A Growing Season

A Report from the President
The University of Michigan
1986 -1996

CHOT SUMMER DAY IN 1924. Still air on State Street under the wide timeless branches of elms. It must have seemed to them—at that moment—as if the world would never change. hey did not know they stood in the calm before

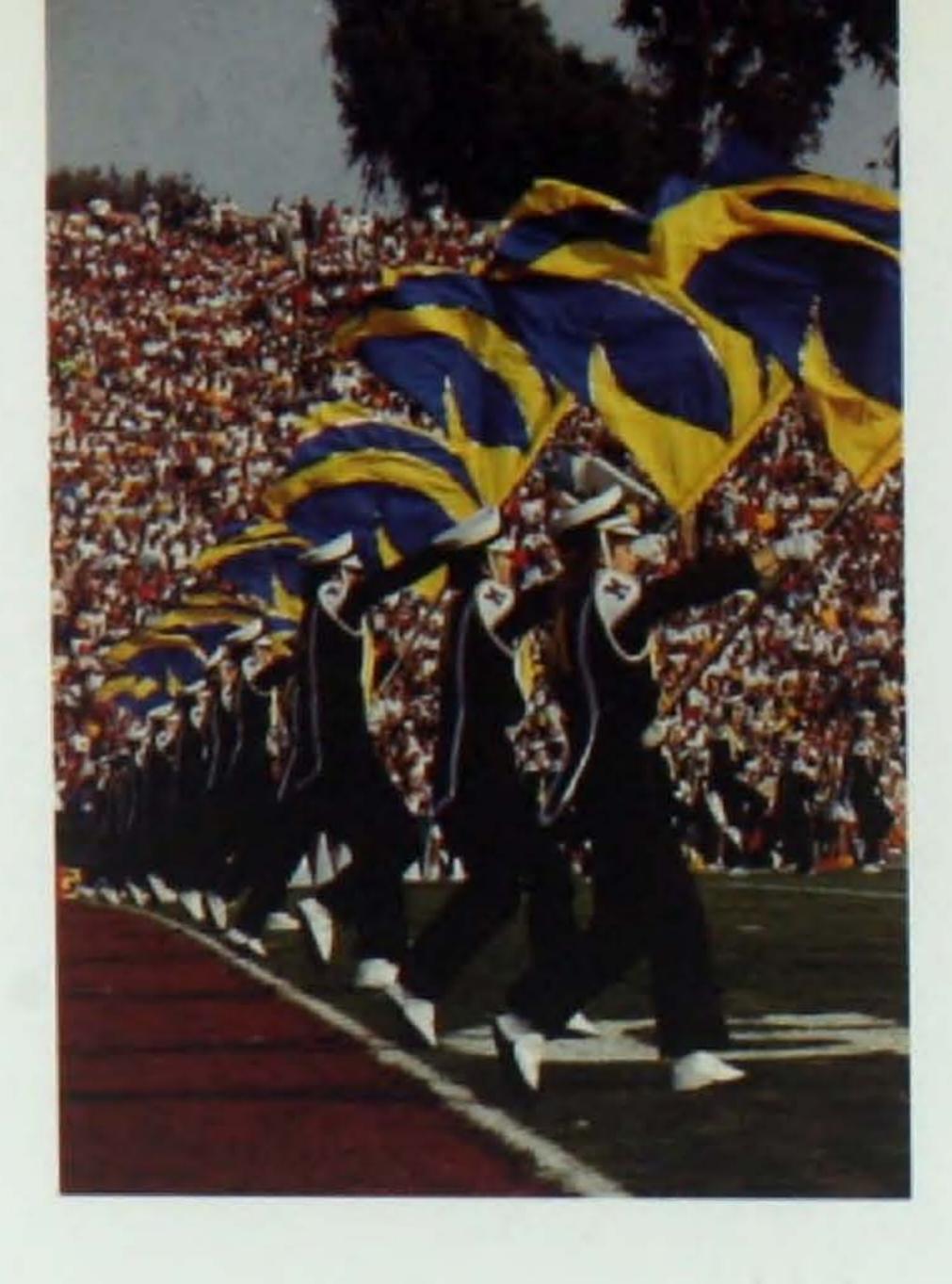
Today, that storm of change is our reality. Many believe we are entering a period of evolution as profound as the Renaissance and the Industrial Revolution—except while these earlier transformations took centuries, today's often take less than a decade. We live in an era of breathtaking and accelerating change. If education was once simpler, our world was simpler too.

Universities have long defended the thorough but slow academic decision-making process. "New" programs have built up over two centuries in almost archaeological layers over "old." But we while struggling to integrate the practice of can no longer afford the luxury of uncritical preservation. Obsolescence lies in store for those efforts, today we are stronger and more diverse who cannot, in some manner, adapt to our new reality.

The most predictable feature of modern society is its unpredictability. We no longer believe that tomorrow will look much like today. Universities must find ways to sustain the most cherished aspects of their core values, while discovering new ways to respond vigorously to the opportunities of a rapidly evolving world.

The University of Michigan has taken up this challenge. We have held tight to the fundamental values that give us direction in a shifting world change into our day-to-day lives. Because of our than at any time in recent memory.

The following pages represent an accounting of our struggle with the challenges of a rapidly evolving world. I am extremely proud of what we have accomplished. Instead of simply following society, we are leaders in the journey.



TOP

Ranked by college presidents and faculties as one of the top 10 universities in the country

Consistently ranked in the top 10 in most academic disciplines and professional schools

One of the 5 largest library systems in the country, over 6 million volumes in 23 libraries, all accessible by a computerized filing system

Rand Guide has listed Michigan as the premier cultural environment among all American campuses

"The largest and best executive education program in the world," according to a survey of corporate executives

Leading university in sponsored research funding

Wall Street ranks UM as financially the strongest public university in America with Aa1 credit rating

First public university to raise \$1 billion in fund-raising campaign

UM Medical Center ranks as largest in nation

UM campus is largest in nation in budget and facilities

The Leaders and Best

The top ten in the nation. First among the publics. First to find ... The first to be awarded ... The leading source for ... Whether racing with the sun or moving toward a cure, the university of Michigan leads the way.

We take great pride in the accomplishments of our Michigan family. National rankings of our academic programs are as high as they have ever been. Michigan has consistently held its own in the competition for top faculty against the best universities in the nation. And now the University ranks as the nation's leading research university.

The United States of the twentieth century was fairly homogenous -- a domestically oriented, industrialized society.

Today, we live in a nation in flux, with expanding ethnic diversity, increasing world-wide interdependence, and an economy increasingly based on the production of knowledge instead of the production of "things."

With these changes come unprecedented opportunities for those universities with the talent and will to respond.

Over the past decade, we have worked hard to develop a community where uncertainty is an exhilarating opportunity for learning. Michigan's traditional role as "the leaders and best" demands a sense of adventure, a go-forit spirit, and a willingness to risk occasional failure as the unavoidable corollary to success.

The future belongs to those who face it squarely, to those who have the courage to transform themselves to serve a new society. Leaders don't follow trends, they make them.

This is our heritage.

This is our challenge.

This is also our destiny.

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In nearly every area we have become more vital and productive than at any point in our history

First university in America supported solely by public funds

First university in the West, with the founding of the Law School in

First university to own and operate a hospital

First female graduate (Law School, 1871) to practice law in the U.S.

Only space missions (2) where all crew members were from the same school

First state institution to establish a department of dentistry

First to teach journalism, speech

First program in aeronautical engineering

First data processing course

First program in nuclear science and engineering

First program in naval architecture and ship design

First center dedicated to the study of human genomes

First to identify the genes causing sickle cell anemia, cystic fibrosis, and neurofibromatosis

First to measure free electron spin

First to develop laser holography

First to study economic and social impact of welfare cutbacks

Original home of NSFNET, parent to the Internet (Information Highway)

Largest collection of papyrus manuscripts in the Western Hemisphere



Traditional funding sources for public universities began declining with the national recession in the 1980s. Since then, government budgets have steadily tightened, and funding for research and financial aid has came under increasing scrutiny, as legislators search for savings in an ever smaller collection of programs. Yet, while funding fell, the costs of higher education, of sustaining high quality teaching and research programs, were actually increasing.

The University of Michigan found itself in a "catch-22"

rapidly evolving society demanded quick and creative responses to opportunity. But bold action was not free. How, we asked, could we respond to change while still preserving and enriching our core mission of teaching and learning?

Caught between declining funding, spiraling costs, and competing priorities, we realized that only a stable financial foundation, less susceptible to the winds of government fortune, would sustain our

position as "the leaders and best" into the next century. After countless meetings with groups and individuals across the campus and beyond, we created an ambitious three-pronged fiscal plan. We stressed cost containment, prudent resource management, and an aggressive development of alternate revenue sources like the Campaign for Michigan.

A decade of hard work
has paid off. Even Wall
Street has lauded our
effort, granting the
University an Aal
rating—the highest ever
achieved by a public
university.

A Solid Foundation

E D U C A T I O N



No longer static and dependable commodities, today's facts quickly become tomorrow's myths. When they leave us, our students will enter a society whose very foundations are challenged almost daily. The workers and citizens of the next century must not only learn over a lifetime, but will need to make difficult decisions in the midst of uncertainty, decisions that will collectively affect our entire society.

o more compelling challenge has faced the University in recent years than reaffirming our commitment to education, especially for undergraduates. No other leading research university has made such an investment, and we have become a national leader in many areas.

On a broad scale, despite severe fiscal pressures, we have sustained faculty salaries at excellent levels. Especially in the sciences, but across nearly every discipline, we have brought research facilities and achievement up to world-class standards. These efforts have been critical in maintaining our vibrant intellectual and educational community.

If our undergraduate students are to love the act of learning, they must work closely with those who are deeply involved in the excitement of discovery. Students, we have learned, must be involved in the struggles for new knowledge. They

need to see that 'thought' is never completely formed; it is happening all the time. Instead of denying our size, we are beginning to take advantage of our unique strengths. Many of our efforts connect undergraduates more directly with the vibrant intellectual activity going on around them. Today, over a thousand first-year students join cutting-edge faculty in small seminars, and many of our first and second-year students participate directly in faculty research projects.

Increasingly, even our youngest students are learning to question authority instead of simply imbibing accepted truths. We assume they are creative actors, not just listeners. In our new curriculum, students often struggle with the deep complexity of real-life problems, problems that have no "right" answers. Instead of giving students the facts of science or history we are initiating them into the critical worldviews of scientists and historians.

political choices that are deeply conscious of the fundamental connectedness of things and people.

James J. Duderstadt



Learning to support each other on the "ropes." A business school team-building exercise.

Finally, the old paradigm of heroic individualism has become an unrealistic myth. Today's complex social and intellectual problems overwhelm the limited resources of isolated individuals. In universities, in government, and in the business world, those who succeed are now those who collaborate with others. So from our chemistry laboratories, to our engineering classes, to our

business school internships, and beyond, student inquiry at Michigan is increasingly organized around teams.

Our professional schools have also undergone dramatic transformations. Our medical and business curricula, for example, have been completely restructured, and our library science degree increasingly provides training

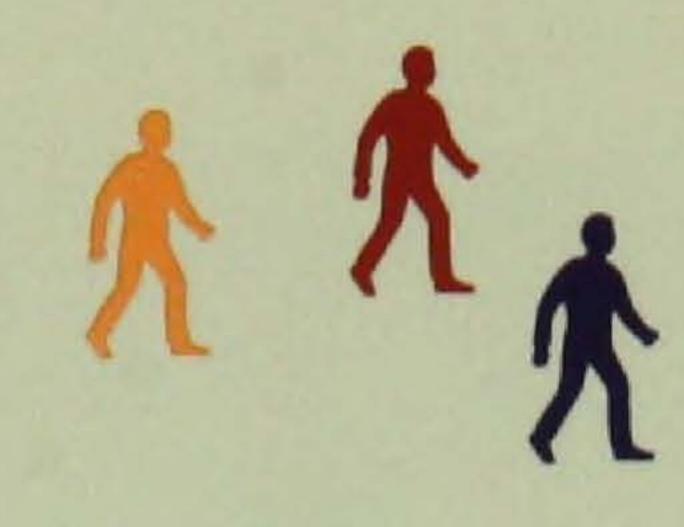
in the exciting new world of information management. Michigan has played a national leadership role in Ph.D. education, working to reduce time to degree while creating more opportunities for interdisciplinary majors.

Even intercollegiate athletics benefited from our new educational vision as we aligned athletics more closely with our academic priorities. We have helped coaches expand their roles as teachers, given athletes the extracurricular opportunities of other students, and have developed clear policies in many areas ranging from admissions to student behavior. From an essentially "one sport" university (football), we have become national competitors across all of our twenty-two varsity programs, providing world-class opportunities for the broadest range of student athletes. Recently, Michigan became the first major public university in the nation to achieve full gender equity in athletics.

In our effort to provide skills for the citizens and workers of the twenty-first century, over the past ten years, the University of Michigan has moved to the forefront of educational innovation.



the journey 1 continues



In our struggle against discrimination, America has come a great distance, but a terribly long journey remains. Separate "white" and "colored" drinking fountains passed from the scene decades ago, but the racism that remains is, if anything, more subtle and more difficult to root out. Women still face violence, discrimination, and sexual harassment. Millions of our citizens languish in depressed inner-city and rural areas, struggling valiantly against terrible schools, desperate poverty, and minimum-wage jobs.

To be a public university is to accept the challenge of egalitarianism. But simply opening doors, providing access, has not been enough. Many groups suffer from social, cultural, and economic discrimination. Those who have managed to find their way here have faced immense barriers in a university culture still largely designed to serve the needs of a white, male majority. For too long, Michigan was blind to the pain of campus life for those who were "different." We cannot undo the past, but we can work to change the present and the future.

We know that twenty-first century America will be the most diverse nation in the world. Yet, our students arrive on campus from increasingly segregated communities. One of our greatest challenges will be to model egalitarian democracy in our own community, resisting the often violent splintering in our society and world.

harness the potential plurality brings

As we face these challenges, we are also learning what an incredible intellectual asset diversity brings. Many years ago, the historian Thomas Kuhn pointed out that even in the natural sciences, advances in knowledge fundamentally depend on fresh points of view, new ways of seeing old material. Increasingly we are realizing that academic success itself depends directly on our ability to not merely tolerate but to harness the potential that plurality brings.

