

# **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.**