

# **Key Issues for the 1990s**

# Operating Principles

**We have set out a very ambitious agenda for the University that will require both great effort and strong teamwork (e.g., University of 21st Century themes, strengthening external relations, restructuring revenue/expenditure base,...)**

**We must take great care that we do not get swamped by all of the other issues swirling about an active campus such as ours and keep our focus on our most immediate and important priorities.**

**The keys to progress...**

**Consistency ... Persistence ... Focus**

# Operating Assumptions

- 1. The University is a very complex system that is responding to the cumulative effects of its history as well as dynamic boundary conditions. Nevertheless, it is critical that the University continue to take responsibility for its own future.**
- 2. The University of Michigan faces a period of unusual opportunity, responsibility, and challenge in the years ahead, a time in which it must seize control of its own destiny by charting a course to take it into the 21st Century.**
- 3. The challenges before higher education today suggest that a new paradigm of the research university in America is will evolve over the decade ahead. Michigan is in an excellent position to develop this model for the nation.**

# The Challenge of Change

## Driving Forces of 1990s

- Diversity & Pluralism
- Globalization
- Age of Knowledge



## The Foundation for Change

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

# Examples of Issues

## P-Word Issues:

Parking, police, Penn State,...  
Special Interest Group agendas, "PC" Issues, ...

## Key Strategic Issues:

- **The Michigan Mandate: Representation, Multiculturalism**
- **Globalization: Academic Programs, International Relations**
- **Age of Knowledge: Infrastructure, NREN, Colabs, SFI**

## Issues of the Times:

- **Budget Issues: State (FY91, FY92), Fed (R&D, Fin Aid, ICR)**
- **Cost Management, Whitaker Task Force**
- **Capital Campaign**

## Meta (Cosmic) Themes:

- **Building a sense of community**
- **Transforming adversity into opportunity**
- **Building a spirit of pride in, loyalty to, commitment to UM**

# Where should the administration focus its attention?

**P-Word Issues**

**Key Strategic Issues**

**Issues of the Times**

**Meta (Cosmic) Themes**



# Where should the administration focus its attention?



**P-Word Issues**



**Key Strategic Issues**



**Issues of the Times**



**Meta (Cosmic) Themes**

## **Example of Strategic Initiatives**

**The Michigan Mandate  
Information Technology  
University Initiative Fund (1% off the top)  
Asset Management Strategy  
The Campaign for the 1990s  
State Relations  
Washington Relations  
Communications  
Community Relations**