We should be proud of our real successes these past ten years—we are far more diverse today than at any time in our history. Yet immense barriers still remain. Diversity is not just about "numbers"; it requires profound structural change. An egalitarian community cannot be created in a single mighty act—it requires a dialogue that never truly ends.

the most diverse nation in the world

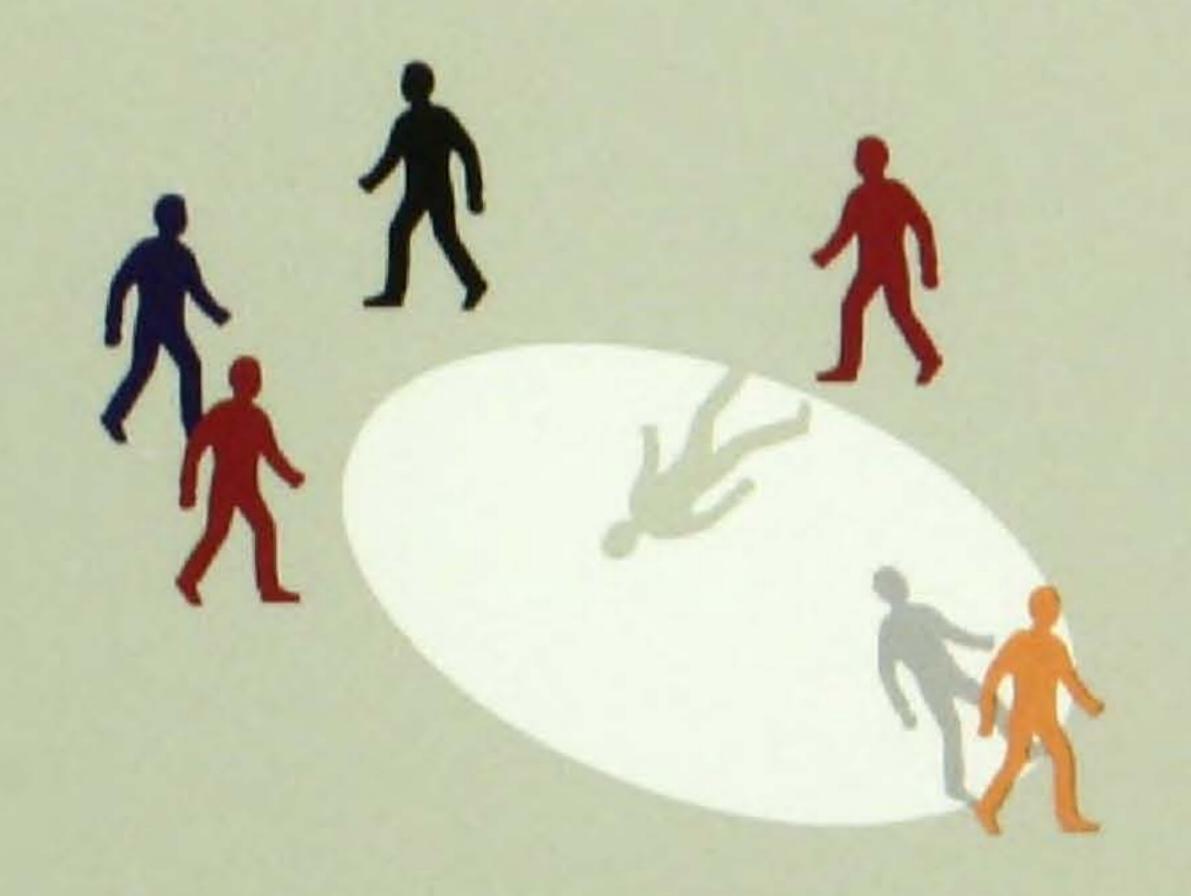
Michigan Mandate

Over the past ten years this plan has achieved the highest representation of people of color in our history.

Graduation rates for underrepresented students of color are among the highest in the nation, and our faculty of color achieve promotions and tenure at rates comparable to all other faculty.

Michigan Agenda for Women

Our new and evolving commitment, The Michigan Agenda for Women:
Leadership for a New Century, aspires to make the University of
Michigan a leader and model among American universities in promoting
and achieving the success of women as students, faculty, and staff. It is a
plan to make women full and equal partners and to create an institution
that fosters the success of all women in all facets of University life.



Access and Discrimination

Increased financial aid programs
ensure that a Michigan education
is affordable to any Michigan
student, regardless of income.
Many of our policies and actual
buildings have been modified to
make our campus and community
more accessible and responsive to
students with disabilities. And we
have expanded the University's
anti-discrimination policy to include
sexual orientation, extending
benefits and housing opportunities
to same-sex couples.

dialogue that never truly ends.

during the 1980s was the need to address Campus, and we've whittled down a the demands of an aging physical plant. Central Campus buildings, many fifty to seventy years old, have served the University well. Thousands of students have skipped up stairs, rushed down halls, future. and scooted out doors, on to other commitments, leaving behind scuffed walls, drafty windows, and heating and cooling systems of a by-gone era.

Many of our buildings also needed retrofitting to meet the educational needs of today and tomorrow. Modern research members of the community. Colorful methods require more space than was allotted decades ago. Changing teaching carefully shorn shrubs delight visitors and styles demand flexible classroom spaces that accommodate small seminars and group projects as easily as large lectures.

We've accomplished this massive program completed construction projects. to rebuild, renovate, and update all our campus buildings through a \$1.5-billion effort. Fueling our success has been a combination of low interest rates, favorable costs for labor and materials, strong state support for capital improvements, and financial contributions from some of the University's auxiliary units.

At the same time, we've laid the ground- individuals and institutions thousands of work for future expansion of the Ann Arbor miles beyond the borders of the Great campus through land acquisitions for the Lakes.

backlog of deferred maintenance that had accumulated during the 1970s and 1980s. We're working to ensure that such large backlogs don't grow in the

Substantial efforts have been made to improve the appearance of the campus, by day and night. Many more lumens of light bathe campus landmarks and illuminate sidewalks and footpaths, creating a safer environment for all plantings of annuals and perennials amid campus regulars alike. Dozens of gardens dotting all corners of the campus are part of a new master plan for landscaping that was introduced as part of recently

Not as obvious as the flora to the casual observer are the miles of fiber optics that have been installed throughout campus, linking libraries, research laboratories, and even residence hall rooms to the information super highway. Through information technology, we've paved the way to cooperation and collaboration with

providing environments for research, learning, and teaching





Until it was recently spun off, the Internet was managed at the University of Michigan. Our leadership role in the earliest days of the NSFnet as it evolved into National Research and Education Network has confirmed our current prominent role in linking together more than three million computers, 25,000 schools, and more than twenty-five million tion age with the recent opening of the

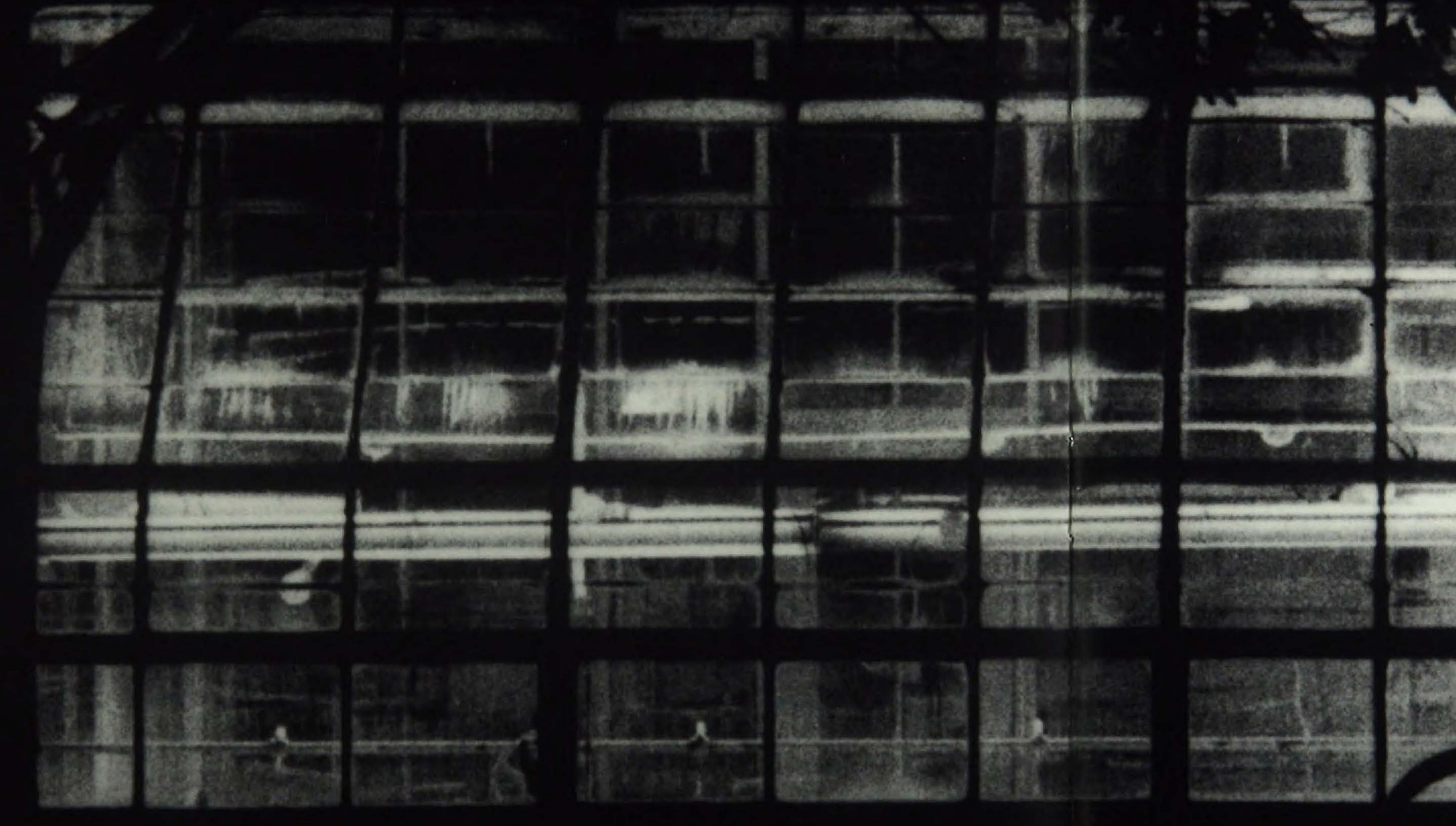
The University has emerged a national leader in the scope of the information technology environment it provides for students, faculty, and staff. Through collegial collaborations with industry, the University frequently has been among the first to develop and install major new technologies. Our computing and networking environment is one of the most sophisticated in the world.

Through computer kick-off sales and an array of campus computing clusters and centers in residence halls and classroom buildings, we provide students, faculty, researchers, and staff with extraordinary access to this rich, new information framework.

networks, 1,000 universities, 1,000 high We entered another plane of the informa-Media Union, a free-wheeling space where inventive scholars can come together with powerful resources, a place where both ordinary and extraordinary people can do exceptional things. Designed for today's media-savvy students, the Media Union houses the electronic library of the future, interactive multi-media classrooms, a virtual reality laboratory, theater and performance spaces, and design and innovation studios.

Nurturing Growth







Ibrant intellectual communities provide faculty to all aspects of learning—open to new and shelter from the elements, nurturing growth from all who join in fellowship. It is safety, safety to explore, to walk the streets at night, to speak one's mind without fear of reprisal that nourishes profound advances in knowledge. The shared values of a university—honesty, intellectual rigor, and trust-must serve as our foundation. But they are not enough. Over the past decade, the University of Michigan has struggled to eliminate barriers to academic success, barriers of fear, and barriers between individuals.

Teaching through personal example, a growing number of faculty are encouraging students to take risks, to cross disciplinary boundaries, and to venture boldly into uncharted intellectual territories. The dedication of our

different ways of seeing through their teaching, research, and service—has long served as a model for future generations of scholars. Increasingly, faculty are responding to new challenges, the different ways today's students learn—encouraging group work, developing multimedia, and experimenting with new techniques for learning. A growing spirit of adventure is infusing all corners of our campus.

This academic excitement has spilled over into our residence halls. From the nationally acclaimed Residential College to the newer Twenty-first Century and Women in Science and Engineering programs, our livinglearning communities are fundamentally changing what it

means to be a student at Michigan. And because all of our residence hall rooms are now wired for computers and video, students can now "visit" with faculty during televised office hours, search for information on the Internet, or watch programs produced by other students on UMTV.

Such free exploration can only happen in a secure environment. We have worked hard to improve campus safety, developing a new campus police force and infusing major funding into campus lighting and landscaping. Other programs like the Sexual Assault Prevention and Awareness Center, the Night Owl busses, Safewalk and Northwalk escort services, and the educational and awareness activities sponsored by the Task Force on

Violence against Women support our efforts to improve physical safety.

A community as large as ours also demands clear expectations of behavior. Working together, students and the Office of Student Affairs have developed a new Code of Student Conduct, while faculty leaders, for their part, have adopted a statement outlining what it means to be a member of the University community. We are moving to a culture that stresses cooperation and the rights and responsibilities of every individual.

