

Activities Summary: 1990-91

Major Strategic Objective

To position the University of Michigan to play the leading role in developing the new paradigm of the "University of the 21st Century" in the face of the major changes occurring in our society

Themes of Change

Pluralism and Diversity

Globalization of America

The Age of Knowledge

Particular Challenges to Higher Education

The Challenge of Change

The Commitment to Excellence

The Importance of Fundamental Values

A Sense of Community

Acquiring the Resources Necessary for Leadership and Excellence

Signs of positioning within past year:

Leading public universities are beginning to drop back

...University of California is facing grave budget difficulties

...Other Big Ten universities are also facing serious constraints

...Emerging institutions (UNC, UVa, Texas) are

facing a combination of serious political and financial difficulties

Some erosion in leading private universities

...Stanford's problems with overhead and other problems

...Harvard leadership change

...Yale, Columbia facing serious financial difficulties

Still in the hunt

...Cornell

Major Events

First Wallenberg Lecture (Elie Wiesel)

Medical Research

Discovery, cloning, and correction of cystic fibrosis gene

Discovery and cloning of neurofibromatosis gene

Discovery of diabetes gene

Sunrunner victories

National Champion

3rd in World Championships

MacCarther Prizes

Rebecca Scott

Sherry Ortner

Tom Holt (visiting faculty member...under recruitment)
Child and Maternal Health Care Center Dedication
Athletics:
 Football: Big Ten Champion, Gator Bowl
 #1 recruiting class in football
 #1 recruiting class in basketball
Modifications of Michigan Stadium
 conversion to natural turf
 lowering field to improve sight lines
Schembechler Hall Dedication
UM Medical Center ranked as largest in nation
Implementation of Campus Safety Program
 Strategic Plan, Lighting, Campus Police
Improvement of State Relations Effort
Improvement of Federal Relations Effort
The Michigan Mandate: Phase I Progress
K-12 Effort
 BRT Plan
 PCSUM Admissions Requirements
UM USN&WR National Rankings
 9th in undergraduate education reputation
 5th in engineering
 6th in law
 8th in business
 11th in medicine
 (Note: UM, along with Cornell and Stanford,
 are the only universities ranked among the
 leaders in all 4 professional schools)
Spring Commencement (President and Mrs. Bush)
JJD and AMD dine with the Queen (and the President)...

The People

Executive Officer Appointments
 Provost: Gil Whitaker
 (Chuck Vest --> President of MIT)
 VP-Research: Bill Kelly (3 y term)
 VP-Students: Mary Ann Swain (Interim)
Deans
 Business Administration: Joe White
 Pharmacy: Ara Paul (reappointment)
 Nursing: Rhetaugh Dumas (reappointment)
 Architecture: Bob Beckley (reappointment)
 Medicine: search underway

(Joe Johnson --> national association work)
Natural Resources: search/review underway
(Jim Crowfoot --> back to faculty)
Art: review underway
(Marge Levy --> Seattle Institute of the Arts)
Social Work: review underway
(Harold Johnson --> retirement)
Other Appointments
Associate VP Student Relations: Royster Harper
Associate VP State Relations: Keith Molin
Associate VP Federal Relations: Tom Butts
Government Relations Coordinator: Lisa Baker

The Teams

Leadership Groups
Executive Officers (ongoing)
Management Committee (JJD,GRW,FWW,RLK) (ongoing)
President's Cabinet (ongoing)

Strategic Groups
Futures Group
Jim Duderstadt, Chair
Very long range strategic planning (10 - 30 years)
Committee on Institutional Advancement
Jim Duderstadt, Chair
External relations
Council on a Multicultural University
Susan Lipschutz, Chair
Michigan Mandate I (representation)
Change Group II
Bob Zajonc, Chair
Michigan Mandate II (community building)
Provost's Advisory Committee on Excellence (PACE)
Ned Gramlich, Chair
Cost-containment, Total quality management
Dean's Development Committee
Paul Boylan, Chair
Internal planning for Capital Campaign

Regents
Strategic Forums
Meetings with academic units
JJD Monthly reports
Thursday luncheons, Thursday dinners, Friday breakfasts

