

The Vision

Vision 2000: The leaders and best...

To position the University of Michigan to become the leading university of the 21st Century through the quality of its programs and the leadership achieved by its students, faculty, and staff.

The Threat

A quote from a venture-capital investment report:

“As a result, we believe education represents the most fertile new market for investors in many years. It has a combination of large size (approximately the same size as health care), disgruntled users, lower utilization of technology, and the highest strategic importance of any activity in which this country engages... Finally, existing managements are sleepy after years of monopoly.”

The Agenda for the Past Several Years

- n ***Financial and Organizational Restructuring***
- n ***Achieving leadership as a research university***
- n ***Educational transformation***
- n ***Campus life***
- n ***The Diverse University***
- n ***Rebuilding the university***
- n ***The Age of Knowledge***
- n ***Strengthening the bonds with external constituencies***

The Good News

*Today, the University of Michigan
is better, stronger, more diverse,
and more exciting than at any time
in recent history...*

The Rankings

Academic program rankings are at an all time high...

...NRC graduate rankings

...USN&WR rankings

...Professional school rankings

When ranked across all academic disciplines and professional programs, four universities stand apart:

Harvard

Stanford

Michigan

UC-Berkeley (...and UCSF...)

Other Measures of Leadership

- n *Faculty salaries (#1 publics; #5-#8th private)*
- n *Capacity to attract and retain the best faculty*
 - *“Ebb and Flow “analysis...*
- n *UM ranked #1 in sponsored research activity*
- n *Auxiliary activities*
 - *UM Medical Center*
 - *Executive Education*
 - *Endowment management*
- n *National leader in many key new initiatives*
 - *UMNEt --> NSFnet --> Internet*
 - *Digital library project*

The Financials

- n *Sustained resource base in face of 23% loss in state support*
 - *Total : \$2.4 B (...+10%/y...), General Fund: \$1 B (...+7%/y...)*
- n *Endowment: \$1.3 B (...400% increase...)*
- n *Fundraising: \$150 M/y (...200% increase...)*
- n *Campaign for Michigan: currently at \$900 M --> ???*
- n *Faculty Salaries: #1 publics, #5 - #8 privates*
- n *UMMC among most successful in nation*
- n *UM has fourth lowest administrative costs in AAU*
- n *Wall Street: Aa1*

The People

n Students

- *24% minority (...83% increase...)*
- *8.3% African -American (...90% increase...)*

n Faculty

- *13.5% minority (...55% increase...)*
- *4.7% African-American (...62% increase...)*

n Academic Administration

- *15.8% minority (...300% increase...)*
- *14.2% African-American(...400% increase...)*

The Environment

- n *\$1 B of capital construction*
 - *On track to complete rebuilding of all campuses by 1998*
- n *Central Campus*
 - *E. Eng., C. C. Little, Physics, UGLI, Angell, W. Eng*
 - *A-H Connector, Soc Wk,*
- n *North Campus*
 - *FXB, ITIC, Lurie Center & Bell Tower*
- n *Medical Campus*
 - *CMHC, MSRB II, MSRB III, Can & Ger Center*
 - *NE AA Health Center*
- n *South Campus*
 - *M Stadium, Natatorium, Schem, Fields, Tennis*
 - *Wolverine Tower, assorted admin buildings*
- n *UM-Dearborn, UM-Flint*
- n *Other: Safety, Landscaping, Maintenance...*

The Challenge...

Over the past several decades, the Michigan family-- Regents, faculty, students, staff, alumni, and friends-- has built a University that today is not only America's leading public university, but matched in quality, quantity, and comprehensiveness by only a few private institutions.

But this very success may be our greatest challenge.

We have built the leading public university of the 20th Century. But that century is rapidly coming to an end...

The Challenge of Change

n In our society...

- *Demographic change: the new majority*
- *The “internationalization” of America*
- *The post-Cold-War world*
- *Spaceship Earth*
- *The Age of Knowledge*

n In higher education...

- *The rising costs of excellence and the limits on resources*
- *Changing relationships with diverse constituences*
- *The difficulty in comprehending the modern university*
- *The changing role of the research university*
- *Intellectual change*

n In Michigan...

- *The erosion of state support*
- *Assaults on university autonomy*
- *Leveling forces driving universities toward mediocrity*

Challenges of the Moment

Lansing:

- *Resources: Headlee + Prop A = Higher Ed vs. Corrections*
- *Assaults on university autonomy*

Washington:

- *Contract with America*
- *Student financial aid, research support, indirect costs*

National Mood:

- *Public attitudes toward higher education*
- *Affirmative action*

The Mission

*The mission of the University is **learning**...*
...in the service of the state,
...the nation,
...and the world.

The Strategic Intent

Vision 2017: Re-inventing the University

To provide the University with the capacity to transform itself into an institution better capable of serving a changing world.

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The Mission

Our Mission: Creating, preserving, integrating, transmitting, and applying knowledge.

Who do we serve? Students, patients, sponsoring agencies, society-at-large...

How do we serve them? Through education, knowledge, and knowledge-intensive services.

*In a word: **learning***

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Proposed Agenda for the 1990s

- n **Mission:** *Learning*
- n **Vision:** *The leaders and best...*
- n **Strategic Intent:** *Re-inventing the University*
- n **Goals:**
 - *People*
 - *Resources*
 - *Culture*
 - *Capacity for Change*
- n **Strategy:**
 - *“Strategic” Natural Evolution*
 - *Strategic Initiatives*
 - *Cross-Cutting Themes*
 - *“Magic Bullets”*

The Year Ahead

- n **Goal**
 - *Shifting from Positioning to Transformation*
- n **Process**
 - *Consciousness raising*
 - *Dialog*
 - *Alliances*
 - *Experiments*
 - *Coordination*
- n **Distractions**
 - *Politics, politics, politics*
 - *Rebuilding the Team*
- n **Opportunities**

Process

- n ***The Faculty Dialog***
 - ***Task Forces***
 - ***Retreats***
- n ***Consciousness-Raising***
 - ***Strategic Communications***
 - ***Meeting the Big Bad Wolf***
- n ***Maintaining Momentum***
 - ***Next Generation Leadership***
 - ***Michigan Mandate***
 - ***Michigan Agenda for Women***
 - ***VCM***
- n ***Launching the Experiments***
 - ***Academic Outreach***
 - ***The New University (IT IC)***
 - ***School for Information Technology and Society***
 - ***The Undergraduate Initiatives***
 - ***The Superfund***

Possible Faculty Commissions

- n The Faculty Contract*
- n The Student Contract*
- n The State Contract*
- n Academic Structures for the 21st C University*
- n Attracting and Empowering the Exceptional*
- n Streamling Process, Procedure, Practice*
- n The New University*