Service to our Communities

through over a hundred different

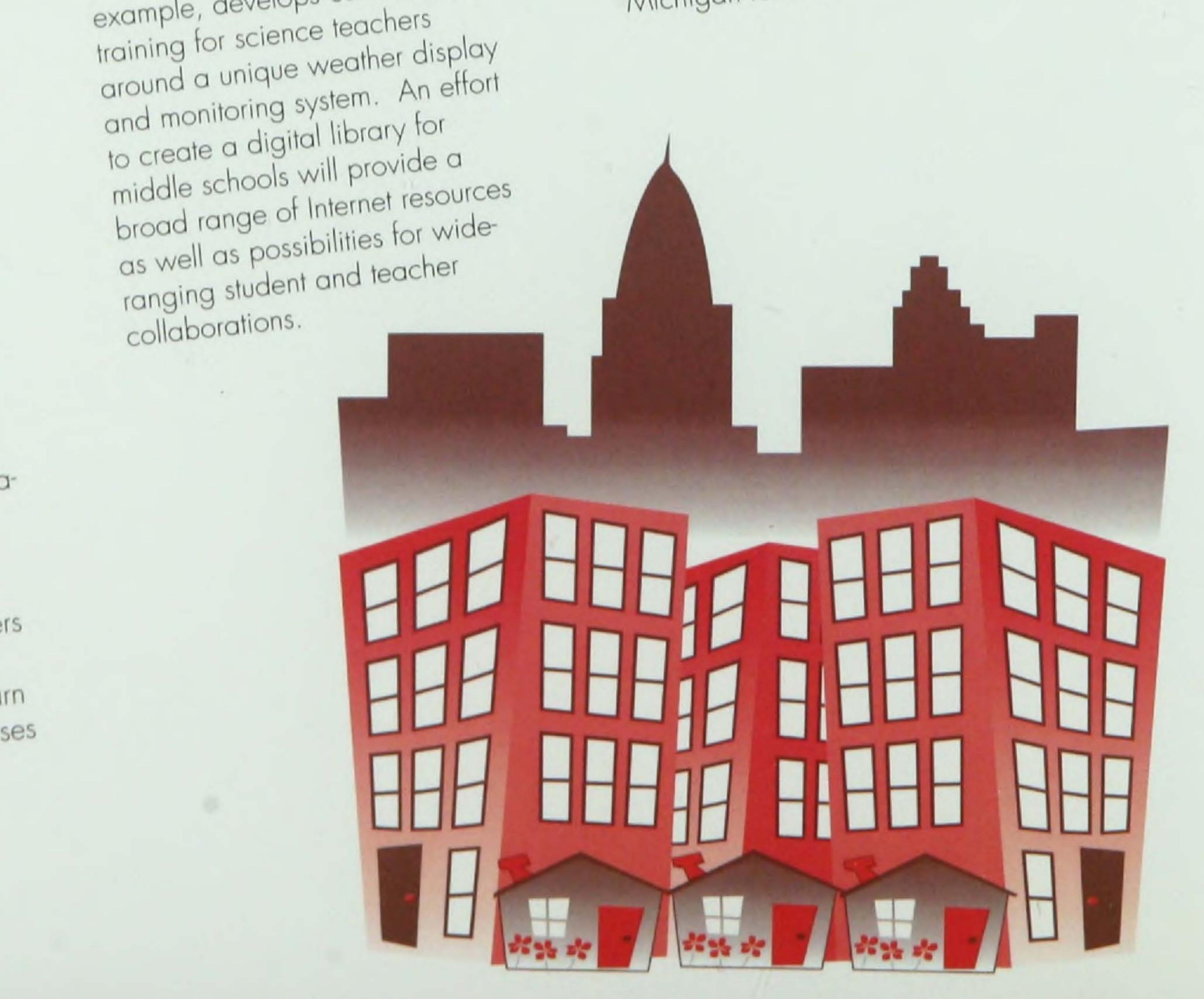


Good Neighbors

programs, UM is reaching out into the schools. In Pontiac, our efforts Through a diverse range of efforts, are encouraging more girls to UM is working to strengthen local pursue careers in engineering. In communities. Many programs draw on the expertise of all of our schools Ann Arbor, we are helping to transform the way science is taught and colleges, supporting local in middle school and high school. communities with legal, urban And through technology we touch planning, public health, environmenschools across the entire state. tal, and other services. One effort is with the Michigan Neighborhood The Blue Skies project, for example, develops curricula and Partnership, a coalition with a range of Detroit agencies that seeks to improve the self-sufficiency of families and neighborhoods. Some of the success of Focus: HOPE, a pioneering effort to train inner-city youth for highly skilled manufacturing jobs, is due to the collaborations with the Engineering College and Business School that turned an abandoned building into a world renowned Center for Advanced Technology. We encourage numerous volunteer efforts, from Project Serve, to graduate internships, to our participation in the national AmeriCorps program. As critical catalysts for change, diverse projects like the Partnership draw increasing numbers of students, faculty, and staff into neighborhoods to serve and to learn that our true community encompasses the world, not just the campus.

Cutting-Edge Care and the Neighborhood Doctor A haven for those in desperate

need, for decades the UM Medical Center has served the entire state with the most advanced care in the nation. Each year, our emergency helicopters rescue hundreds of critically ill patients, our cancer units serve thousands while our doctors research the medical breakthroughs of the future. Today we have begun to branch out into community care, breaking ground on a new outpatient facility in northeast Ann Arbor. We are even opening a health center at a local elementary school, offering a wide range of health, education, and social services to students and their families. From cuts and bruises to the most traumatic injuries, the UM Medical Center provides a sense of security and hope for all Michigan families.



Interdependent, dynamic, collaborative: the guiding metaphors of higher education in the twenty-first century. Over the past decade, we have begun to evolve a vision of what citizenship means for the University of Michigan.



From Research to Jobs

UM is at the forefront of efforts to create new jobs from new knowledge. Our recently renamed Technology Management Office encourages researchers to bring their discoveries to the marketplace, and we can already see signs of major success. To name only a few, three new Ann Arbor companies have been spawned by our Center for Ultrafast Optical Science, and a new method for healing bone fractures has resulted in the creation of Matrigen, Inc. Other efforts, like the University's Center for Display Technology and Manufacturing, are working to attract small innovative companies to settle and grow in Michigan. Governor John Engler recently lauded our new Institute for Manufacturing Technologies, estimating it would create or add 9,000 jobs in the state.

Supporting Michigan Business

As the world economy enters a time of unpredictable change, the UM is working hard to ensure that our state sustains momentum as a national powerhouse. We work directly with many Michigan businesses, helping them produce and compete more efficiently. In one project alone, with the Challenge Machinery Corporation, we helped save 509 Michigan jobs from foreign competition. Our annual symposium for entrepreneurs has helped more than 350 companies raise over 250 million dollars. The Business School's Industrial Assistance Division has won national awards in recognition of its efforts to encourage economic diversification, help companies threatened by international trade, and assist minorityowned businesses. Our Center for Ergonomics shows firms how to reduce work-related injuries, reducing worker's compensation charges, in one case, by ninety percent. And these are only a few of our many

Making our World a Better Place

University research is critically important if we are to respond effectively to an uncertain future. Researchers at the University Biological Station, for example, have discovered that rising levels of atmospheric carbon dioxide result in fundamental changes in plant growth, in microorganisms, and in the levels of carbon and nitrogen deposited in the soil. This suggests that rising levels of carbon dioxide alone, even without the effects of global warming, can produce potentially significant changes in our world-wide ecosystem. Other efforts are helping us learn how to dispose of toxic waste. A recent study by a researcher in civil and environmental engineering, for example, has discovered a much more cost efficient method for preventing diffusion of toxic chemicals from landfills into our drinking water. Medical projects have discovered methods with potential for curing diseases ranging from muscular dystrophy to rheumatoid arthritis.



- Despite falling state support, the University has emerged financially as one of the strongest universities in America. It now have the highest is the first public and only representation of people university in history to receive an Aal credit rating by Wall Street. Our endowment has increased five-fold to over \$1.6 billion. Generous alumni and friends have already brought our many nationally recapital campaign to over nowned initiatives a billion dollars with two including the Institute for years yet to go.
- Under severe budget pressure, we have kept As a part of our commit- and Gender. ment to meeting the financial need of all resident students, the average net tuition (figuring in increase financial aid) has remained relatively stable throughout the decade.
- Over a billion dollars of capital improvements have transformed our campus preparing us to serve the students of the next century.
- We are fundamentally restructuring the financial and administrative operations of the University, pursuing award-winning efforts in total quality management, and cost containment, while decentralizing our financial operations.

- Through efforts such as
 National rankings of the Michigan Mandate the University's academic research university, and the Michigan Agenda for Women, we in our history. In fact, the federal, state, and of color and women among our students, faculty, staff, and leader- America over the past ship in our history.
- We have launched the Humanities, the Media Union, the Institute • We are winning more of Molecular Medicine, than our share of top the Davidson Institute for faculty. The University Emerging Economies, resident tuition levels far the Tauber Manufacturing faculty salaries to rank below the costs of other Institute, and the Institute #1 among public univercomparable institutions. for Research on Women sities and #5 to #8
 - The University Medical Center has undergone a profound transformation, placing it in a clear leadership position in health care, research, and teaching.

No other institution in the world has developed the resources financial, physical, intellectual that we can draw upon today.

- programs are the highest Michigan attracts more academic reputations of corporate support than our programs have increased more than any other university in decade. Only four institutions stand apart from the rest: Harvard, Stanford, the University of California, and the University of Michigan.
- public and private.

 The nation's leading any other university in America (last year exceeding \$400

has increased average among all universities,

Our job is not to follow but to lead our society, to explore the social and human possibilities ot tomorrow.

The only constant is change

Our most

pressing

danger is

complacency

quality

diversity

breadth

The future is not yet written but we wouldn't have it any other way.

> The excitement that comes with uncertainty and discovery draws us inexorably into tomorrow.



The Leaders and Best

More University of Michigan Firsts

1983	Computer Aided Engineering Network (CAEN-most sophisticated computer network in any university)		UM receives a \$30 million gift to found the William Davidson Institute, to assist nations in making transitions from command-
1986	Transplant Policy Center (J. Turcotte)		to free-market economies
	UM's School of Information and Library Science ranked first		James Duderstadt elected chair of the National Science Board
1987	Information technology campus-wide networking	1992	World's first clinical trials in using modified human genetic material to treat human disease (hypercholesterolemina and malignant melanoma)
1988	Entrepreneurial Environment		
	Continued decentralization of control of discretionary resources (Rackham, Vice President for Research, Vice President for		Creation of the most powerful laser pulse to date (G. Mourou) Francis Collins selected to head Human Genome Project
	Student Services, Schools and Colleges)		First in externally funded research and development expendi-
	Research Incentives Program (Returning 5% of Indirect Cost Recovery directly to Principal Investigators)		tures
	Modification of Intellectual Properties Policies (Allowing		Department of Political Science ranked first
	ownership by inventor)		Law School ranked first
	Return of Indirect Cost Recovery on Graduate Student Research Assistant tuition to units	1993	Rated first overall in men's athletics by USA Today
	Indexing of Indirect Cost Recovery Department Research		Department of Anthropology ranked number one
	Administration		Department of Health Services Administration ranked first
1989	Cystic fibrosis gene defect found (F. Collins)		First public university to undertake a \$-billion campaign
	Mammastatin discovered (M. Wicha)		First in externally funded research &development expenditures
	Development of positron microscope (A. Rich)		Researchers at the UM create a new target-specific cancer treatment using radioactive antibodies to attack lymphoma
	UM becomes first university to win both a Rose Bowl and a NCAA Basketball Championship		cancer cells
1990	Discovery of hind limbs on 40 million year-old whales (P. Gingerich)		Researchers in the Department of Human Genetics are the first to use gene therapy to cure Duchenne muscular dystro phy (DMD) in mice. DMD is the most common form of the disease
	Neurofibromatosis gene defect found (F. Collins)		UM researchers successfully performed the first gene therapy
	UM Sunrunner wins Sunrayce USA-1990		using direct transfer of modified human genetic material
	UM Medical Center ranks as largest in nation		UM physicists are among the scientists who announced evidence for the possible discovery of the top quark, the last of
	NSF establishes National Science and Technology in Ultrafast Optics at Michigan		six types of quarks to be discovered. Quarks are the subatomic particles that comprise the nuclei of atoms
1991	UM library becomes one of first major research libraries in the nation to have its entire public card catalog on-line (6 million volumes listed)		Philip Gingerich, UM paleontologist, along with researchers from Pakistan, discovered fossils of a 46-million-year-old whale that walked on four legs on land but swam with the undulating tail motion of a modern whale. The discovery provides
	The EPA selects UM for two national centers, one to lead the country's first environmental education consortium, and the other to manage the new National Pollution Prevention Center		important information about the structural and behavioral changes that occurred 40 to 50 million years ago as whales made the transition from land-dwelling to ocean-dwelling mammals
	UM Business School joins with European counterparts in Brussels to inaugurate the Global Business Partnership		Ruth Decker, a UM surgeon, developed a breakthrough in the treatment and cure of thyroid cancer. The simple blood test
	Fran Blouin, director of the Bentley Library, initiates the first scholarly exchange program between an American university and the new Russian State University for the Humanities		identifies the gene responsible for medullary thyroid cancer and allows doctors to remove the thyroid before the cancer appears
	UM becomes first university to exceed \$1 million in United Way drive		UM, through its new Center for High-Definitions Display Technologies, is one of the nation's leading research institutions in computer screen technologies

The UM is the leading source of academic research on the environmental justice movement $\,$

, UM Engineering students win national championship in Student Robotics Competition

Programs Ranking in the Top Ten

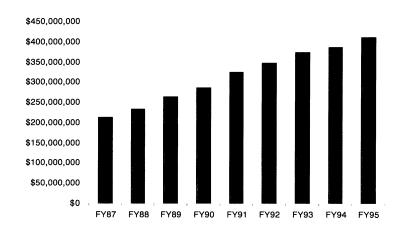
	RANKING OF ACADEMIC REPUTATION
UNDERGRADUATE PROGRAM	8
PROFESSIONAL PROGRAMS	
Business Business Law Communications Executive Education General Management Human Resources Marketing Part-time M.B.A.	7 3 4 1 4 3 5 5
law	6
Engineering Aerospace Electrical Environmental Industrial Mechanical Nuclear	5 4 5 4 3 4 2
Medicine	7 .
Health Professions Dentistry Pharmacy Nursing Public Health Health Services Administration	3 6 4 5
Information and Library Studies	2
Education Post-Secondary Education	8 1
Social Work	1
GRADUATE PROGRAMS	
Sciences Geology Mathematics	5 9
Social Sciences Anthropology Economics Political Science Psychology Sociology	1 10 2 2 2 3
Humanities Classical Studies French History Philosophy	3 9 6 8
Music	4

Source: "America's Best Colleges," U.S. News and World Report, dated September 18, 1995. "American's Best Graduate Schools," U.S. News and World Report, dated March 22, 1993; March 21,1994; March 20, 1995; and March 18, 1996. An Assessment of Research-Doctorate Programs in the United States, National Research Council (Washington: National Academy Press, 1995).