Special Task Forces

University Events (ongoing, John D'Arms, Chair)
University History and Tradition (ongoing, Bob Warner, Chair)
Campus Safety Committee (ongoing, Jim Snyder, Chair)
Substance Abuse Task Force (ongoing, George Zuidema, Chair)

Other Standing Bodies

Academic Policy Group (Deans + President + Provost)
Medical Center EO Group
Federal Relations Strategy Group
State Relations Strategy Group
EO/SACUA/Deans/Regents/Student retreats

External Groups

President's Advisory Council
Capital Campaign Steering Committee
Investment Advisory Council
Michigan Business-Higher Education Roundtable
CEOs + Duderstadt/DiBiaggio/Adamany (JJD, Ch)

Resource Issues

Resource Portfolio

State Appropriation:

-1% cut for FY90-91
 compared to -9.2% for other state agencies (tentative)
+4% for Fy91-92
 compared to flat budgets for other state agencies (tentative)

Tuition Revenue

+8%-15% for residents (possible range)
+8%-15% for nonresidents (possible range)

Federal Support

Negotiated 59% indirect cost rate...and closed open years
(However, Dingle, et.al., is likely to change this)

Research Volume: +10%

Private Gifts: +4%

Endowment Earnings: +9%

Assets

Endowment Value: \$480 M

UIPDI: \$26 M (10% of State Appropriation)

Major Strategic Efforts

Developing improved relationships with State Government

 Governor (John Engler, Kathy Woodworth)

 Senate (Joe Schwartz)

 House...

State Outreach

- UM Alumni involvement
- Development of Citizens' Council
 - Damon Keith as first chair
- Community visits
- Publications
- Capital Campaign
 - Completion of volunteer leadership
 - Formation of Campaign Steering Committee
 - Development of principal objectives
 - Initial efforts to build nucleus fund
 - Prospect identification efforts
- Federal Relations Strategy
 - Washington Office
 - Tom Butts as Associate VP for Federal Relations
 - JJD as chair of NASULGC Federal Relations Committee
 - Howard Gobstein --> AAU
- Strategic Marketing Strategy
 - National Strategy
 - State Strategy
 - Local Strategies (campus and community)
- Undergraduate Education
 - LS&A Task Forces
 - Engineering Efforts
 - JJD Efforts
 - As chair of NSB EHR Committee
 - Through input to FCCSET CEHR
 - Through AAU and NASULGC

Facilities

- E. H. Kraus Renovation (completed)
- Schembechler Hall (completed)
- UM Stadium Project (completed)
- Child and Material Health Care Center (completed)
- UMH Hospital Child Care Center (completed)
- North Campus Community Center (completed)
- MXB Aerospace Laboratory (under construction)
- Pharmacy Wing (under construction)
- East Engineering (preliminary drawings--awaiting State action)*
- Integrated Technology Instruction Center (schematic drawings)*
 - awaiting State action)*
- Physics Wing (assignment of architect--awaiting State action)*
- Social Work (schematic drawings)
- Medical Science Research Building III (schematic drawings)

CMHC II (under construction)
Cancer and Geriatrics Center (schematic drawings)

Major Internal Actions

The Michigan Mandate

On track toward representation objectives

Launching of Michigan Mandate II (community theme)

International Activities

Global Change Center

Age of Knowledge

Expansion of NSFnet to National Research & Education Network

Incorporation of Advanced Network Services, Inc.
with IBM and MCI

Institutional File Server project (with IBM)

Cost of Higher Education efforts

PACE Team

Total Quality Management effort

Campus Climate Issues

Campus safety effort

Campus beautification effort

Intercollegiate Athletics

Interim Athletic Director: Jack Weidenbach

Associate Athletic Director:

Associate Athletic Director: ???

