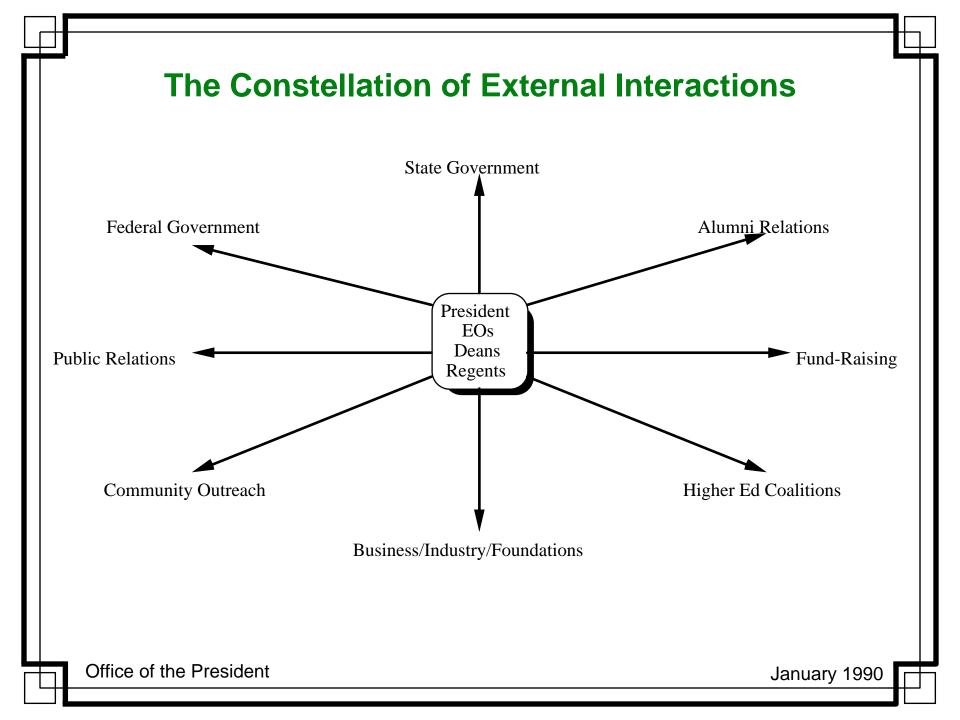
Communication:

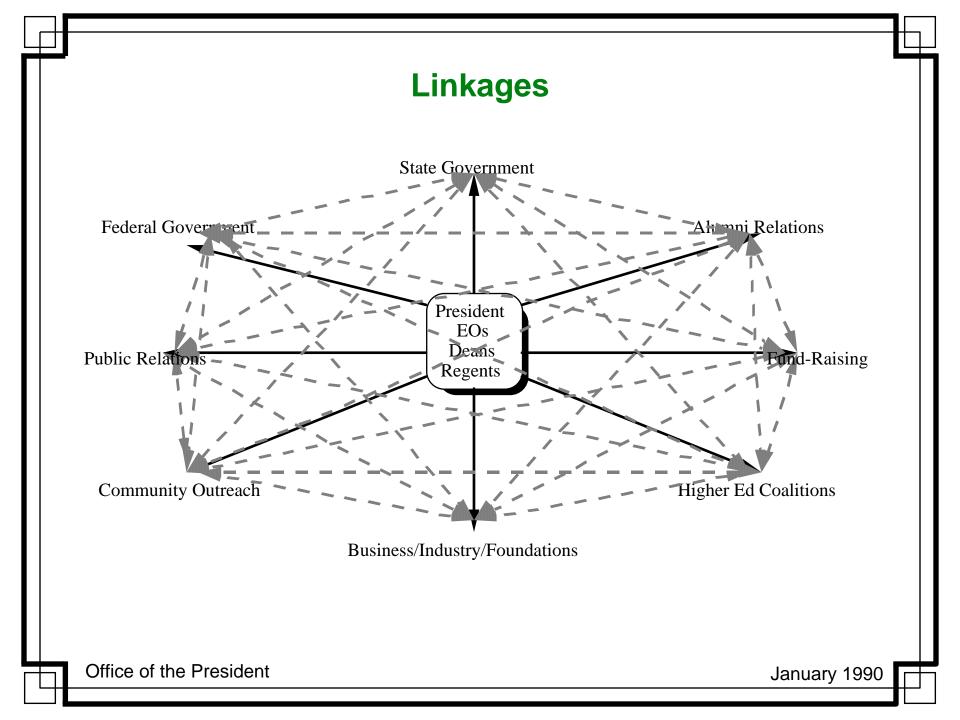
External Constituencies

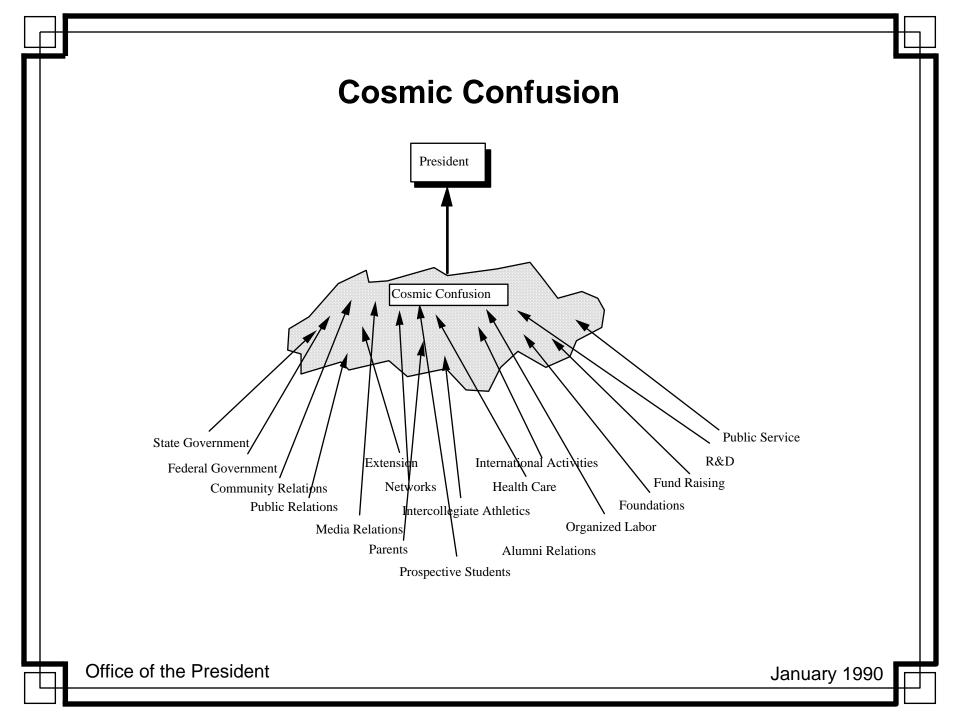
Office of the President

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







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

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Federal Government

Opportunities

National University (9)

Gerald R. Ford Center (7) Washington Center (3)

Strength of Michigan delegation (8)

Megaprojects (fed res centers) (7)

NSFnet --> Nat Res Network (9) Inst for International Studies (9)

Challenges

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

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

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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

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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...

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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

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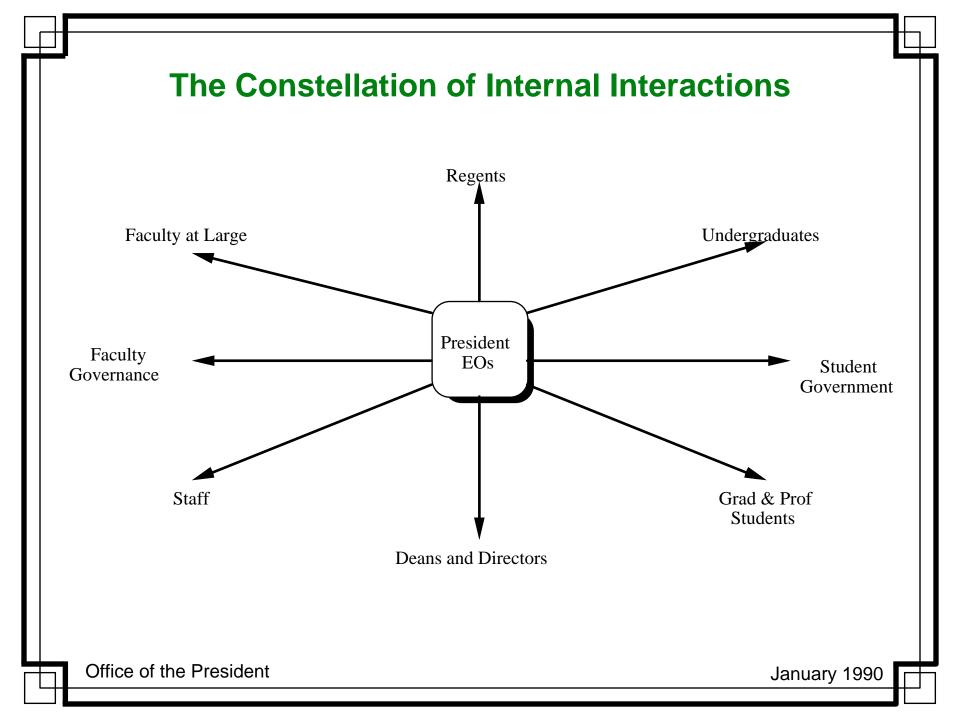
Cross-Cutting Initiatives