The University of Michigan's Ranking in Sponsored Research Expenditures

	OVERALL	AMONG PUBLICS
FY87	5	2
FY88	5	2
FY89	5	2
FY90	5	1
FY91	1	1
FY92	1	1
FY93	1	1

Growth in Sponsored Research Expenditures



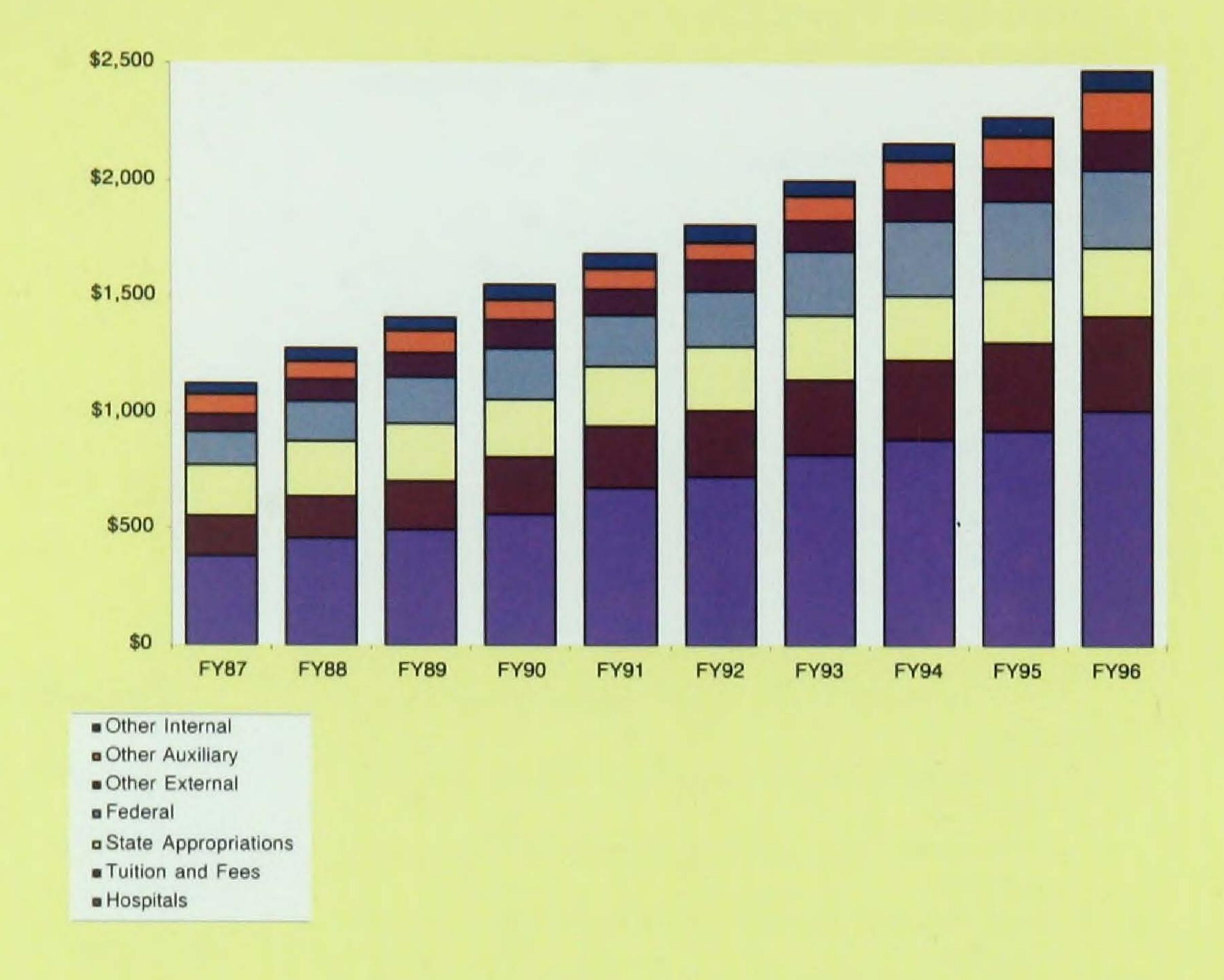
Ranking of the University of Michigan by Faculty Salary Relative to Other Public Universities*

	PROFESSORS	ASSISTANT PROFESSORS	ASSOCIATE PROFESSORS
FY87	3	2	3
FY88	3	1	1
FY89	3	1	1
FY90	3	1	1
FY91	3	1	1
FY92	3	1	1
FY93	3	1	1
FY94	1	1	1
FY95	1	1	1

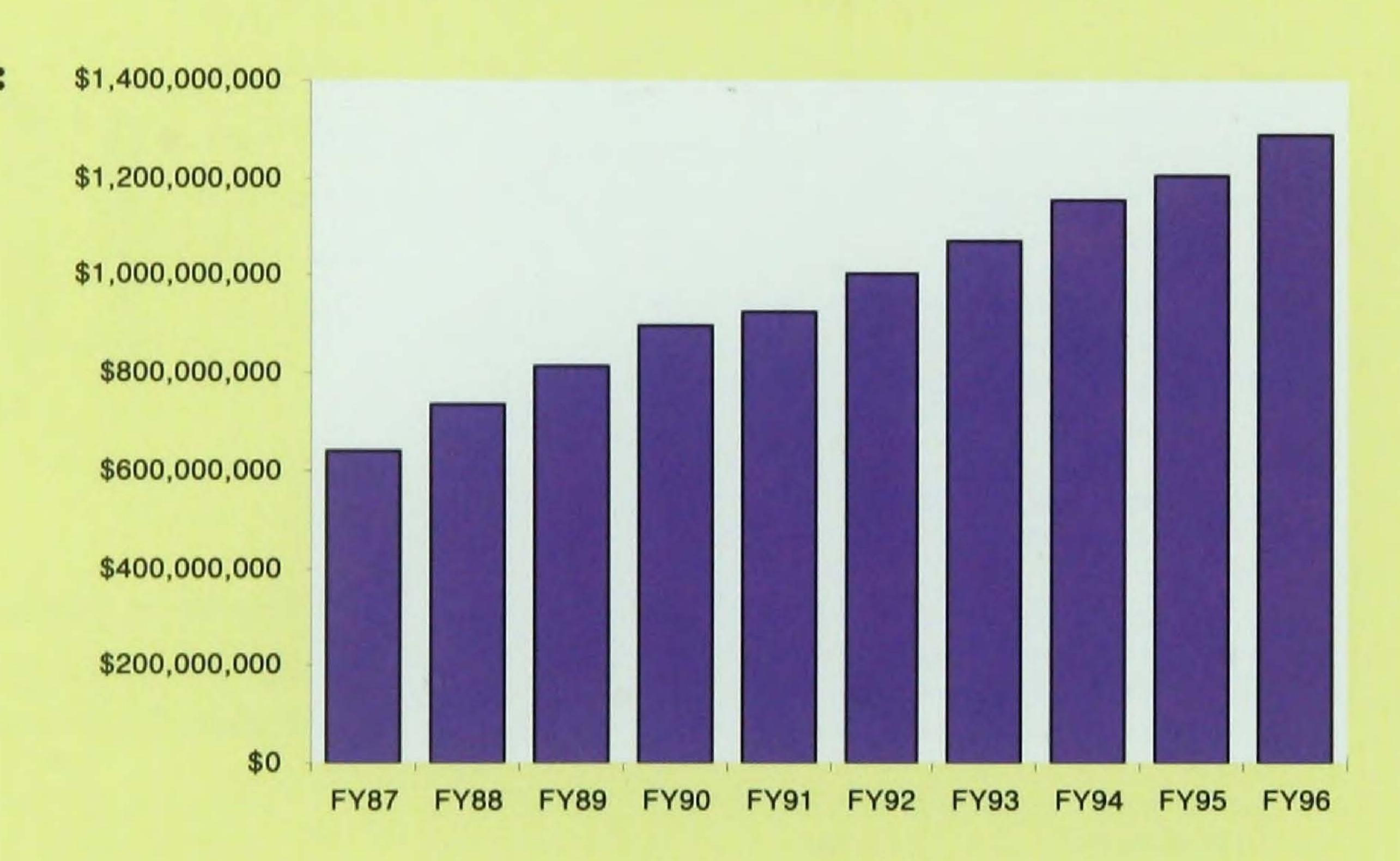
^{*}The set of public universities included are Illinois, Indiana, Minnesota, North Carolina, UC-Berkeley, UCIA, Washington and Wisconsin.

A Strong Foundation

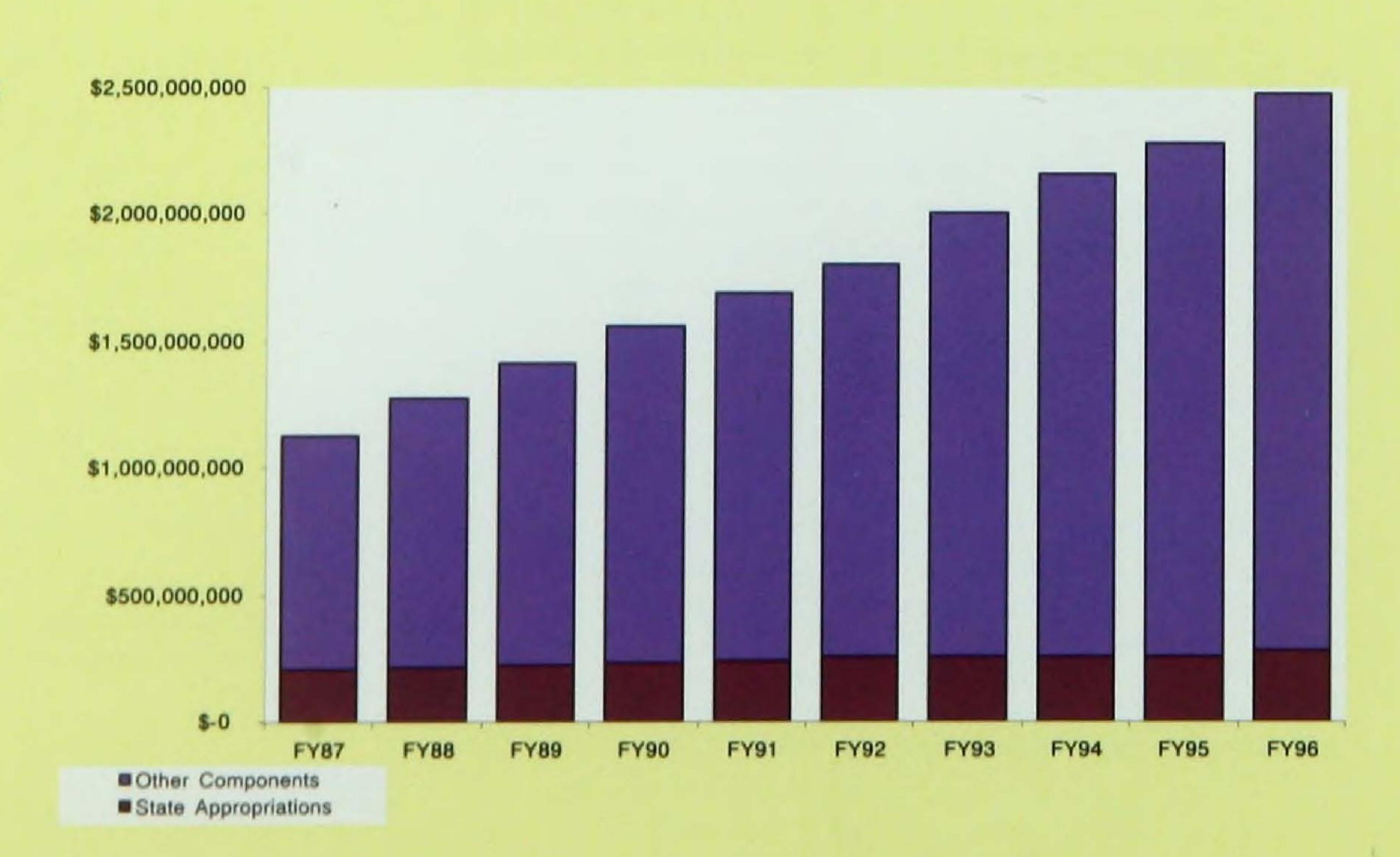
Components of the All Funds Budget: Fiscal Year 1987 to 1996



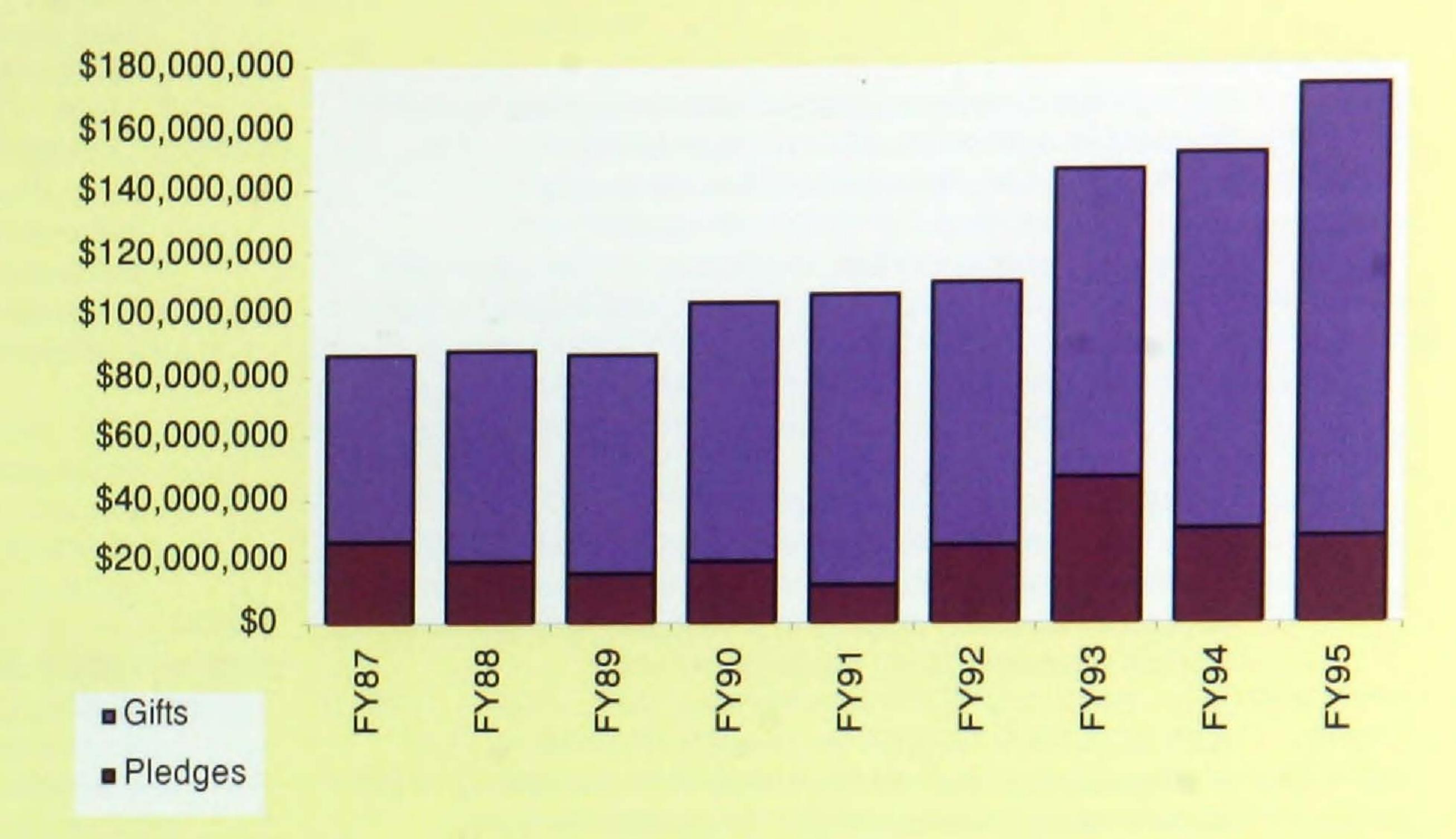
General and Educational Budget: Fiscal Year 1987 to 1996