Schembechler Hall (completion)

Michigan Stadium project (completion)

Big Ten Conference

renegotiation of revenue sharing

renegotiation of TV contracts

Completion of Baseball Investigations and NCAA Sanctions

NCAA Reform Effort

Conference of Conferences efforts

Presidents' Commission efforts

Knight Commission efforts

Other activities

3rd straight Big Ten football championship

Gator Bowl win

5th straight Big Ten swimming championships (M&W)

#1 recruiting class in both football and basketball

Major External Actions

State Relations

Developing relations with new administration

- Meetings with Governor
- Business Roundtable Effort
- Discussions with Patty Woodworth
- Legislative Relations
 - Joe Schwartz, Chair, Higher Ed Appro Comm
 - Other Senate: Posthumous, Pollock, Gast, DeGrow
 - House: Jacobetti, Hood, Dodak, Hillegonds
- Presidents' Council Strategy
 - JJD Chairmanship
 - Long Term Strategy
 - Outreach Strategy
- Networking
 - UM Alumni Association efforts
 - Citizens' Council
 - Industry Networks
 - BRT K-12 effort
- Community Outreach (JJD visits)
 - Detroit
 - Battle Creek/Kalamazoo
 - Traverse City/Petoskey
 - Flint
 - Saginaw/Bay City
 - Lansing
 - Grand Rapids
 - Dearborn
- Federal Relations
 - Washington Office
 - Linkages with Big Ten, Harvard/MIT
 - Michigan Congressional Delegation
 - JJD Interactons
 - Levin, Riegle, Dingle, Purcell, Traxler, Ford
 - Other members of delegation
 - Strategic planning exercise with staff
 - CIESIN Initiative (--> \$30 M/y)
 - NSF Initiatives
 - NSF Graduate Traineeship Program
 - K-12 Initiatives
 - State Systemic Initiative
 - Minority Cooperative Program
- Indirect Cost Issues
 - OMB-NAS-NAE
 - AAU-NASULGC
 - Congressional Delegation

White House Interactions

Commencement

White House visits

Personal Interactions

Bob Teeter, Alan Bromley

Networking

AAU

Howard Gobstein --> AAU (replacing Jack Crowley)

NASULGC

ACE

National Academy (NAS/NAE)

JJD Roles

National Science Board (presidential appointment)

Chair, NASULGC Federal Relations Council

NAS/NAE Manufacturing Forum

Member, National Academy of Engineering

Media Relations

Michigan Strategy

Public opinion surveys

JJD interactions with major editorial boards

JJD TV visits

Preparation of University publications

National Strategy

Relations with major national press

NYT, WSJ, Washington Post, Time, Newsweek, USN&WR

Meetings with key opinion leaders

JJD + other university presidents

Local Strategy

Relationship with Ann Arbor News

JJD --> Dave Wireman

WH --> Ed Petokevitch

Shirley Clarkson --> Kim Clarke

Other publications

Michigan Daily, Michigan Review,...

Ann Arbor Observer

Community Relations

Ann Arbor

Formal Relations with AA City Government

Dick Kennedy --> Liz Brater

(Philip Power --> Liz Brater)

Farris Womack --> City Manager, Police Chief

Walt Harrison, Henry Johnson --> selected interactions

Informal Relations

Private Leadership Group (monthly meetings)
Duderstadt, Womack, Wireman, Cress, Borders,
Martin, Mandel, Cresswell

One-on-one meetings with City Council members

Other Community Groups

Chamber of Commerce

Washtenaw Development Council

Ann Arbor Area 2000

Detroit

Rackham Building

Opening of new Detroit admissions center

DAPCEP Program expansion

Other Detroit-based programs

Community Groups

Churches

JJD meetings with Detroit leadership

Damon Keith, Charles Adams, Gerry Ford,

Flint

GEAR (Flint Strategy Group)

Larry Crockett industrial development effort

JJD Community Interactions

City Government (Matt Collier)

GM (Jan Tannehill, Louis Campbell)

UAW (Rubin Burks)

Private Sector (Dallas Dort,...)

Other Cities

Grand Rapids -- economic development

Saginaw/Bay City -- primarily K-12 and GM

Battle Creek -- under development

Alumni Relations

Strategic Discussions

State Political Action effort

Washington Alumni Group

New York Alumni Group

Southern California Alumni Group

JJD/AMD Visits

Traverse City/Petoskey

Battle Creek/Kalamazoo

Detroit

Washington'

Southern California (Los Angeles, Newport Beach)

San Francisco

New York

Boston
Florida (Palm Beach, Jacksonville)

Development

Gift Activity:

Gifts Received: \$87 M (+4%)
Gifts and Pledges: \$115 (+4%)

