



Keeping a Strategic Focus

Meta Themes

Change:

Demographics, Globalization, Age of Knowledge

Challenges:

**Global Change, K-12 Reform, Economic Competiveness,
Rich vs. Poor, Social Structure Obsolescence, Health Care**

Frontiers:

Understanding universe, life, our existence

Creation: materials, AI, genetic engineering

Space: Colonizing solar system and beyond

Ten Objectives for the 1990s

- 1. Protect and enhance UM's autonomy**
- 2. Strengthen the Board of Regents**
- 3. Build private support to a level comparable to state appropriation**
- 4. Achieve the objectives of the Michigan Mandate**
- 5. Affirm and sustain the University's unique character as a public/private university hybrid**
- 6. Restructuring, cost-containment, total quality**
- 7. Enhance the quality of UM as a comprehensive research university**
- 8. Attract, nurture, and achieve the extraordinary**
- 9. Position UM as "a world university"**
- 10. Develop more compelling public images of what we are or wish to become...and what we are not**

Longer Term Strategic Themes

- **University of the 21st Century Visioning**
- **External Relations**
 - ...Lansing, Washington, National PR, Town-Gown
- **University Resource Issues**
 - ..."Public --> Independent" Strategy
 - ...Capital Facilities Program
 - ...TQM, PACE, "Rightsizing"
- **The Michigan Mandate**
- **The Campaign for Michigan**
- **Board of Regents**

Major Projects for 1992

- **The Michigan Mandate II**
- **University of 21st Century**
 - ...MARPA (Skunkworks), 175th, U in U
- **National Public Relations Effort**
 - ...Big Ten, One Dupont Circle, UM effort
- **Campaign for Michigan Kickoff**
- **Capital Outlay Strategy**
 - ...State Interactions, Internal Financing
- **20-20 Vision Groups**
 - ...Futures Group, Auto Group, State Brainstorming
- **Public-to-Independent Transition Strategy**
 - ...Reality Test, Ties-that-bind, \$\$\$, PACE
- **Student Issues**
 - ...Bridges, "customer focus", community issues
- **Regents**

Other Near Term Projects

- **FY93 Budget Strategy**
- **Student Harrassment Policy, Code, etc.**
- **Faculty Governance, Campus Communications, ...**
- **Women's Issue Agenda**
- **Lansing Office**
- **Washington Office**
- **Flint Project**
- **Global Change (GCI, CIESIN,...)**
- **Information Technology Evolution**
- **K-12 Education Projects**
- **Economic Competitiveness Projects**
- **Presidential Support Structures**

Some Particular Concerns

The deterioration in public perceptions of and confidence in higher education...e.g., rising costs, athletic scandals, scientific fraud, student misbehavior, misuse of public funds...

The last death throes of the 1960s...i.e., the tyranny of the vocal minority, the seeking of rights without responsibilities, the “what’s in it for me” attitude.

The negativism of publically elected officials and the media...always looking for the bad...and never trying to find and support the good.

The difficulty in keeping one’s “eye on the ball” ...focusing on strategic issues...in the face of the brush fires which continually break out around a major university.

Increasing difficult in ability of university presidents to provide strong national leadership in face of politicization of oncampus support.