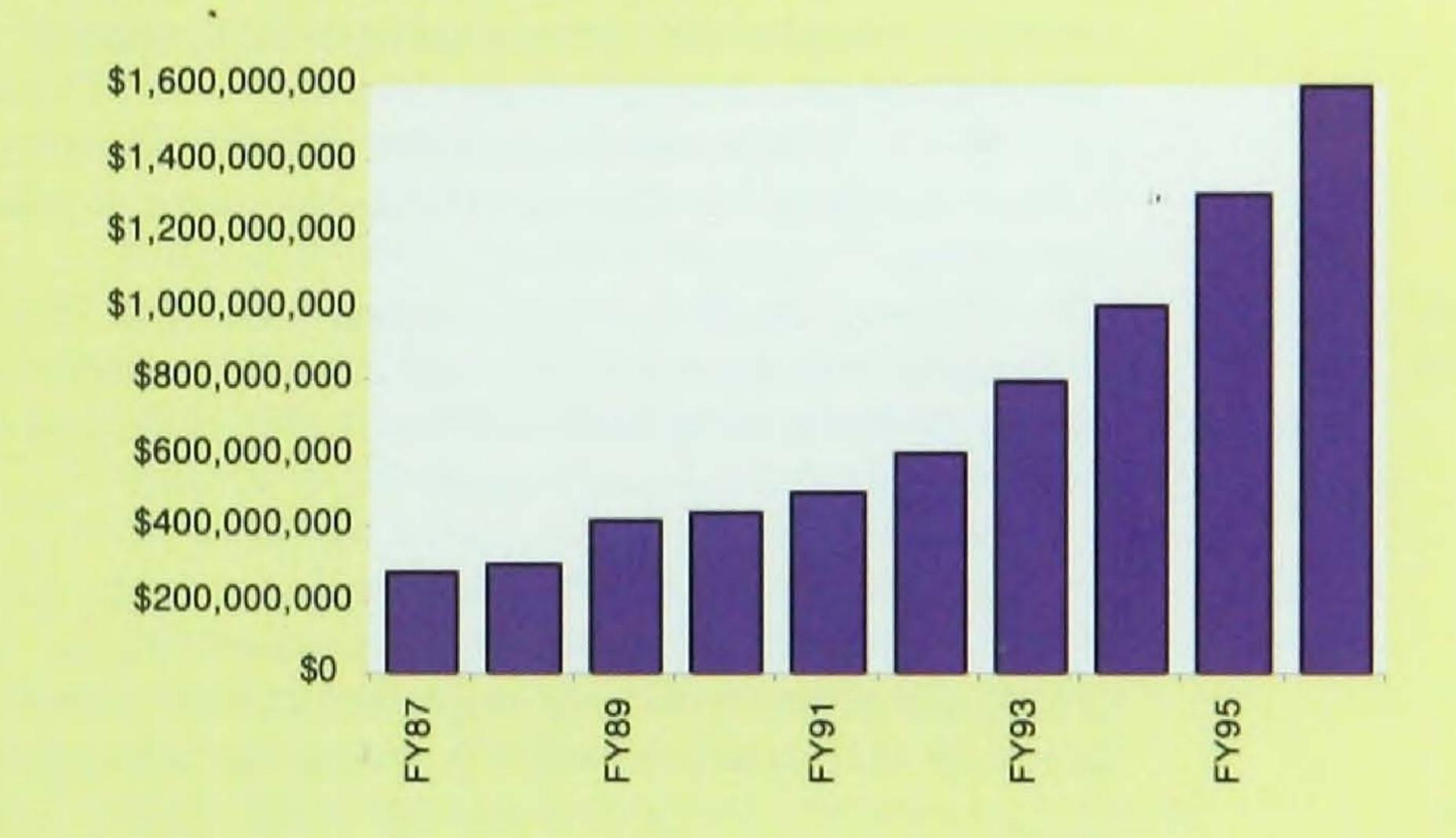
General Fund State Appropriations as a Component of the All Funds Budget



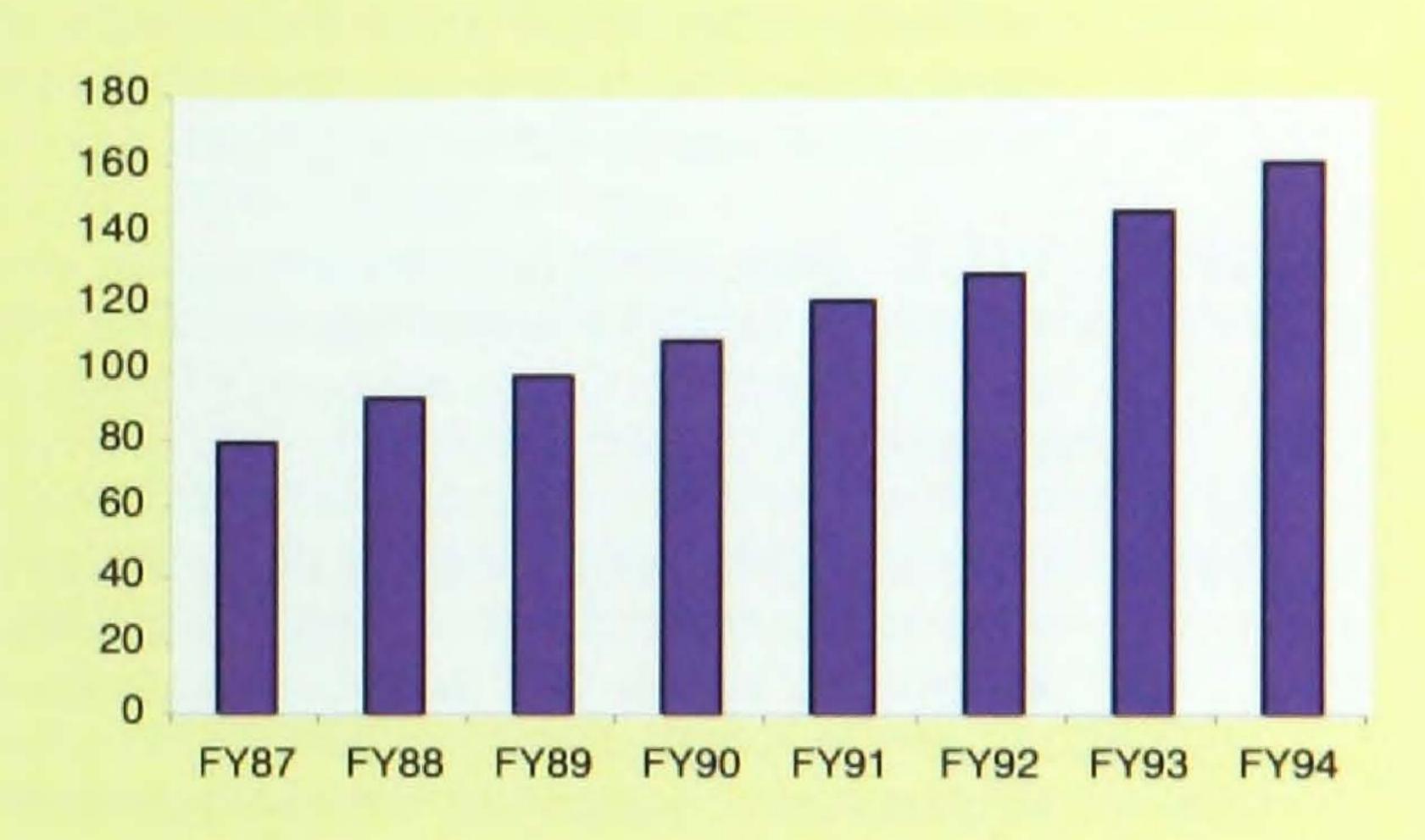
Annual Giving: Fiscal Year 1987 to 1995



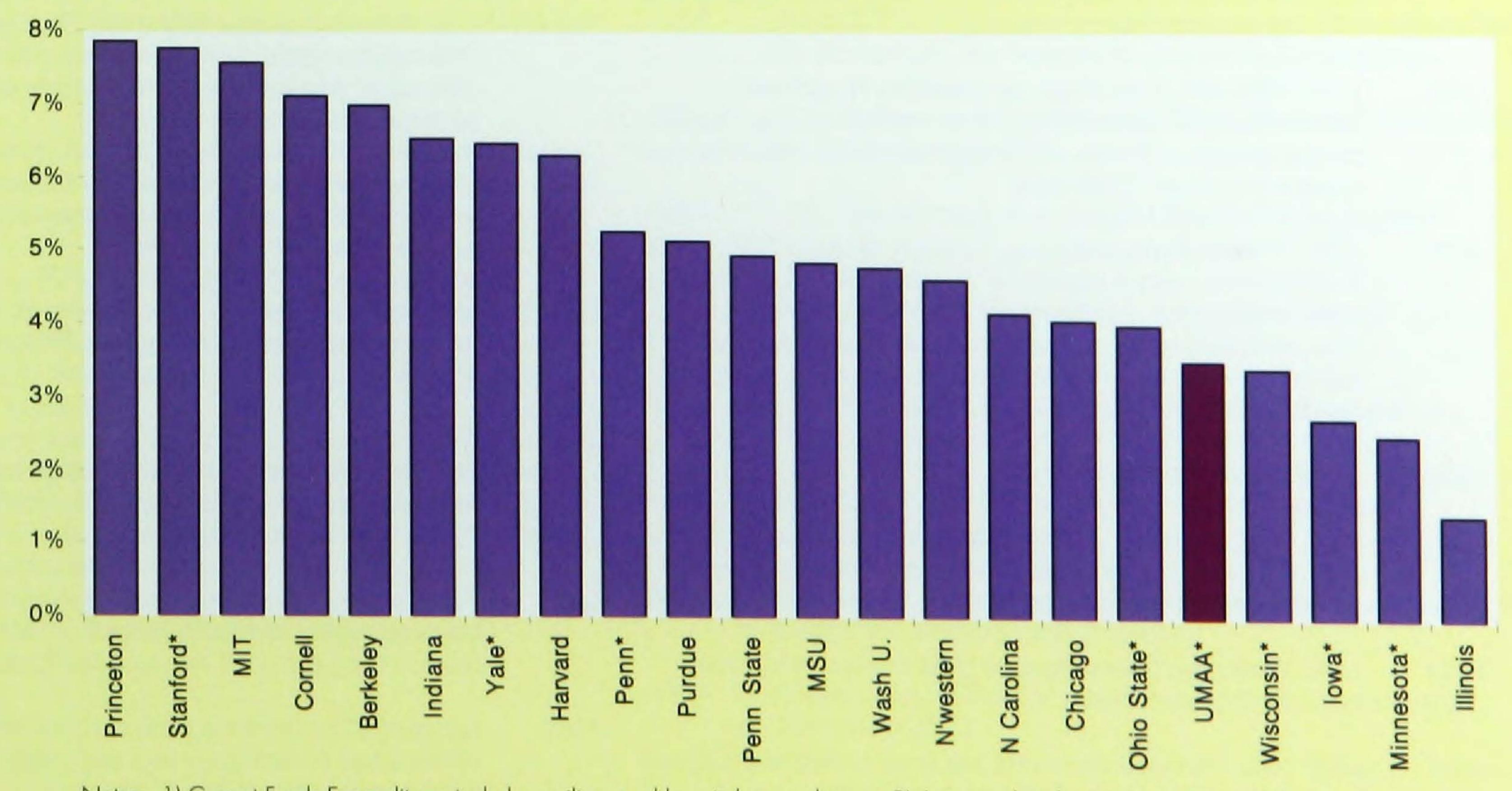
Endowment: Fiscal Year 1987 to Fiscal Year 1996 to date



Cumulative Growth in Endowed Professorial Chairs



Administrative Expenditures as a Percentage of Current Funds Expenditures (FY 92)



Notes: 1) Current Funds Expenditures include auxiliary and hospital expenditures. 2) An asterisk indicates institutions with hospitals whose revenue and expenditures are included in the university's IPEDS Reports. 3) Minnesota data are FY93.