Capital Campaign

President's Advisory Council (2 meetings)
Campaign Steering Committee (3 meetings)
Completion of recruiting volunteer leadership
(Nederlander, Wallace, Gilmour, Harris,
Riecker, Schembechler as co-chairs)
Regional and area leadership recruited

Nucleus Fund effort

JJD meetings:

Key companies: GM, Ford, Chrysler, Dow
Key foundations: Kellogg, Kresge, Dow, Mott
Key prospects:
Taubman, Towsley, Dow, Searle
Walgreen, Harris, Gerstacker, Browne,

Networking

PCSUM (Michigan Presidents' Council)

JJD as chair

Continuation of effort to cooperate and coordinate
Continued implementation of long-term strategy

Michigan Business-Higher Education Roundtable

Initial Focus: K-12 reform (BRT effort)

Possible new focus: Michigan's federal agenda

Specific Activities: Anne Duderstadt

General responsibility for design and supervision
of all events involving President
(e.g., development events, Commencement events,
football weekends, etc.)

Supervision of key facilities

President's House

Inglis House

President's areas in Michigan Stadium

(Supervise staff in Office of University Events
and facilities staff when assigned to these
efforts)

Supervision of Inglis House Renovation Project

Interior renovations

- Grounds and gardens restoration
- Faculty Women's Club
 - Executive Committee
 - Hosting Welcoming Events
- Supervision of Special Event Activities
 - Supervision of Football Weekends
 - Commencement Week Activities such as luncheons, dinners, platform party logistics
- Major campus functions
 - Honors Convocation Luncheon
 - Faculty Dinners
 - Henry Russell Dinners
 - Special Student Events
 - Receptions, residence hall visits,
- Bowl logistics
 - General logistics involvement
 - Presidents' receptions
 - Interactions with Athletics Department activities
- Host key visitors to campus
- Represent President and University at key functions
 - Development Events
 - Women's Athletic Banquet
 - University Musical Society events
 - University Museums events
 - Spring Commencement (hosting President and Mrs. Bush)
 - White House State Dinner for Queen Elizabeth II
- Specific Development Activities
 - Attend/host most development/alumni activities with President
 - CEW Fundraising Effort
 - Women's Leadership Seminars
 - Museum of Art Projects
 - President's Advisory Group
 - Campaign Steering Committee
- National Activities
 - AAU meetings
 - Committee efforts
 - NASULGC meetings
 - Tanner Group (Trustee of Tanner Foundation)
- Specific University/Community Activities
 - University Musical Society
 - Executive Board (vice JJD)
 - University Historical Committee

Undergraduate Center Planning Committee
Membership in Organizations
Tanner Trust
Business-Higher Education Forum
American Association of Universities
NASULGC
University Musical Society Board (vice JJD)
Museum of Arts Friends
CEW Advisory Committee

Specific Activities: Jim Duderstadt

Major Ongoing Activities
National Science Board
 Chair, Education and Human Resources Committee
 Member, NSB Executive Committee
Manufacturing Forum
National Academy of Engineering
 Academic Affairs Committee
Tanner Group (trustee of Tanner Trust)
 (Presidents and spouses of UM, Harvard
 Yale, Princeton, Stanford, UC, Oxford, Cambridge)
Business-Higher Education Forum
Higher Education Associations
American Association of Universities
 Research Committee
 Graduate Education Committee
 Undergraduate Education Committee
National Association of State Universities and Land
 Grant Colleges
 Chair, Federal Relations Council
 Member, NASULGC Executive Committee
American Council of Education
NCAA
 Council of Ten (Big Ten plus Chicago)
 Big Ten Conference Board of Directors
State of Michigan Boards
 Director, Michigan Partnership for a New Education
 Director, Michigan Education Trust
 Chair, PCSUM (Michigan's Presidents' Council)
 Director, Industrial Technology Institute
University of Michigan Boards
 Chair, UM Board of Regents (ex-officio)
 Chair, UM Hospitals Executive Board

Chair, M-Care Board
Chair, Rackham Executive Board
Chair, Clements Library Board

Corporate Boards

Director, Unisys

Major Trips and Meetings

AAU: Philadelphia (11/90); Washington (4/91)
NASULGC: Kansas City (11/90); Washington (bimonthly)
NSB: Irvine, CA (2/91); Washington (monthly)
Business-Higher Education Forum: Tucson (1/91)
Manufacturing Forum: Washington (quarterly)
Unisys Board: Detroit/Philadelphia (monthly)
Big Ten Conference: Chicago (quarterly)
PCSUM: Lansing (monthly)

