

## SOME ODDS AND ENDS

1. AS I MENTIONED IN MY REMARKS THURSDAY EVENING, IT IS IMPORTANT THAT YOU SET THE RIGHT OBJECTIVES FOR THIS PLANNING EFFORT. YOU ARE SHOOTING AT A MOVING TARGET, SINCE HIGHER EDUCATION IS CHANGING RAPIDLY, AS ARE MOST OF THE UNIVERSITIES IN YOUR TARGET GROUP. YOU WANT TO BECOME A LEADING PUBLIC UNIVERSITY FOR THE 21<sup>ST</sup> CENTURY, NOT THE 20<sup>TH</sup> CENTURY.
2. SINCE AAU MEMBERSHIP IS ONE OF THE MOST CONCRETE GOALS, YOU SHOULD TRY TO UNDERSTAND BETTER JUST WHAT METRICS THEIR MEMBERSHIP COMMITTEE USES. FOR EXAMPLE, THEY TEND TO USE NORMATIVE DATA (E.G., RESEARCH DOLLARS PER FACULTY OR EXPENDITURES PER STUDENT) THAT DISADVANTAGES LARGER INSTITUTIONS. THEIR METRICS ALSO PUT AT A DISADVANTAGE THOSE INSTITUTIONS WITHOUT MAJOR ACADEMIC MEDICAL CENTERS (E.G., EMORY VS. GEORGIA TECH). I'VE BEEN AWAY FROM AAU LONG ENOUGH THAT I AM SOMEWHAT OUT OF THE LOOP ON THE CRITERIA. HOWEVER MALCOLM GILLIS AND LARRY FAULKNER COULD PROBABLY GET THE INFORMATION FOR YOU. AND ART SMITH PUT TOGETHER A GOOD COMPARISON WITH AAU METRICS WHEN HE WAS AT THE UNIVERSITY UTAH.
3. I BELIEVE THAT ALLIANCES WILL BE KEY. THEY WILL BE THE ONLY WAY THAT MOST PUBLIC INSTITUTIONS CAN RETAIN THEIR FOCUS (E.G., AS RESEARCH UNIVERSITIES) WHILE SERVING THE DIVERSE AND GROWING NEEDS OF SOCIETY. FOR EXAMPLE, TEXAS A&M AND UT-AUSTIN WILL ONLY BE ABLE TO FOCUS ON THEIR "ELITE" RESEARCH AND ADVANCED EDUCATION MISSION IF THEY CAN RESPOND ADEQUATELY TO "THE TEXAS CHALLENGE" IN COLLABORATION WITH OTHER INSTITUTIONS. THESE ALLIANCES CAN BE AMONG LIKE INSTITUTIONS (SUCH AS THE BIG TEN ALLIANCE EFFORT, COORDINATED THROUGH THE COMMITTEE ON INSTITUTIONAL COOPERATION (CIC)), DIVERSE INSTITUTIONS, OR WITH THE CORPORATE SECTOR.
4. IT IS CLEAR THAT THE QUESTION OF HOW TO GAIN THE NECESSARY DEGREE OF FLEXIBILITY AND INDEPENDENCE WITHIN THE POLITICAL ENVIRONMENT OF A HIGHER EDUCATION WILL BE ONE OF THE MOST IMPORTANT CHALLENGES FACED BY MANY FLAGSHIP PUBLIC UNIVERSITY CAMPUSES. WHETHER IT IS STATE POLITICS, SYSTEM POLITICS, COORDINATION BOARD CONSTRAINTS, OR PUBLIC PERCEPTION, ACHIEVING ADEQUATE CONTROL OF YOUR DESTINY WILL REQUIRE GREAT CREATIVITY AND POLITICAL SKILL. SINCE BOTH TEXAS A&M AND UT-AUSTIN FACE SIMILAR CHALLENGES IN THIS REGARD, PERHAPS THE MOST IMPORTANT ALLIANCE WILL BE BETWEEN YOUR TWO CAMPUSES. THIS SHOULD BE STRAIGHTFORWARD, PARTICULARLY SINCE I SUSPECT THAT BOTH YOU AND LARRY FAULKNER WILL SEE THE WORLD IN SIMILAR WAYS.
5. YOU MIGHT KEEP IN MIND THE "GUTENBERG PRINCIPLE". THERE IS AN OLD STORY ABOUT HOW THE PRINTING PRESS WAS FIRST USED TO PRODUCE DOCUMENTS THAT LOOKED LIKE THE OLD ILLUSTRATED MANUSCRIPTS (E.G., FONTS AND SUCH) SO THAT THE CHURCH WOULDN'T FEEL TOO THREATENED BY CHANGE. I'VE LONG THOUGHT THAT CHANGE IN OUR LIBRARIES MIGHT SERVE THE SAME ROLE. IT IS AN ISSUE THAT MOST FACULTY IDENTIFY WITH,

THAT LOOKS STRAIGHTFORWARD, AND YET THAT WILL BE THE PRECURSOR FOR RADICAL CHANGE AS WE SHIFT FROM “BOOKS TO BYTES” (OR “ATOMS TO BITS”). IN THIS REGARD, YOU MIGHT WANT TO CHECK OUT THE RECENT UNIVERSITY OF CALIFORNIA LIBRARY PLANNING EFFORT, LED BY CHARLES KENNEL (NOW VICE-CHANCELLOR AND DIRECTOR OF THE SCRIPPS OCEANOGRAPHIC INSTITUTE AT UC-SAN DIEGO).