EDUCATION

ENGINEERING: LeaderShape

ment in English courses

LSA: CUE Courses These new distribution courses for

first- and second-year students are designed intentionally

LSA: Writing portfolios required of all students for place-

taught largely by regular and emeritus faculty

around a topic that emphasizes linkages between disciplines

LSA: New First-year Seminars are small enrollment courses

1992

1993

1994

1994

process of examining quantitative evidence and of drawing conclusions based on that evidence. These courses are offered by departments such as Chemistry, Communications, Economics, Mathematics, Philosophy, Physics, INNOVATIONS Political Science, Sociology, and Statistics 1989 ART: Began offering a series of seminar courses, called Perception and Notation, that integrate the study of art **CURRICULUM REFORMS** with inquiry in the sciences and the humanities 1989 LSA: Reform of Chemistry 210-211, the introductory chemistry sequence for students with good high school 1989 Science Learning Center: Interactive, collaborative work preparation, to emphasize the process of doing chemistry, space equipped with tutorial programs and staffed by TAs rather than solving mathematical problems and memorizing formulas or definitions (2000 students per year) 1989 LSA: The Language Resource Media Center provides audio and video support to accompany language course 1992 LSA: Reform of Math 115-116, which is the introductory lectures and exercises calculus sequence, so that it emphasizes mathematical reasoning rather than computational maniupulation, and it 1989 LSA: Women in Science Internships provide an opportuuses imaginative new teaching materials and methods nity for first- and second-year undergraduate women in LSA (4000 students per year) to conduct research projects in the laboratory of professional women scientists (20-22 students per year) 1992 LSA: Revision of teaching assignments and curriculum in Geology, resulting in the development of a large number of 1989 NATURAL RESOURCES and the ENVIRONMENT: UM seminar courses, taught by tenure-track faculty, for firstundergraduates have been involved in many aspects of the and second-year students, especially those who do not **Global Rivers Environmental Education Network** plan to major in the sciences (GREEN), a world-wide water quality monitoring network of public school students who study their local rivers and share 1993 LSA: Offering new B.A. degree in General Biology. It is information. (60 students from Natural Resources, LSA, intended for students with interests in the sciences, but who Education, and Engineering) do not intend to become practicing biologists 1991 MUSIC: Offer an interdisciplinary program called Music LSA: Reform of Chemistry 125-130, the standard 1993 and Technology, which combines traditional training in introductory sequence for students whose high school music history, theory, and performance with specialized backgrounds do not qualify them for enrollment in Chemistraining in computer technology (30-40 students enrolled) try 210-211. The course sequence emphasizes learning through collaborative discovery (4000 students per year) 1991 MUSIC: West Africa Exchange Program allows UM LSA: Offering new B.A. or B.S. degree in General Physics students to study the performing arts for six months or more 1993 at the University of Ghana in Legon. (4 students in inaugural for students who want a strong background in science but want to pursue a broader general education or pursue a double major 1994 LSA: UM-University of Ghana Study Abroad Program 1993 expands the Music School's West Africa Exchange Reorganization of the Inteflex Program, a program run jointly by LSA and the Medical School since 1972, to Program to include LSA students from all disciplines identify and prepare minority students and to provide a 1996 Media Union: Merges the creative aspects of disciplines vehicle for curricular innovation in premedical education across campus, providing powerful technological resources ENGINEERING: Interative computer modeling to teach for inventive scholars 1994 thermodynamics INITIATIVES LSA: Reform of Physics 127-128 and 141-241, the lab LSA: Collegiate Seminars are small classes offered to 1994 1989 courses that accompany the two introductory sequences in first- and second-year undergraduates that focus on issues central to a particular discipline. The seminars are taught by physics (4000 students per year) tenured and tenure-track faculty, and they emphasize critical 1994 LSA: New B.S. degree offered in Biochemistry, which was thinking and proficiency in writing developed cooperatively by the Departments of Biology, Chemistry, and Biological Chemistry to respond to 1991 LSA: Adoption of the Race or Ethnicity Requirement means every student takes at least one course that focuses undergraduate interest in this field on the meaning of race, ethnicity, and racism. Students may 1994 LSA: Offering new B.A. degree in Classical Civilization choose from over 70 courses for students with an interest in ancient civilizations, but who LSA: Theme Semesters (e.g. Comedy, Beyond 1492, Work, are not trained in Latin or Greek 1992 Evil) Students take a number of courses, offered by different 1990 Language requirement strengthened from simply completdepartments, that are organized around a unifying theme. The purpose is to develop courses that each provide a ing four semesters of course work to demonstrating a level of proficiency different perspective on one theme and that also meet the general distribution requirement

1992

1993

1993

per se

1994

LSA: Quantitative Reasoning Requirement that requires students to take one course that exposes them to the

Reformulation of a set of middle- and upper-level language courses to focus on substantive topics learned through a

second language, rather than on second-language learning

Participation of and cooperation between LSA and

than more traditional literary research

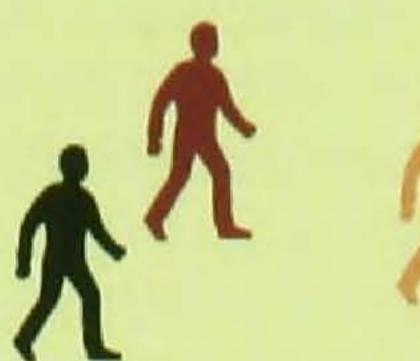
Engineering in the new Engineering Global Leadership Honors Program (LSA provides the "Cultural Core")

Approval of tenure-track positions that would be evaluated

on the basis of pedagogy and pedagogical research rather

1993	Change in the Directorship of the Office of International Programs (OIP) from a half-time to a full-time position and incorporation of the OIP into the new International Institute in an effort to forge stronger links between area study research and student study abroad	1989	NATURAL RESOURCES and the ENVIRONMENT: Natural Resources Mentoring Program. Graduate students meet regularly with first- and second-year undergraduates to discuss issues of mutual concern and participate in a weekly seminar introducing students to the broad field of natural resources (30 students)
1994	Creation of special section in large lecture courses, taught by non-language departments, in which teaching materials and discussion will be in a foreign language	1989	LSA: Science Learning Center provides support for science education at introductory and advanced levels through forums for discussion, a library of instructional materials, and assistance for pedagogical innovation
PEDAG			assistance for pedagogical inflovation
1987	Thurnau Professorships recognize tenured faculty whose contributions to undergraduate education have had demonstrable impact on the intellectual development and, indeed, the very lives of our students.	1991	NURSING: The Nursing Health Information Center provides nursing students with valuable clinical experience while helping the multicultural community of UM's North Campus (30 students per year)
1988	LSA: Collegiate Fellows Program, which brings senior faculty together to talk about teaching and to work on revising courses so they emphasize critical thinking	1991	NURSING: Nursing Research Experience provides undergraduate nursing students with opportunities to collaborate on research projects with nursing faculty (70 students-required of juniors)
1988	LSA: Implementation of the TA Training Program , which		required or juniors)
	provides an intensive orientation followed by six weekly sessions to prepare graduate students for their role as a teaching assistant. The program includes practical	1991	LSA: Major expansion of UROP to support over 500 students
	information on instructional methods, and increases sensitivity to discrimination in the classroom and the development of a more multicultural approach to teaching	1991	Mentoring Program to help build a sense of belonging to the UM community, to help first-year students with their transition to adulthood, and to assist first-year students in understanding and achieving their educational goals
1989	ENGINEERING: TA Training		
1990	LSA: Revision of teaching assignments in English , resulting in a doubling of the number of 100- and 200-level courses taught by tenure-track faculty	1991	Implementation of the 21st Century Program , which is a living-learning experiment combining seminars on college issues and "subject mastery workshops" held within the supportive community of the residence hall (267 students in first year of program)
1991	ENGINEERING: Teaching Awards		, , ,
1991	ENGINEERING: Faculty Fellows Program (teaching	1991	ENGINEERING: Solar Car Team
	methods)	1991	ENGINEERING: Advisory Office for Women in Engineering
1991	LSA: Excellence in Education Awards provide financial rewards to faculty to recognize the importance of their contributions to teaching and related activities	1991	ENGINEERING: Pipeline Program (Parker Scholars Program) provides support services and research opportunities to third-year undergraduate women in engineering (60 students)
1992	Orientation Program for New Faculty, which emphasizes the value placed on effective teaching	1993	Creation of Women in Science and Engineering (WISE)
1993	LSA: More rigorous testing and training programs for International TAs		Residence Hall for first-year women interested in science or engineering
	memational 1/43	1993	Creation of Pilot Program Interest Corridors in residence
1993	Program of mid-term visitations and evaluations of classes initiated with the assistance of the Center for Research on Learning and Teaching (CRLT)		halls (e.g. Films, Filmmaking and Drama/Creative Writing; Foreign Languages/International Politics)
1000		1988	Undergraduate Initiatives Fund
1993	LSA: Appointment of a tenure-track faculty member interested in mathematical pedagogy to direct the Math Lab , a facility to provide out-of-class assistance for students in introductory math courses	1988	ENGINEERING: Engineering Commission on Undergraduate Education: An Agenda for Innovative Engineering
	·	1990	LSA: Formation of the Planning Committee on Undergradu-
1993	LSA: Master Teaching Program in Physics, which brings in an outstanding teacher for two terms to review the		ate Education (PCUE)
1988	undergraduate curriculum and suggest improvements Intergroup Relations and Conflict is a multifaceted	1990	LSA: Appointment of Assistant Dean for Undergraduate Curriculum
-	approach to increasing multicultural understanding among students of different groups through courses and dialogue groups (250 take introductory course; 550 participated in	1991	ENGINEERING: Appointment of Associate Dean for Undergraduate Affairs
	dialogue groups)	1991	LSA: Publication of "A Michigan Education," the report of PCUE, which inspired many of the recent changes
1988	LSA: Undergraduate Research Opportunity Program (UROP) allows first- and second-year students to conduct research in collaboration with a member of the University faculty (supported 7 students)	1992	ENGINEERING: Student Surveys on Undergraduate Educational Experience
1988	Placement of academic advisors in residence halls	1994	Task Force on the First Year Experience, which served as a catalyst for programmatic innovation
		1994	Revitalization of the Center for Research on Learning and Teaching (CRLT)

