

## Trip Notes

### EOs/Deans Reviews

Just use highlighted notes taken from annual report

### AAU Ideas

#### Concerns

AAU is not effective...

...in federal relations

...in dealing with national media

...in coordinating efforts of members

...in keeping strategic focus

More specific comments

AAU operates as a bit of an island.

few institutions seem to set the pace for the organization, and the staff itself seems quite inflexible and without adequate political instincts.

In fact, two of my most senior (and experienced) officers felt it wasn't even worth their time to respond...AAU was worthless...but also firmly committed to backing into the future and unlikely to change...so why bother trying.

#### Why?

Need overhaul of Washington operation

...new leadership

...probably new structure

Institutions need to rethink their own relationship to AAU

...role of presidents

...role of VPs and senior staff

Presidential leadership

...has AAU become an "old boys club"

because of the way in which seniority dominates most strategic thinking...

...more private than public...again, in part,

because longer tenure of private presidents

#### Key Issues

Credibility of AAU as voice for higher education

Capacity to support strategic initiatives

#### What to do?

Need to restructure operations

Federal Relations Council

VP-Government Relations

Public Relations Council

VP-External Relations

Academic Affairs Council

Provosts

(perhaps even an occasional joint meeting with provosts)

Also need to rethink president committee structures

Executive Committee

All to frequently...and probably in the case of AAU...

"executive committees" are used in a variety of ways to further a variety of agendas...many times, staff-driven agendas.

Perhaps we need to reduce terms of Exec Com membership so that it does not become so ingrown

Perhaps as well more through should be given to geographical distribution and institutional type...perhaps a moratorium on Ivy League representation!

Research and graduate education?  
Medical research  
Undergraduate education  
Tax issues  
We hear the complaint frequently that the government relations types don't interact closely enough with the university or public affairs types. Why not form a single policy subset group.  
Need better communication networks  
...between One Dupont Circle and institutions  
...among presidents  
ITD methods  
Note the use of E-mail networks to coordinate ICR issue...MIT, UM, etc.  
Do we need to rethink nature of AAU meetings?

### **Big Ten**

Problems  
Dominated by athletic matters  
...clearly draws presidents into micromanagement in areas which they should delegate to ADs and other structures  
...waste of time (2-day meetings twice a year, coupled by phone calls and such...)  
Inadequate opportunity to deal with strategic issues  
...academic affairs  
...financial affairs  
Interaction with CIC  
Perception as "football conference"

### **Followup notes**

Breakfast meeting  
Sam Ching--daughter--UM Law  
\$200 K  
Hewlett  
UM is very well-positioned  
Ranks 3rd after Stanford and UCB  
New areas of interest  
Ethnic tensions on campus  
University of 21st Century  
Bernie LaCroute  
New company  
Willingness to help with Bill Joy  
Tom Ford  
Bill Milliken as key  
North Point visit each year  
Get down to Ann Arbor...  
...or have Michigan people visit him up north

### **Year ahead ideas**