Major Talks and Presentations

Student/Faculty Convocations (9/90)
State of the University Address (9/90)
Ann Arbor Chamber of Commerce Address (9/90)
 “Town-Gown Relations for the 1990s”
Introduction of First Wallenberg Lecturer (Elie Wiesel) (9/90)
Phi Beta Mu Lecture (SILS) (10/90)
 “Library Science in the Information Age”
Detroit Ethnic Studies Luncheon (10/90)
 “The Michigan Mandate”
Opening of Detroit Admissions Office in Rackham Building (10/90)
Upjohn Seminar on K-12 Education in Michigan (10/90)
Physics Laboratory Dedication (10/90)
UM-Santa Fe Institute Symposium (10/90)
 “Paradigm Shifts in Scholarship”
President’s Weekend Address (11/90)
 “Public Education in America”
Battle Creek Addresses (Kellogg, etc.) (12/90)
Martin Luther King Day Opening Remarks (1/91)
Annual Sigma Xi Lecture (1/91)
 “Teaching in the Research University”
Research Club Address (1/91)
 “Taming the Dragon of College Sports”
UM Congressional Breakfast (3/91)
Honors Convocation (3/91)
Faculty Governance Retreat (3/91)
 “Financing the Future”
Appropriations Hearings (4/91)
Michigan Outreach Talks

Battle Creek, Saginaw, Detroit, ...
Gerald R. Ford Colloquium Welcome (4/91)
Spring Commencement (4/91)
MIT Inauguration (5/91)
NSF Forum on Education (5/91)
 "Education in America: Crisis in an Age of Knowledge"
Senate Assembly Address (5/91)
 "The Political Correctness Debate...and other Threats to
 Academic Values"
Schembechler Hall Dedication (5/91)
Congressional Appropriation Committee Hearings (5/91)
NMCC Commencement Address (Traverse City) (6/91)
Ann Arbor Rotary Club (6/91)
National Society for Professional Engineers (7/19)
 To receive National Engineer of the Year award

Major Challenges, Opportunities, Issues in the Year Ahead

Strategic Themes

University of 21st Century
Diversity, Internationalization, Knowledge
Redefining the nature of the public university
Strategic Marketing Plan
"Keeping our eye on the ball" ...

External Issues

Capital Campaign
 Completing nucleus fund stage (>\$300 M)
State Relations Strategy
 Protection of Higher Education during
 "restructuring" of state budget priorities
 Michigan Business-Higher Education Roundtable Efforts
 Citizens' Council

Federal Relations

Rebuilding One Dupont Circle

Media Relations

Strategy for getting national media back on side of higher
education
Move statewide outreach to next tier of papers

Community Relations

Building private sector leadership team in Ann Arbor
Building "working" relations with new City Council

Internal Issues

Restructuring undergraduate education

Rebuilding student affairs operation
Putting into place an effective student discipline policy
Breaking capital facilities logjam

Minor Frustrations

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...always looking for the bad...and good 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

Some particularly relevant quotes:

A guiding theme to the Michigan Mandate:

"Men require of their neighbors...
...something sufficiently akin to be understood...
...something sufficiently different to provoke attention...
...and something great enough to command admiration."

Alfred North Whitehead

When MSA, the Daily, Act Up, UCAR,...stir up trouble

"A half a dozen grasshoppers under a fern make a field ring with their importunate chink, whilst thousands of great cattle, reposed beneath the shadow of the British oak, chew the cud and are silent. Pray do not imagine that those who make the noise are the only inhabitants of the field; they are nothing more than the little shrivelled, meagre, hopping, though loud and troublesome inset of the hour."

Edmund Burke

And when the best laid plans of mice and men run afoul...

"Far better it is to dare mightily things, to win glorious triumphs, even though checkered by failure, than to take rank with those poor spirits who neither enjoy much nor suffer much, because they live in the grey twilight that knows not victory nor defeat."

Theodore Roosevelt