

Some Indicators of Progress

- n **Rankings of academic programs**
- n **Research support (#1 nationally)**
- n **Faculty salaries (#1 public; #8 overall)**
- n **Financial strength**
 - **Wall Street: Aa1**
 - **Endowment: \$1.6 B**
 - **Campaign for Michigan: > \$1 B**
- n **Rebuilding the University (\$1.5 B)**
- n **UM Health Care System**
- n **New Initiatives**
 - **Humanities Institute**
 - **Davidson, Tauber Institute**
 - **Institute for Women and Gender Studies**
 - **Media Union**
- n **Diversity**
 - **Michigan Mandate**
 - **Michigan Agenda for Women**
 - **Bylaw 14.06**

Agenda for Past Decade

n **Academic Programs**

- Improving quality of all programs
- Restoring support for LS&A
- Strengthening the basic sciences
- Strengthening the health sciences
- Achieving competitive faculty salaries

n **Education**

- A recommitment to undergraduate education
- Stressing importance of teaching
- Professional curriculum redesign
- Living/learning communities
- Continuing education and distance learning
- International education (MUCIA, etc.)

n **Research**

- Improving research climate on campus
- Leadership in national research policy
- Research incentive program
- Technology transfer
- Policy development (academic misconduct, conflict of interest)
- Public-private sector partnerships

Agenda for Past Decade (cont)

n **Diversity**

- The Michigan Mandate
- The Michigan Agenda for Women
- Bylaw 14.06
- Economic Diversity
- World University themes

n **Campus Life**

- Campus safety initiatives
- Student Rights and Responsibilities Code
- Task Forces on Substance Abuse, Violence Against Women
- Student living/learning environment
- Intercollegiate Athletics

n **Financial Strength**

- Cost containment measures
- Asset management strategies
- Development of alternative sources of revenue
- Achievement of Aa1 Wall Street credit rating

n **Private Support**

- Private Giving: \$60 M/y --> \$150 M/y
- Endowment: \$280 M --> \$1.6 B
- Campaign for Michigan: > \$1 B

Agenda for Past Decade (cont)

n **Financial and Organizational Restructuring**

- New budget strategies (PACE, ACUB)
- M-Quality
- UM Hospitals Transformation
- Asset management programs
- Value-Centered Management
- Restructuring of auxiliary enterprises
- Human Resources reorganization

n **Rebuilding the University**

- Rebuilding of the Central Campus
- Completion of North Campus
- Renovation of South Campus
- Medical Center Transformation, East Campus
- Deferred maintenance program
- Re-landscaping the campus
- UM-Flint, UM Dearborn

n **Information Technology**

- "Wiring the campus"
- NSFnet --> Internet
- Mainframe --> Client-Server Technology
- (Student/faculty access)
- Digital library project (and "The New School")
- Multimedia facilities (the Media Union)

Agenda for Past Decade (cont)

- n **Strengthening the bonds with external constituencies**
 - State relations restructuring
 - Federal relations restructuring
 - Public and media relations
 - Community relations
- n **Transformation of the UM Medical Center**
 - Completion of RHP effort
 - UMH Transformation Plan
 - M-Care
 - Michigan Health System
 - Alliances with other health care providers
- n **Intercollegiate Athletics**
 - Alignment with academic priorities
 - Policy development
 - Women's athletics
 - Restoring financial stability
 - Rebuilding athletics facilities
 - Big Ten Conference/NCAA leadership

Agenda for Past Decade (cont)

n New Initiatives (Examples)

- **Media Union (ITIC)**
- **Institute of Humanities**
- **Institute of Molecular Medicine**
- **Center for the Study of Global Change**
- **Community Service/Americorps**
- **Flat Panel Display Center**
- **Tauber Manufacturing Institute**
- **The New School (SILS)**
- **Living/Learning Environments**
- **Davidson Institute**
- **New Music Laboratory**
- **Institute for Women and Gender Studies**
- **Rescomp/Angell-Haven**
- **Direct Lending**
- **RCM/VCM**
- **M-Quality**
- **Incentive compensation experiments**
- **Presidential Initiative Fund**
- **Undergraduate Initiative Fund**

Agenda for Past Decade (cont)

n National Leadership (Examples)

- **Quality of academic programs**
- **Quality achieved per resources expended**
- **Faculty salaries (among publics)**
- **Research activity**
- **Financial strength (among publics)**
- **Information technology environment**
- **Intercollegiate athletics**
- **Health care operations**

The Current Agenda

n **People**

- Recruiting outstanding students
- A recommitment to high quality undergraduate education
- Recruiting paradigm-breaking faculty
- Next generation leadership
- Human resource development

n **Resources**

- Building private support to levels adequate to replace state support
- New methods for resource allocation and management
- Asset management
- Development of flexible resources (“venture capital”)
- Rebuilding the University
- New market development

n **Culture**

- Stimulating a sense of adventure, risk-taking
- Establishing a sense of pride in,
 - » respect for,
 - » excitement about
 - » and loyalty to the University of Michigan...

The Current Agenda (cont.)

n **Capacity for Change**

- Making the case for change
- Removing barriers to change
- Protecting the autonomy of the University
- Sustaining the University's commitment to diversity
- Aligning privilege with accountability, responsibility with authority
- Aligning faculty/staff incentives with institutional priorities
- Continuing efforts to improve the quality of campus life
- Achieving a commitment to community, tolerance, and respect
- Developing spires of excellence
- Restructuring organization and governance
- High performance workplace strategies
- Re-engineering with information technology

The Current Agenda (cont.)

n **Educational Transformation**

- The University College
- The Gateway Campus
- Living/learning environments
- Linkages between professional schools and UG education
- Restructuring the PhD
- Continuing education and “just-in-time” learning

n **Intellectual Transformation**

- Lowering disciplinary boundaries
- Integrative facilities
- The New University

n **The Diverse University**

- Articulating the case for diversity
- The Michigan Mandate
- The Michigan Agenda for Women
- The World University

The Current Agenda (cont.)

n **The Faculty of the Future**

n **Serving a Changing Society**

- Further evolution of the UM Health System
- Research applied to state and national needs
- University enterprise zones
- K-12 education
- Public service

n **Preparing for the Future**

- New generation leadership
- Campus evolution
- Academic outreach
- The Cyberspace University
- Strategic Alliances

The Magic Bullets

- n **The New University**
- n **The University College**
- n **The Diverse University**
- n **The Virtual University**
- n **The Creative University**
- n **The World University**
- n **Responsibility Center Management**
- n **Restructuring of the UM “Corporate” Organization**
- n **Next Generation Leadership**
- n **The Superfund and Merit Scholarships**
- n **Research Applied to Societal Needs**
- n **Academic Outreach**