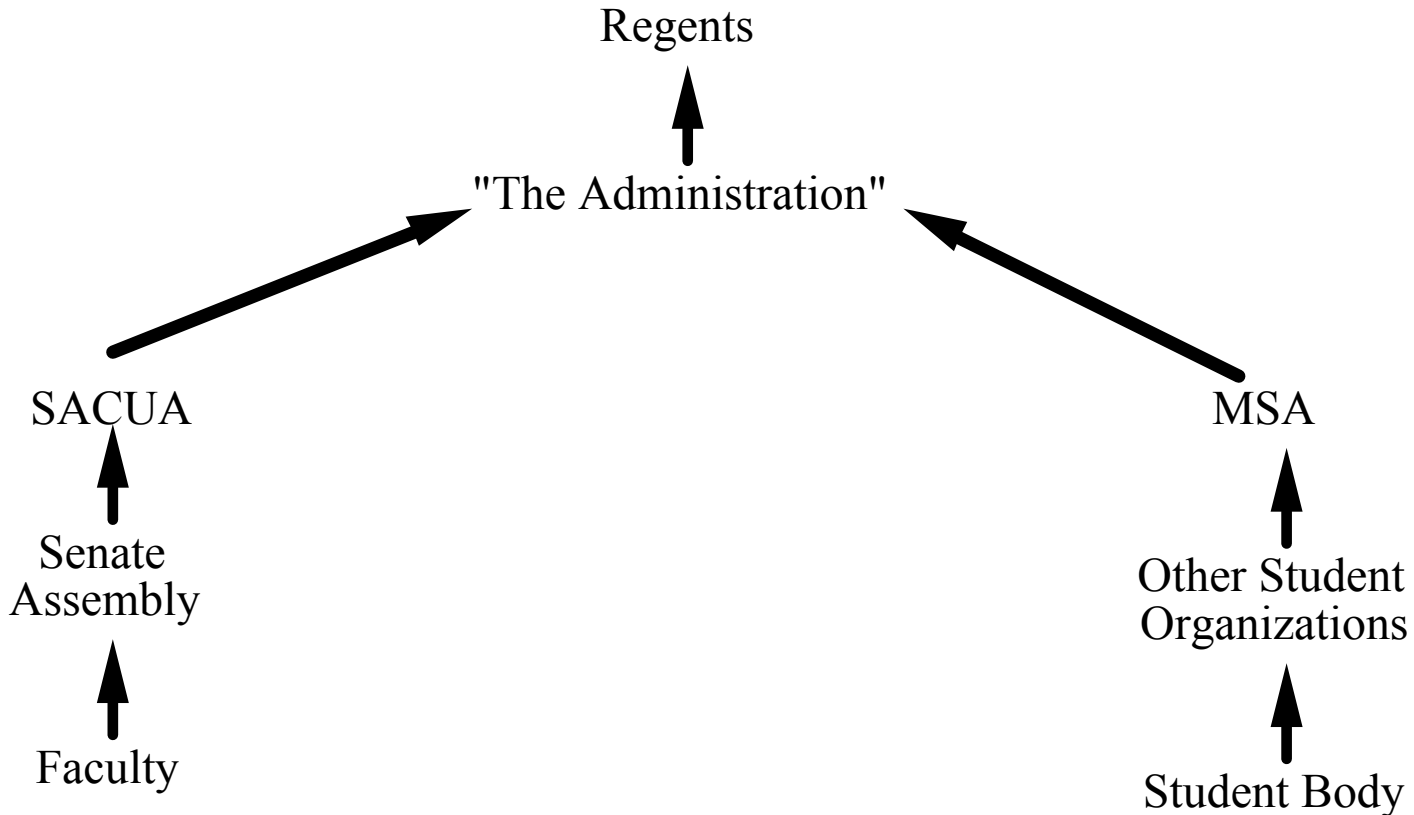
The Constellation of Internal Interactions