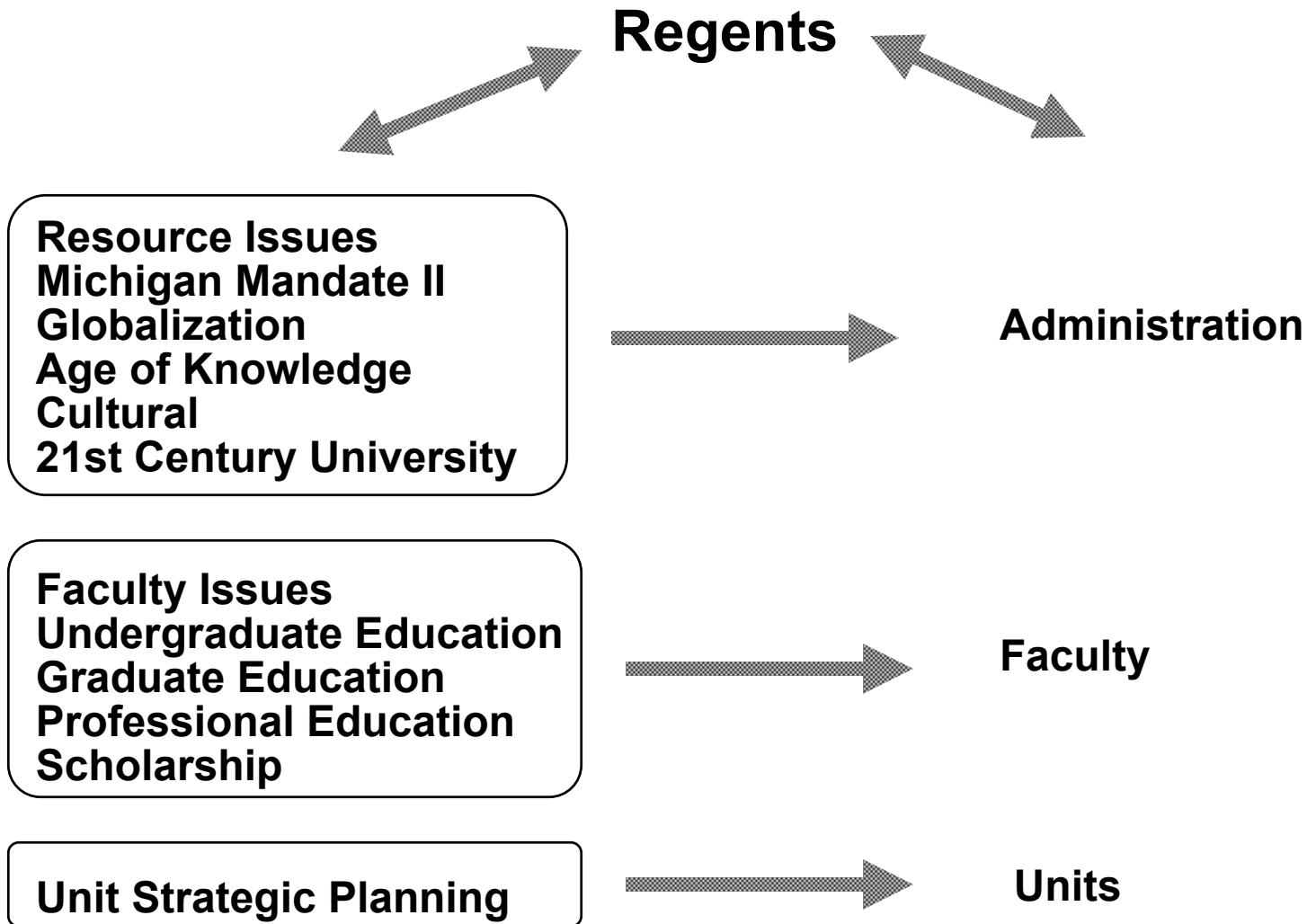
**Campus Safety  
Student Behavior  
Sense of Community  
International Strategies**

**Resource Acquisition and Management Strategies  
Undergraduate Education  
Graduate and Professional Education  
Research Environment  
Human Resource Development  
Intercollegiate Athletics**

**...and, of course, the strategic planning process itself...**



# Responsibility for Planning and Policy Development



## **Areas appropriate for centralized strategic planning:**

- 1. Resource Acquisition and Management**
- 2. External Relations**
- 3. Michigan Mandate II**
- 4. Globalization of the University**
- 5. Preparation for an Age of Knowledge**
- 6. Changes in the University Culture**
- 7. Missions and Roles of the 21st Century University**

# Recommended Agenda for Administration

## 1. Resources

- Resource acquisition
- Cost containment (and reduction)
- Asset management
- Capital facilities

## 2. External Relations

- Community Relations
- State Relations
- Federal Relations
- Higher Education Networks
- Public Relations
- Media Relations
- Alumni Relations
- The Campaign for the 1990s

## **Administration Agenda (continued)**

### **3. Michigan Mandate II**

- **Moving to a multicultural community**
- **Broadending the base (women, international)**
- **Program inventory and assessment**

### **4. Globalization of the University**

- **Academic programs**
- **Institutional relationships**

### **5. Preparation for an Age of Knowledge**

- **Next generation of information technology**
- **Knowledge-based institutions**
- **Impact on teaching and scholarship**

## **Administration Agenda (continued)**

### **6. Changes in the University Culture**

- **A sense of community**
- **Pride, loyalty, commitment to University**
- **Balancing rights with responsibilities**
- **Entrepreneurial, risk-taking, fault-tolerant**
- **Grass-roots optimism and empowerment**
- **Transforming adversity into opportunity**

### **7. Mission and roles of 21st Century University**

- **Core missions (teaching and scholarship)**
- **Other primary missions**
- **Secondary missions (possible for elimination)**

## **Areas appropriate for faculty (bottom-up) focus:**

- 1. Faculty issues  
(rewards, tenure, retirement)**
- 2. Undergraduate education  
(curriculum, student life)**
- 3. Graduate education**
- 4. Professional education**
- 5. Changing nature of scholarship  
(interdisciplinary, venturesome)**

## **Other Issues**

- **Medical Center Issues**
- **Intercollegiate Athletics**
- **K-12 Education**
- **Economic Development**
- **Global Change**
- **State of Michigan "Mega" Projects**