Ten Objectives

for the 1990s

A Mission Statement

Business Line:

Creating, preserving, and transmitting knowledge

Market Niche:

Leadership

Products and Services:

Knowledge and knowledge-intensive services

Educated people with capacity and desire for leadership

External Customers:

Primary: Society at large

Others: Students, patients, agencies, ...

Shareholders: state, feds, private sector, public,...

A Gedanken Experiment

Develop a list of 10 goals that you believe the University of Michigan should aim to accomplish during the 1990s:

i) These can either be "ultimate goals" or realistic targets along the way...

ii) They should be as quantitative and measureable as possible so that we can assess progress...e.g., "increase private giving plus endowment income to a level equal to our state appropriation"

iii) Develop such goals with an aim to implementing a system of "management-by-objectives" in which folks will be evaluated in terms of their success in moving toward the goals.

Autonomy

Protect and enhance UM's autonomy

The single most important characteristic of the University is its capacity to control its own destiny. This has been threatened in recent times by state government, federal government, and even our own Board of Regents. Hence our first priority for the 1990s should be to secure this autonomy.

Possible "measures" of progress include:

i) developing the capacity to control instate tuitions and outstate enrollments without political interference

ii) achieving a balance of funding sources able to withstand major changes (-25%) in any single funding source

iii) moving Regents from present posture of "protecting the public's interest" to "protecting the University"

Regents

Clearly the quality of the Board of Regents is critical to the future of the University. For some time (decades) neither party has given high priority to the quality of nominees, tending to rely more on patronage or benign neglect. It is clear that the University, itself (or its friends) must play a far more active role in getting outstanding people onto the Board of Regents.

Possible "measureable" objectives

i) Get outstanding nominees from both parties in 1992 and beyond--or build support for modifying Regental selection process (e.g., moving from election to selection or limiting terms)

ii) Continue to work with existing Board to build their capacity to provide the necessary stewardship for the University

iii) Utilize other groups such as the Campaign Advisory Committee to assist in stabilizing the Board

Private Support

> *Build private support (annual gifts plus endowment income) to a level comparable to state appropriation.*

Measureable objectives (in 1990 dollars):

i) increase annual gifts received from $95 M (90-91) to $200 M in 2000-2001 (1990 dollars)

ii) increase endowment from $500 M (1991) to $2 B (2001)

The Michigan Mandate

Achieve the objectives of the Michigan Mandate

- Student representation
- Faculty, staff, leadership representation
- Building a "Multicultural <u>UNI</u>versity"
- Moving ahead with a similar effort on women's issues

Measureables:

i) proportionate representation targets?

ii) signs of integration rather than separation

iii) pipeline goals

A Public/Private Character

Affirm and sustain the University's character as a public/private hybrid

Position the University as a hybrid of a public and private institution, much like Cornell, in our internal style of operation and in the minds of our shareholders.

Some measures of progress might include:

i) Rationalizing instate tuition, for example as:

instate tuition = outstate tuition - state support/student, or

instate tuition = 50% outstate tuition

ii) Achieving a better balance of instate/outstate/foreign enrollments

iii) moving toward great decentralization in management (cost/revenue center strategies)

Excellence on a Revenue Diet

Restructuring, Cost-Containment, Total Quality

Restructure the University to better utilize available resources to achieve teaching and research of highest possible quality.

Possible elements:

i) Better (and fairer) resource allocation

ii) Implementation of Total Quality Management efforts

iii) Reorganization (e.g., rearranging academic units into more efficient sizes)

iv) Reduce size of University efforts to levels more commensurate with available resources...

e.g., UMAA enrollments: 35,000 --> 30,000

Enhancing the Quality of University

Enhance the quality of UM as a comprehensive research university

Every unit attempt to achieve and be tested against the highest possible standard. Those that fail to meet that standard should face either investment...or divestiture ("up or other").