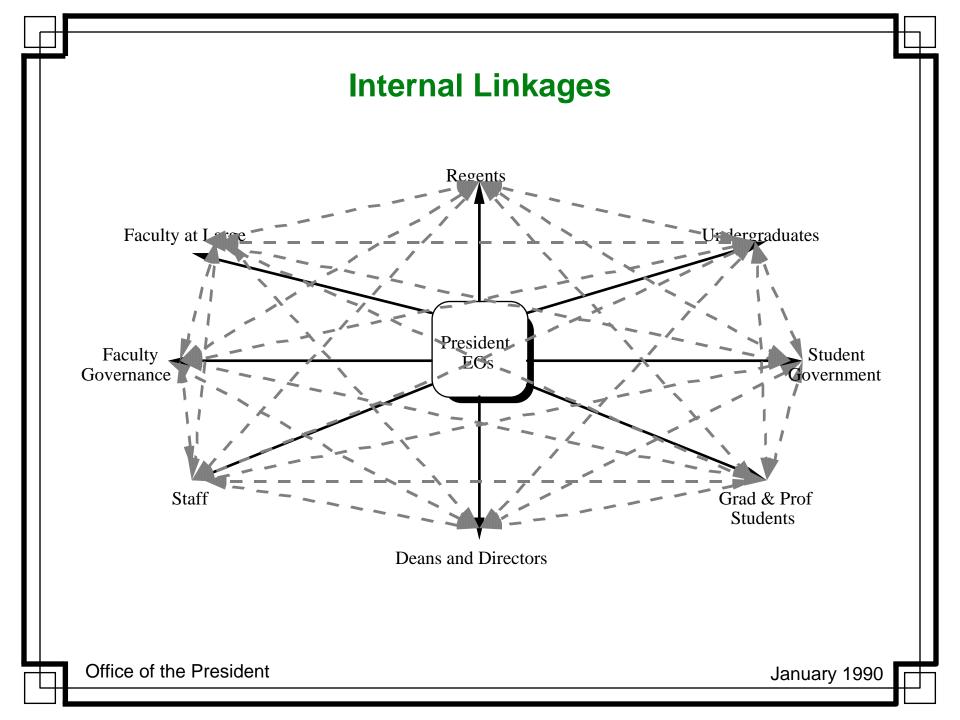
- Presidential Advisory Council
- Regent Involvement
- Case Statement
- National University
- Public/Private Strategy
- State Leadership Network

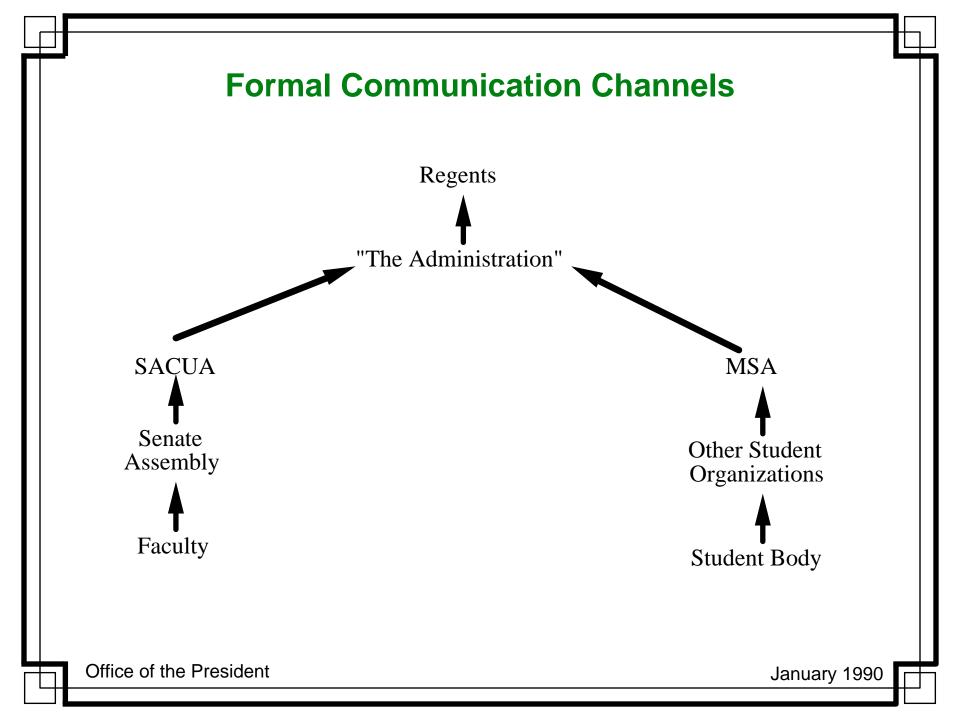
Communication:

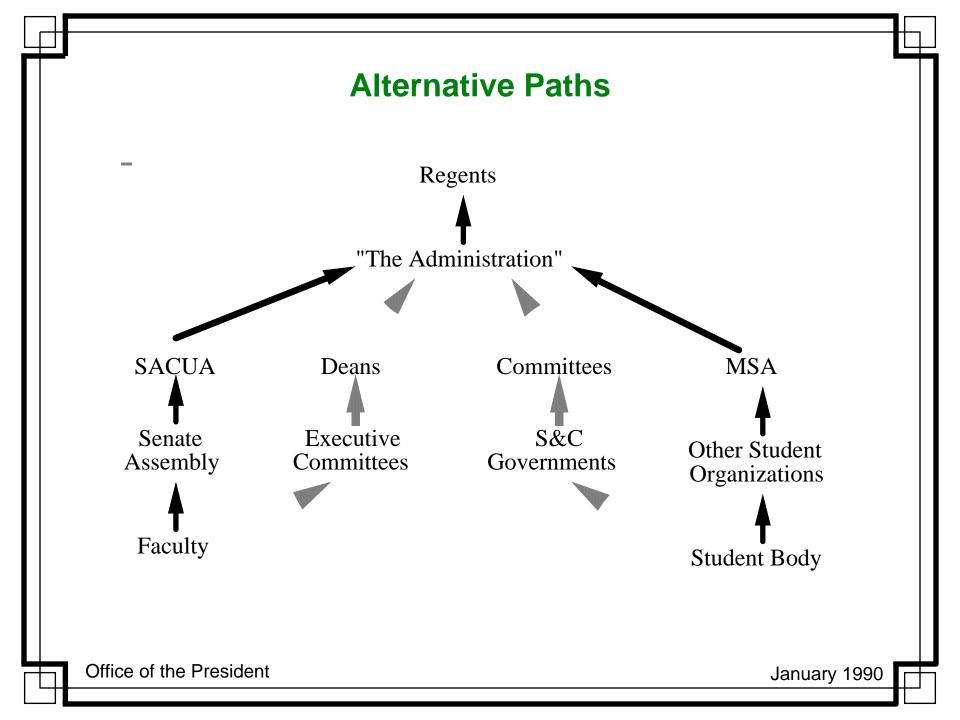
Internal Constituencies

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The Way Things Really Work...

Informal Interactions:

1000000

Social Events "Outreach Visits" Protests Retreats Formal M chanisms:

Administration

Regular tructures E- Mail Letters ar 1 Memos Person 1 Visits Cominittees Media:

(Ann Arbor News Michigan Daily University Record) Electronic Media Detroit Press National Press



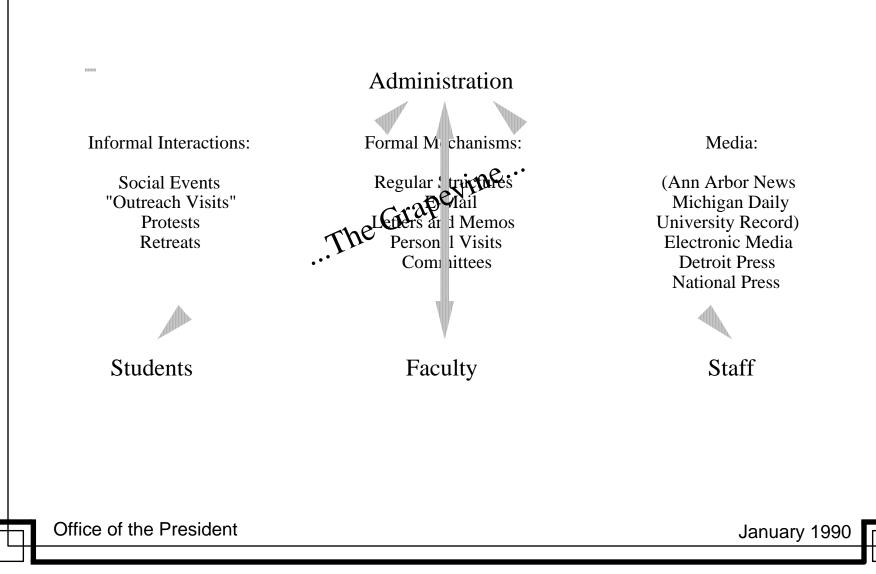
Staff

Students

Faculty

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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,...)

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Question 4: What can we do to improve communication?

Among...

...students and faculty

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

...across entire University community