6. SUCH STRATEGIC PLANNING EFFORTS BENEFIT GREATLY FROM EXTERNAL ADVISORY COMMITTEES THAT CAN PROVIDE FREQUENT REALITY CHECKS, CHALLENGING PREMISES AND CONCLUSIONS, AND ADDING CREDIBILITY TO TOUGH DECISIONS AT IMPORTANT STAGES. YOU MIGHT LOOK AT THE PROCESS OHIO STATE UNIVERSITY HAS BEEN USING FOR THE PAST COUPLE OF YEARS, RUN OUT OF THEIR PROVOST OFFICE. THEY USED REPRESENTATIVES FROM THE VERY INSTITUTIONS THEY IDENTIFIED AS “TARGETS” TO COMPRISE THEIR EXTERNAL ADVISORY GROUP.
7. AS YOU THINK ABOUT THE INTERACTION OF TEXAS A&M WITH THE SURROUNDING AREA, YOU MIGHT GIVE SOME THOUGHT TO THE “CORE-IN-CLOUD” MODELS NOW BEING EXPLORED IN THE UNITED KINGDOM. (SEE THE OCTOBER, 1997 ISSUE OF THE ECONOMIST.) THESE PROVIDE A VERY CREATIVE APPROACH TO TAPPING THE GREAT INTELLECTUAL STRENGTH OF THE RESEARCH UNIVERSITY.
8. WHILE SERVICE TO THE STATE MUST BE A PRIORITY OF STATE UNIVERSITIES, IT IS ALSO IMPORTANT TO REALIZE THAT MOST OF THE UNIVERSITIES YOU ARE COMPETING WITH VIEW THEMSELVES AS “NATIONAL” OR EVEN “GLOBAL” INSTITUTIONS. THIS BALANCE BETWEEN NATIONAL/INTERNATIONAL IMPACT AND VISIBILITY AND STATE RESPONSIBILITIES IS A COMPLEX ONE.
9. CORNELL UNIVERSITY HAS SPENT A GOOD DEAL OF TIME IN RECENT YEARS TRYING TO REDEFINE WHAT A CONTEMPORARY “LAND-GRANT” UNIVERSITY MIGHT BE. FRANK RHODES HAS GIVEN A NUMBER OF TALKS ON THIS, AND CORNELL EVEN LAUNCHED A MAJOR COMMISSION TO EXPLORE THIS TOPIC A FEW YEARS AGO.
10. I WILL SEND ALONG UNDER SEPARATE COVER OUR STATEWIDE POLLING STUDIES, CONDUCTED BY MARKET OPINION RESEARCH, THE POLITICAL POLLING EFFORT USED BY BUSH AND REAGAN DURING THE 1980S.
11. THERE ARE A NUMBER OF IMPORTANT ONGOING POLICY EFFORTS THAT YOU MIGHT WANT TO FOLD INTO YOUR PLANNING. AMONG THESE ARE EFFORTS BY:
  - THE ASSOCIATION OF GOVERNING BOARDS (PARTICULARLY THEIR RECENT COMMISSION ON *RENEWING THE ACADEMIC PRESIDENCY: STRONGER LEADERSHIP FOR TOUGHER TIMES*, REPORT OF THE COMMISSION ON THE ACADEMIC PRESIDENCY, 1996)
  - THE CALIFORNIA HIGHER EDUCATION POLICY CENTER (PAT CALLEN) ([HTTP://PROFESSIONALS.COM/~CHEPC/](http://professionals.com/~chepc/))

- **THE NATIONAL CENTER FOR PUBLIC POLICY AND HIGHER EDUCATION (PAT CALLEN)**
- **THE PEW ROUNDTABLE (BOB ZEMSKY)**

**12. IT IS VERY IMPORTANT THAT YOU ACHIEVE THE CORRECT BALANCE BETWEEN THE THEMES YOU HAVE SELECTED AND CRITICAL CROSS CUTTING ISSUES. FOR EXAMPLE, DIVERSITY, AUTONOMY, INFORMATION TECHNOLOGY AND CULTURAL ISSUES (CAPACITY FOR CHANGE, ENTREPRENEURIAL ENVIRONMENT, LEADERSHIP, RISK TAKING) ARE SO IMPORTANT, THAT THEY MUST PERMEATE ALL ASPECTS OF THE PLANNING PROCESS.**