the journey continues

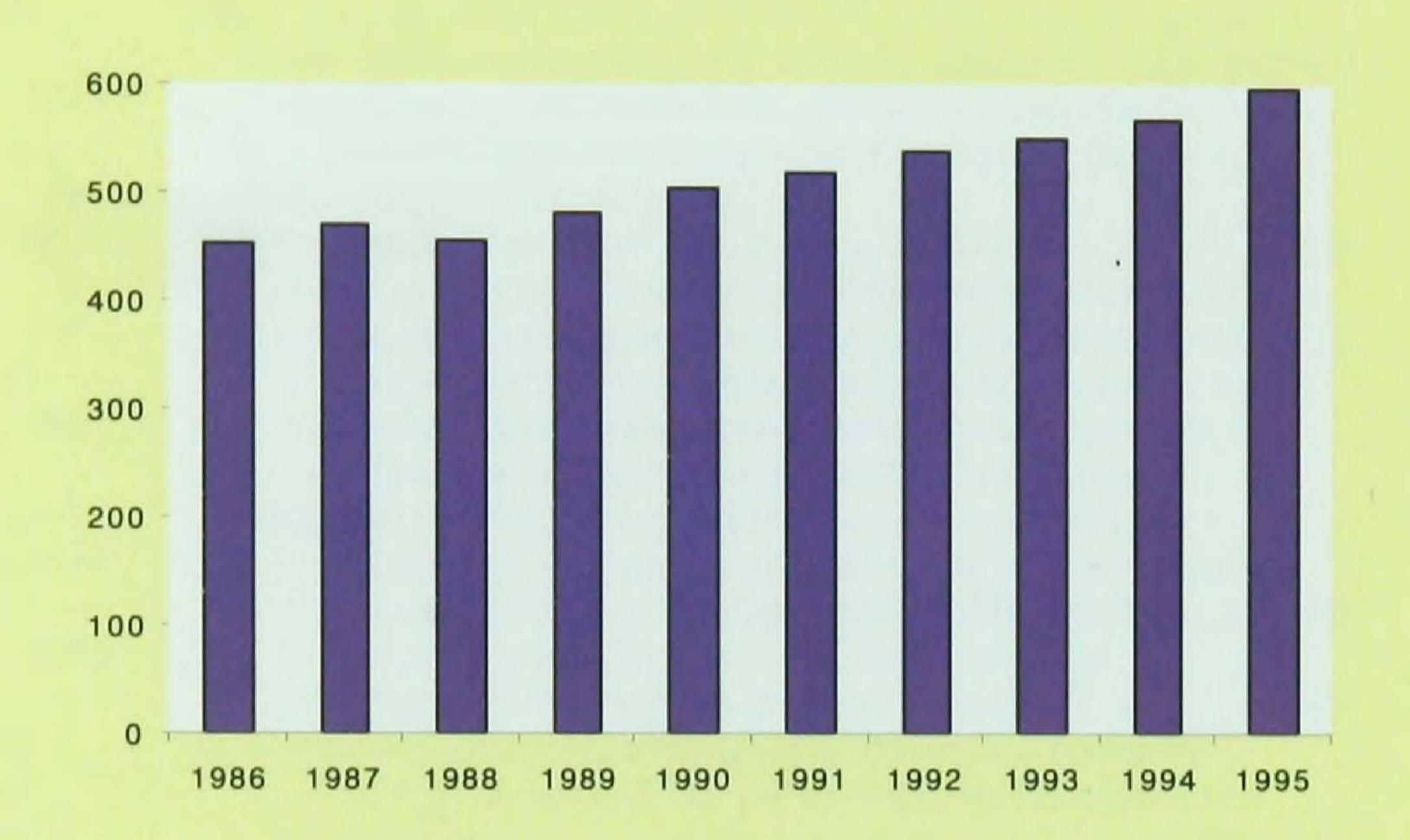




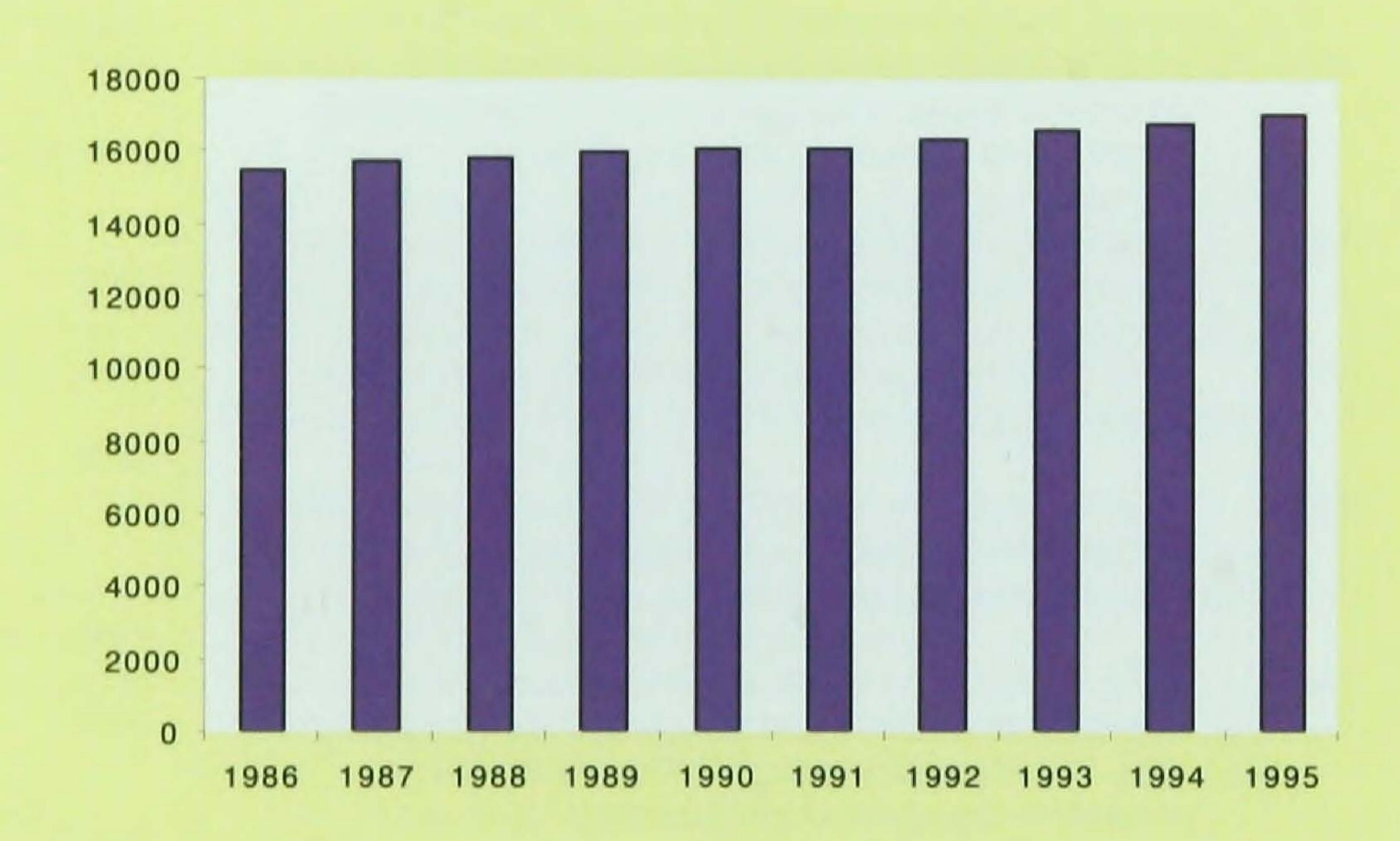




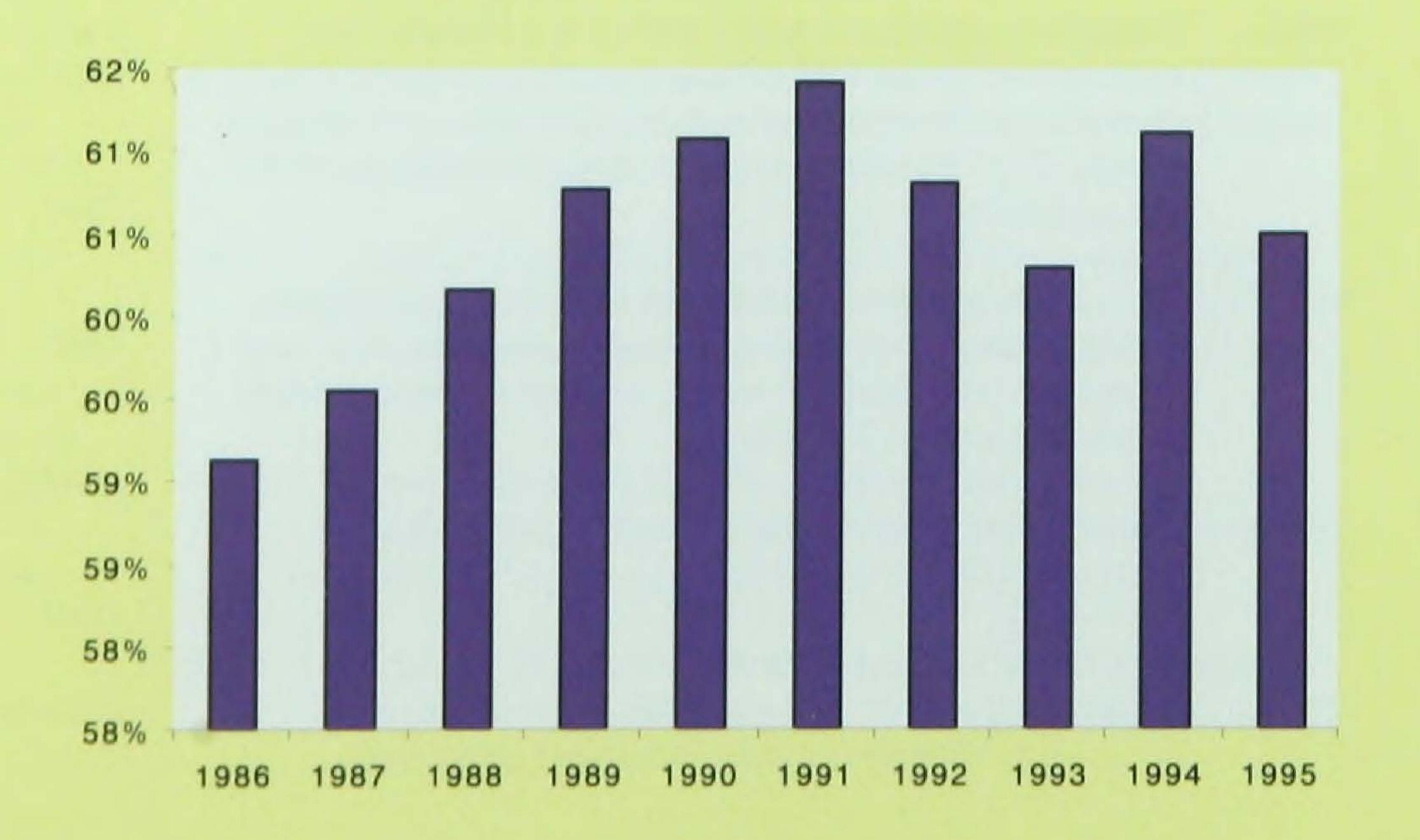
Number of Women Faculty



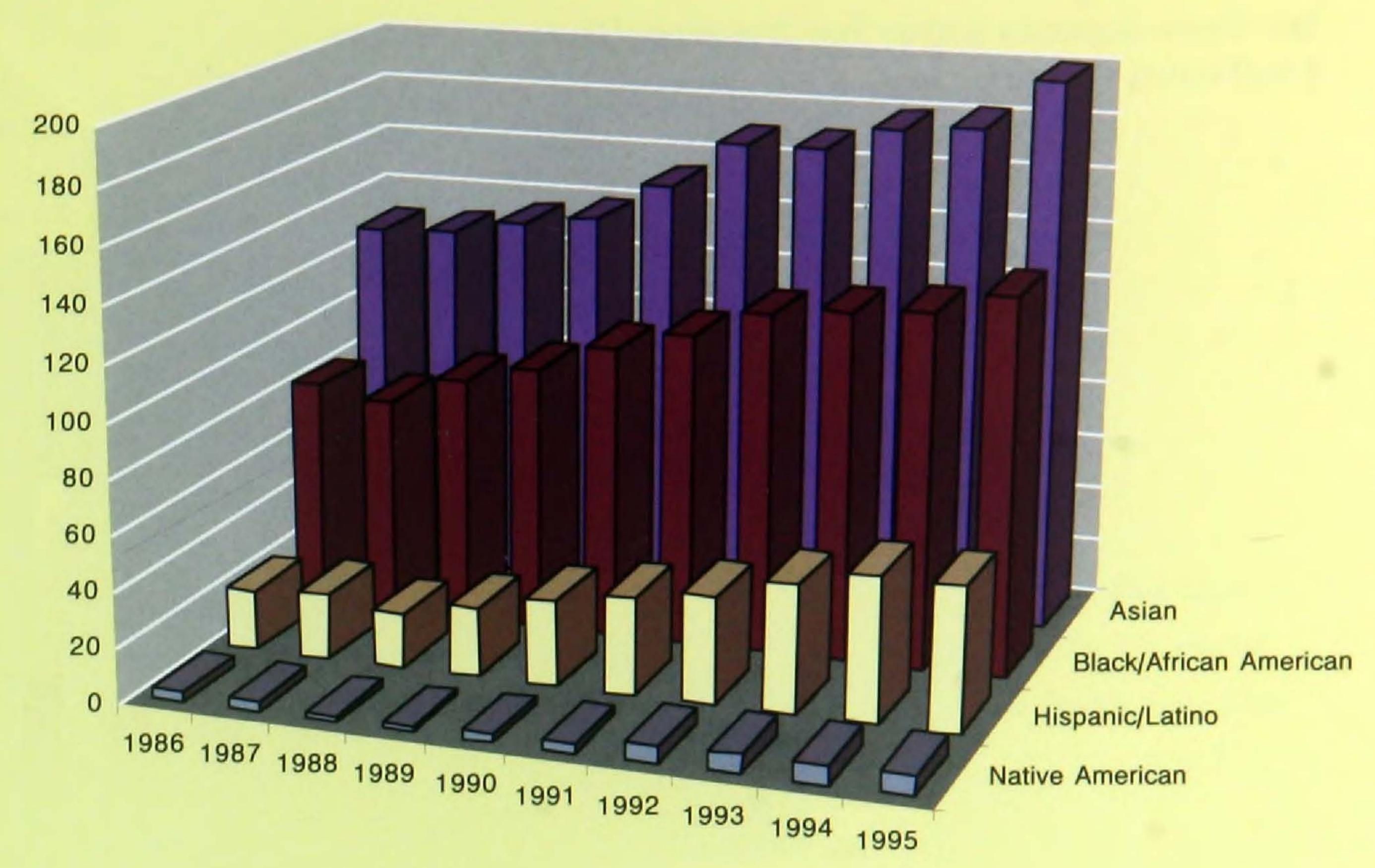
Number of Women Students



Percentage of Women
Professional and Administrative Staff

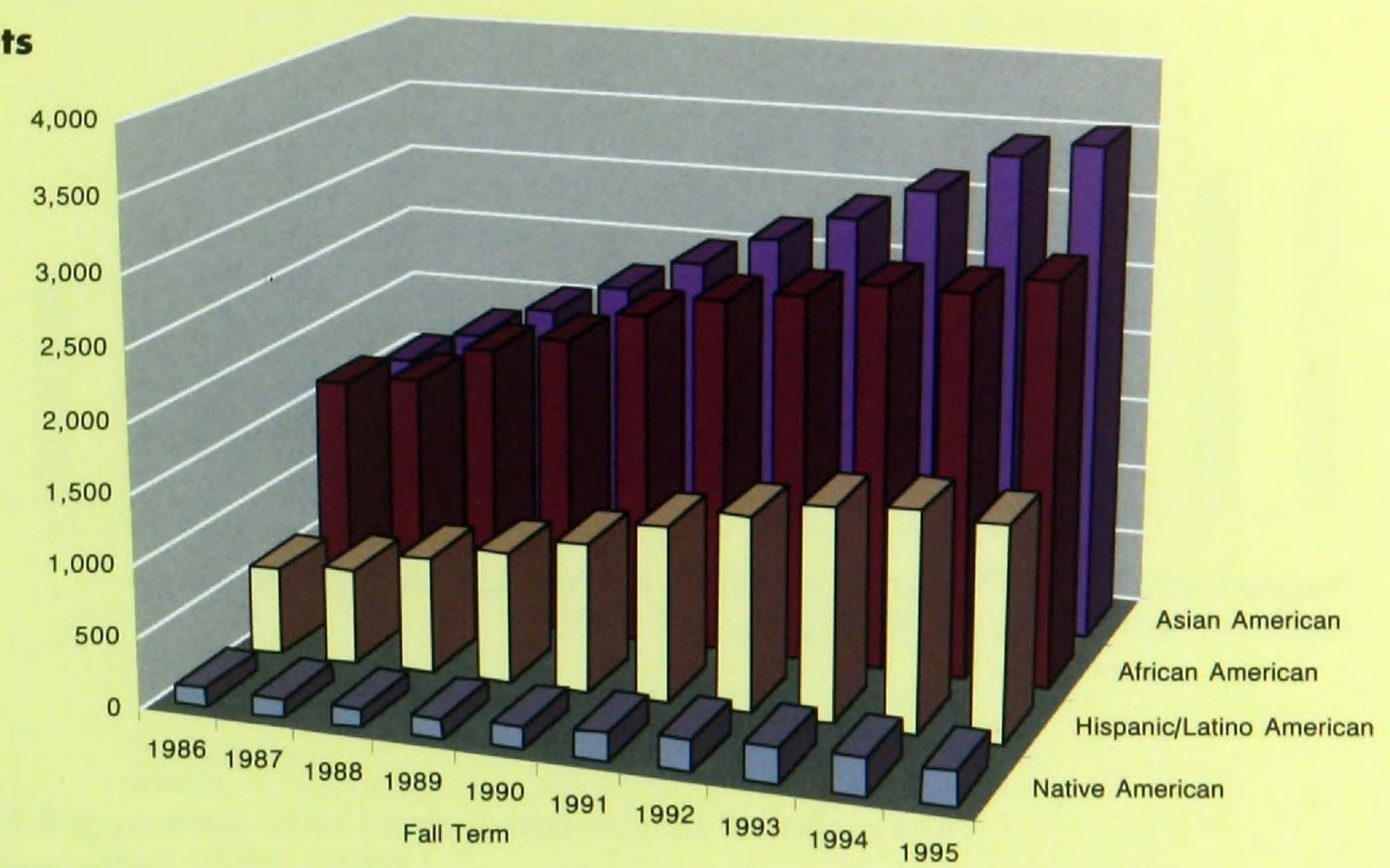


Number of Minority Faculty

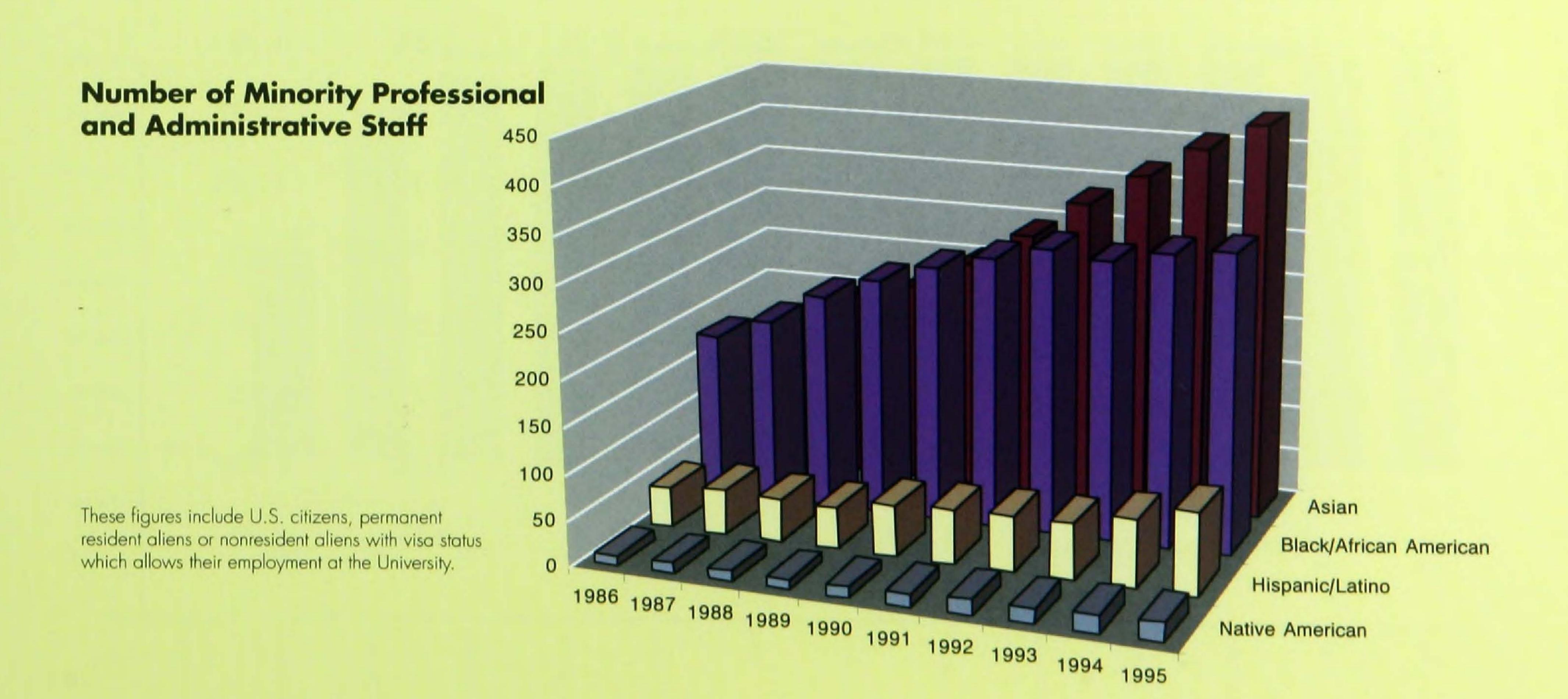


These figures include U.S. citizens, permanent resident aliens or nonresident aliens with visa status which allows their employment at the University.