Usual measures: faculty reputation, student achievement, surveys (particularly upcoming NRC graduate survey), visiting committee evaluations, etc.

Particular thrusts:

i) undergraduate education (CUE, Gateway Center)

ii) graduate education (breaking the mold)

iii) professional education (better linkages)

Peaks of Excellence

> **Attract, nurture, and achieve the extraordinary**

People: Attract and sustain students and faculty of true genius...Nobel Laurate...national academicians...MacCarthur awardees...Pulitzer prize winners..."wild, crazy, creative people...since these "essential singularities" will set the pace of excellence for the institution.

Units: Encourage all units of University to build "peaks of excellence"...to identify areas which have capacity for true national leadership and then to reallocate resources to build and sustain such extraordinary excellence.

A World University

Position UM as a "world university"

Shift the University from a state or national university to a world university...

Possible elements:

i) Provide opportunity for international experience for all undergraduates and faculty

ii) Increase international enrollment from 6% to 15%

iii) Establish strong relationships with top 4-5 great universities of the world

iv) Increase financial support from international donors

v) Achieve high visibility for Michigan as an international university...and build an understanding of the importance of this role for people in the state

Some Image Goals

Develop more compelling public images of what we are or wish to become...and what we are not.

i) Image of UM of as a leading world university (in state, nation, world)

ii) Image of university as a process and a concept rather than a place or an institution

ii) Willingness of "customers" (students, parents, government agencies) to pay full costs for our services

iv) Weaken the expectation that a degree guarantees a job...rather it helps one create a job.

v) Portray the undergraduate experience as trying on a vaiety of lives ("a library or virtual realities")

vi) Equate university with a "rain forest", perserving the "cultural insurance" for our future--but also threatened with decimation by a misunderstanding public.

A Summary of Possible Goals for the 1990s

- **Autonomy**
- **Regents**
- **Private Support**
- **The Michigan Mandate**
- **A Public/Private Character**
- **Excellence on a Revenue Diet**
- **Enhancing the Quality of the University**
- **Spires of Excellence**
- **A World University**
- **Some Image Goals**

Other Possible Goals

- **Achieve dramatic improvement in the quality of the undergraduate experience (CUE recommendations, Gateway Campus)**

- **Build a sense of community on campus...achieving a greater sense of pride, loyalty, commitment to the University on the part of students, faculty, staff.**

- **Bring breadth and capacity of University into line with realistic estimates of available resources (e.g., 36,000 --> 30,000 --> 25,000...)**

- **Be a pathfinder in defining, developing, and applying information technology in a knowledge-based organization (e.g., collaboratories, telecommuting)**

- **Shift from solitary learning to collaborative (team) learning experiences**

- **Broadening financial aid...outstate students, merit aid,...**

- **Getting rid of the image of "good, gray Michigan" with some great architecture...**

Other Possible Goals (continued)

- **Shifting more of our educational efforts to adults...lifetime education, upperclass/graduate/professional focus**

- **Establishing "skunkworks" operations..."University within a University" concepts**

- **Present university as a place that affirms and renews...not just that undermines belief and criticizes**

- **Contrast university with other "imitations of the academic"...perhaps with universities becoming the truth squads that mop up after media broadsides**

- **Explore more specific roles and connectivity for all of our various shareholders...get alumni, friends, industrial leaders, political leaders "on the organization chart"**

Organizational Issues

1. Do we need to shake up the organization a bit to achieve change?

2. Studies indicate that the best ideas come from outsiders...not from succession within the ranks. (Karl Weick)

3. In organizations we are now finding more "peer to peer" structures...in some groups you are a leader...in others, a follower...in others, an observer.

4. Do we need a "skunkworks", a place where crazy ideas can be explored and prototyping can occur?

5. Do we need to "repackage" our academic programs, combining some units...dividing other units..to allow intellectual change?

6. Do we need to attact "sunset"provisions to more units...and make them stick?