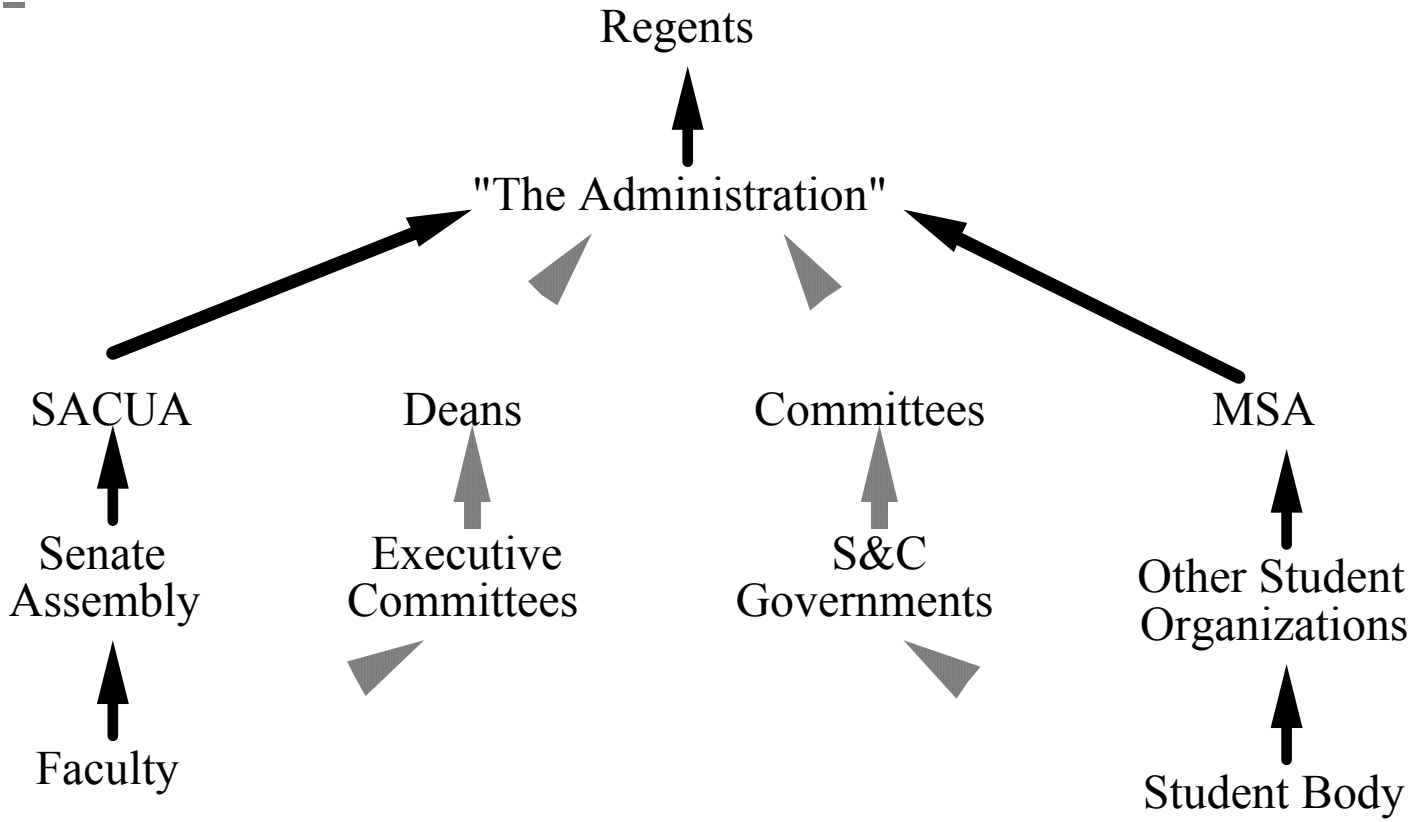
Internal Linkages



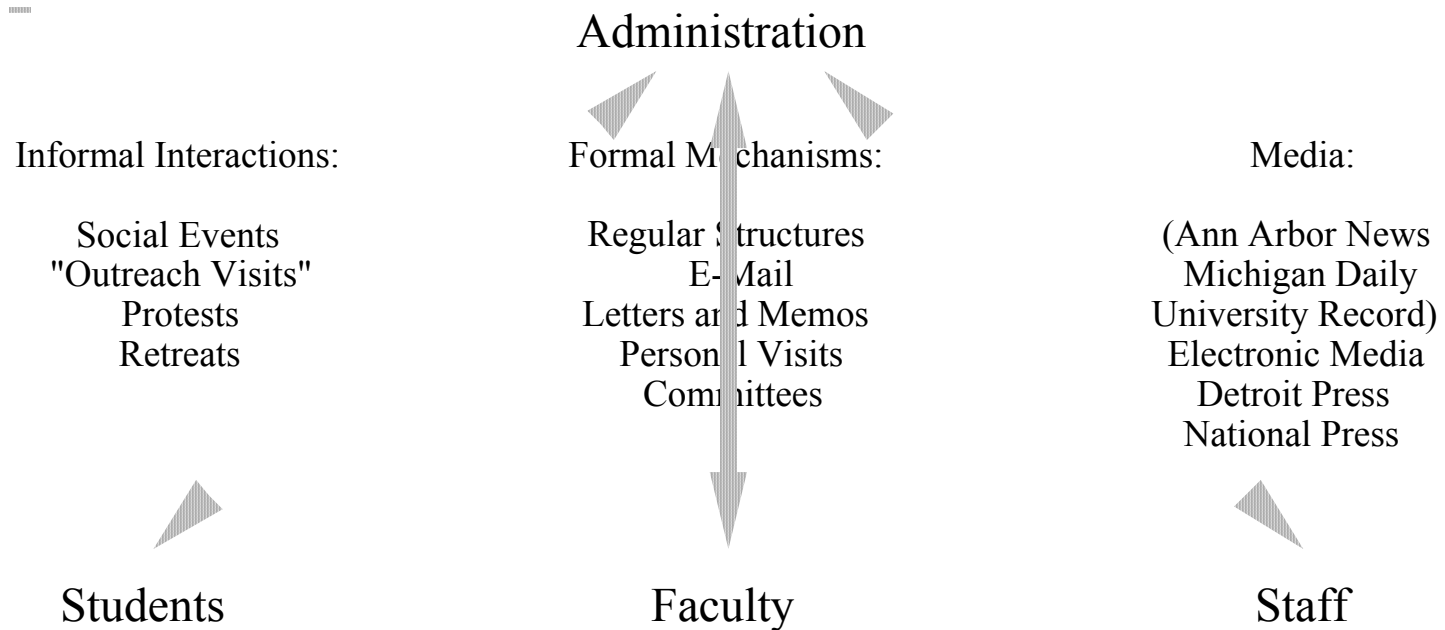
Formal Communication Channels



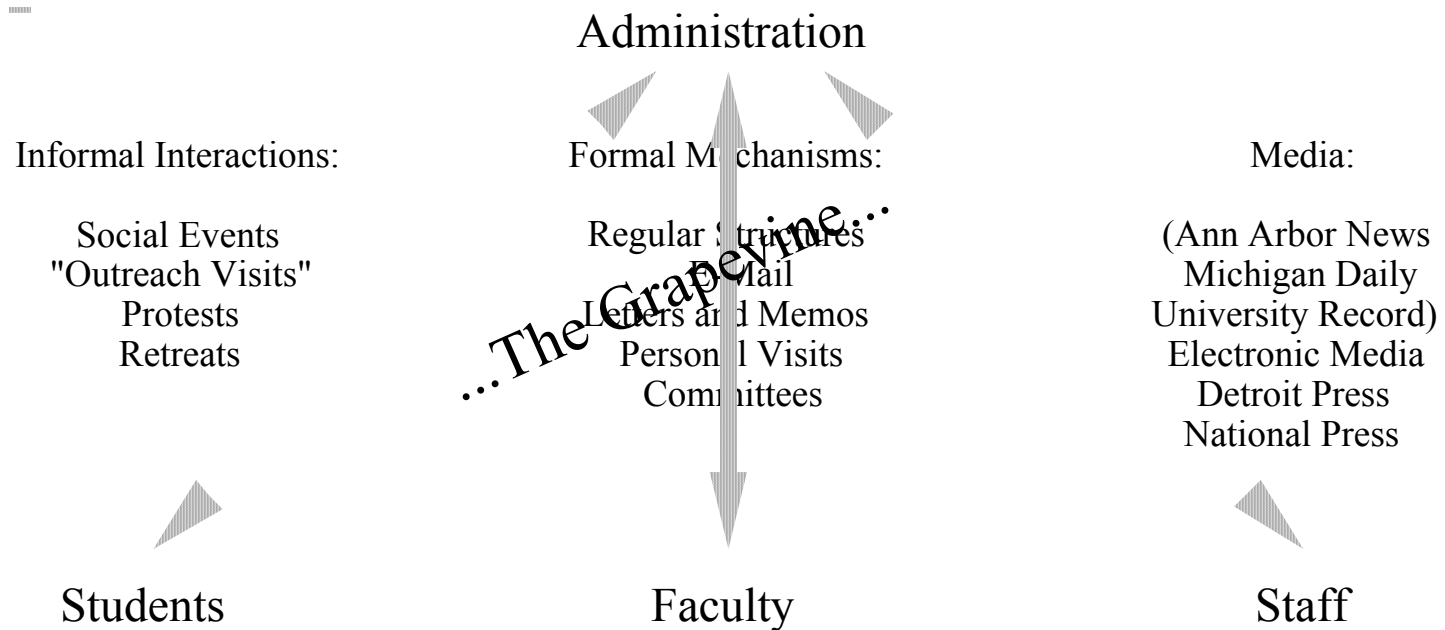
Alternative Paths



The Way Things Really Work...



The Way Things Really Work...



Question 1: How good is communication on campus?

Between...

...Faculty and Students

...Faculty and Administration

...Students and Administration

...Staff and Administration

...Students & Faculty and Staff

Question 2: Where are the key areas of misunderstanding?

...Articulating a vision for the University?

...Key themes: "The Michigan Mandate", "The University of the 21st Century",...

...Key student issues ("The Code", tuition, "isms" ...)

...Confusion of rights and responsibilities, roles and assignments,...

Question 3: Are there major structural problems?

For example...

- ...Size, diversity, and complexity of University**
- ...Absence of strong student-faculty relationships outside of classroom**
- ...Decentralized nature of student housing (e.g., Greeks, apartments,...)**
- ...Student and/or Faculty Governance**
- ...Media (Michigan Daily, University Record, WUOM,...)**

Question 4: What can we do to improve communication?

Among...

...students and faculty

...students, faculty, staff...and...administration

...across entire University community