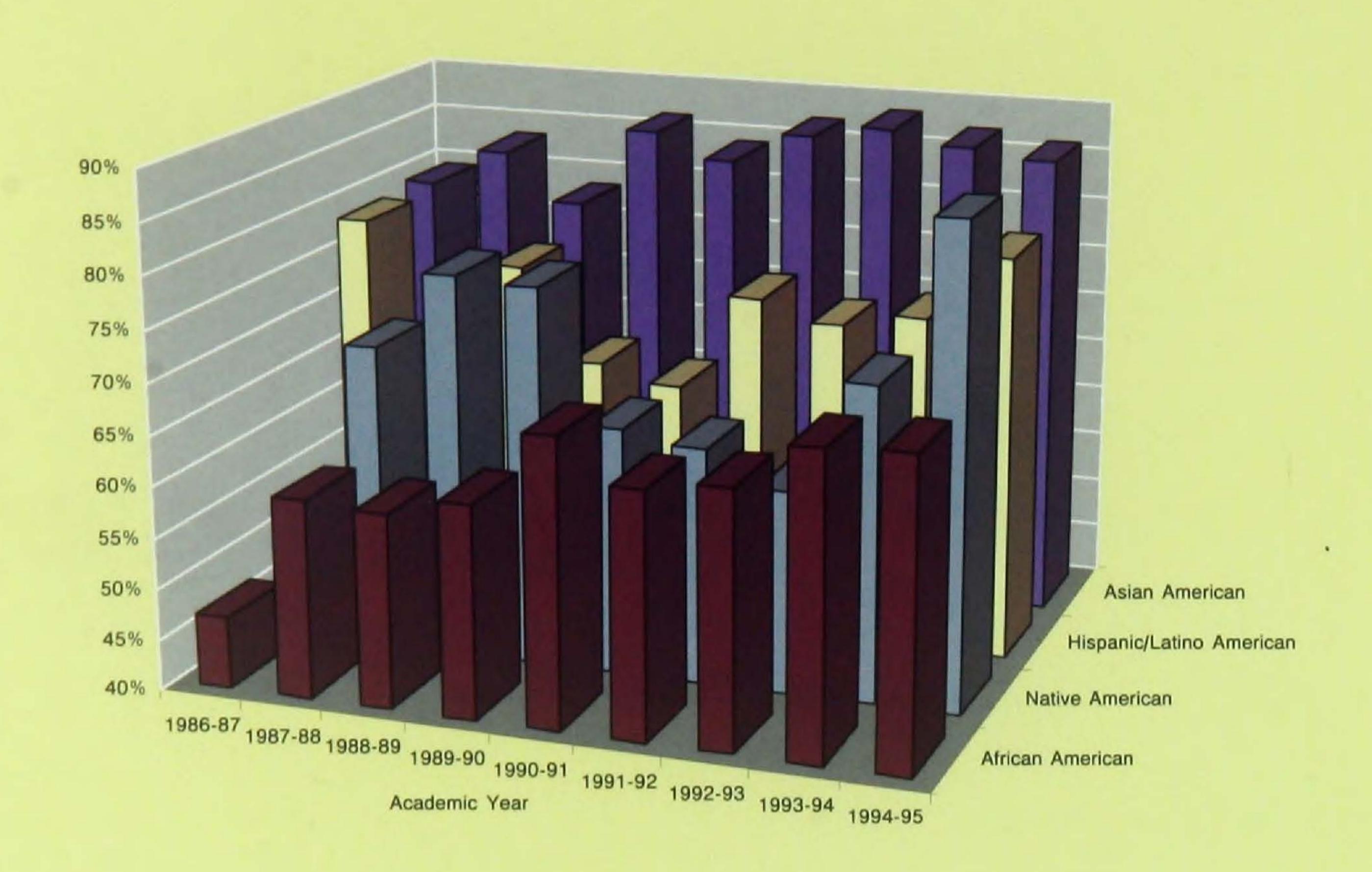
Minority Student Enrollments



These figures include students who are U.S. citizens and permanent aliens. They do not include foreign students.



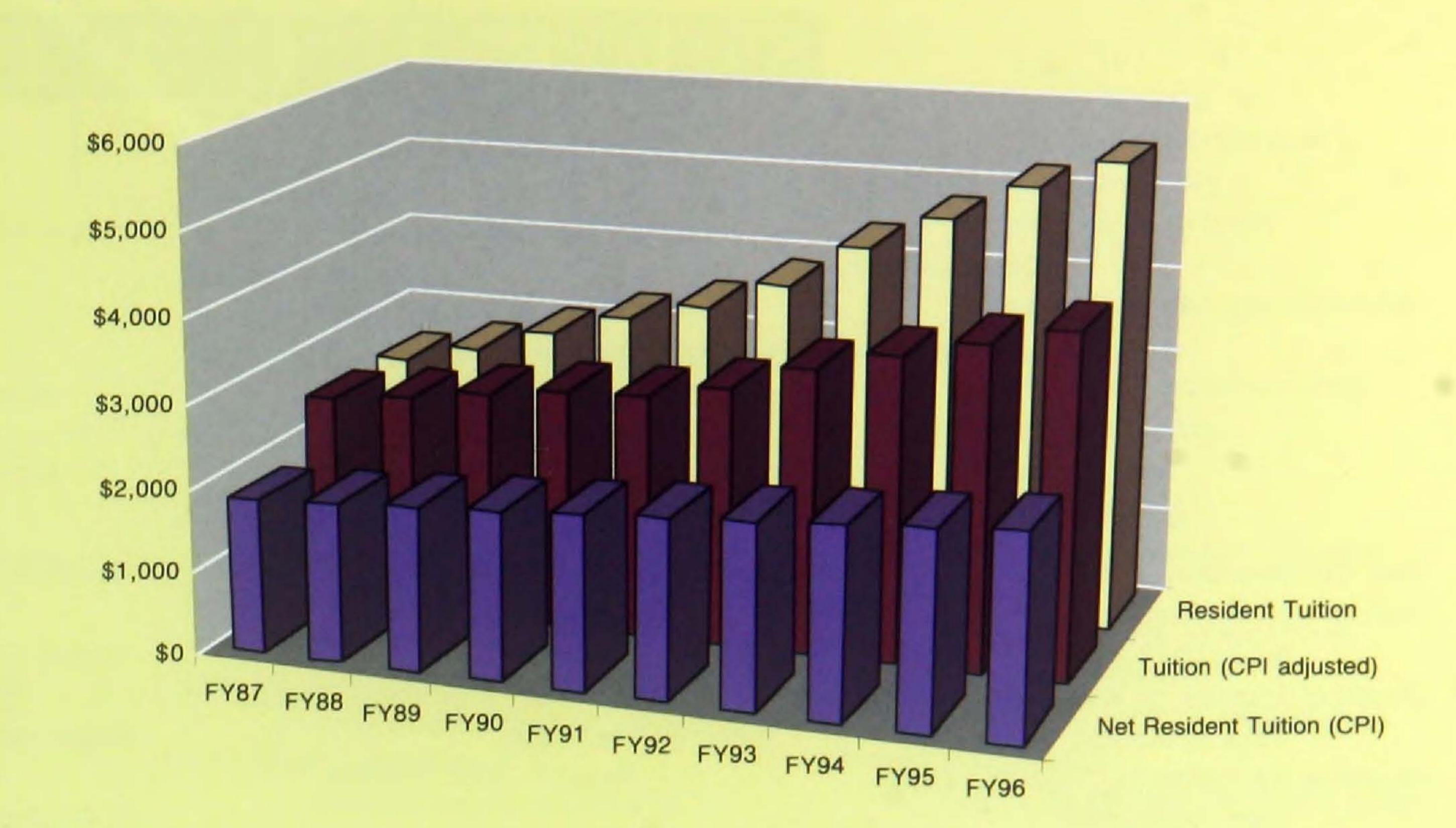
Six-Year Success Rates for Entering Undergraduate Freshman Cohort



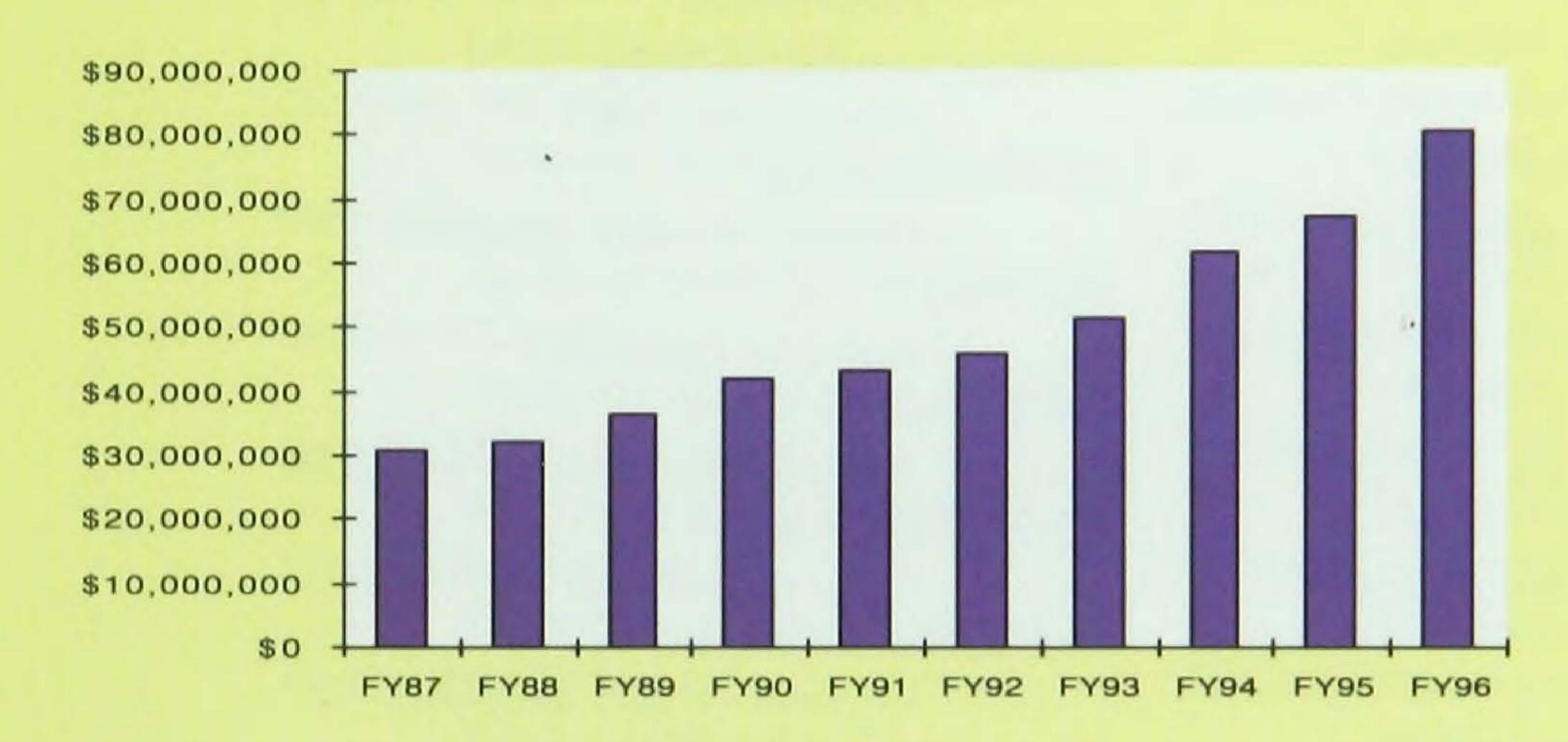
Representation of Persons of Color in the Nation, the State, and the University of Michigan, Fall 1995

	PERSONS OF COLOR	BLACK	HISPANIC/ LATINO	NATIVE AMERICAN	ASIAN
National	24.8%	12.1%	9.0%	0.8%	2.9%
State	17.8%	13.9%	2.2%	0.6%	1.1%
University Students	24.8%	8.7%	4.6%	0.7%	10.8%
Undergraduates	26.0%	9.1%	4.7%	0.8%	11.4%
Graduates	21.6%	7.3%	8.8%	0.7%	4.8%
Professional	24.4%	9.0%	10.6%	0.6%	4.2%
Faculty	14.4%	5.0%	1.9%	0.3%	7.3%
Academic Administration	20.2%	19.4%	0.8%	0.0%	0.0%
Professional Non-faculty	14.6%	6.6%	1.7%	0.5%	5.8%

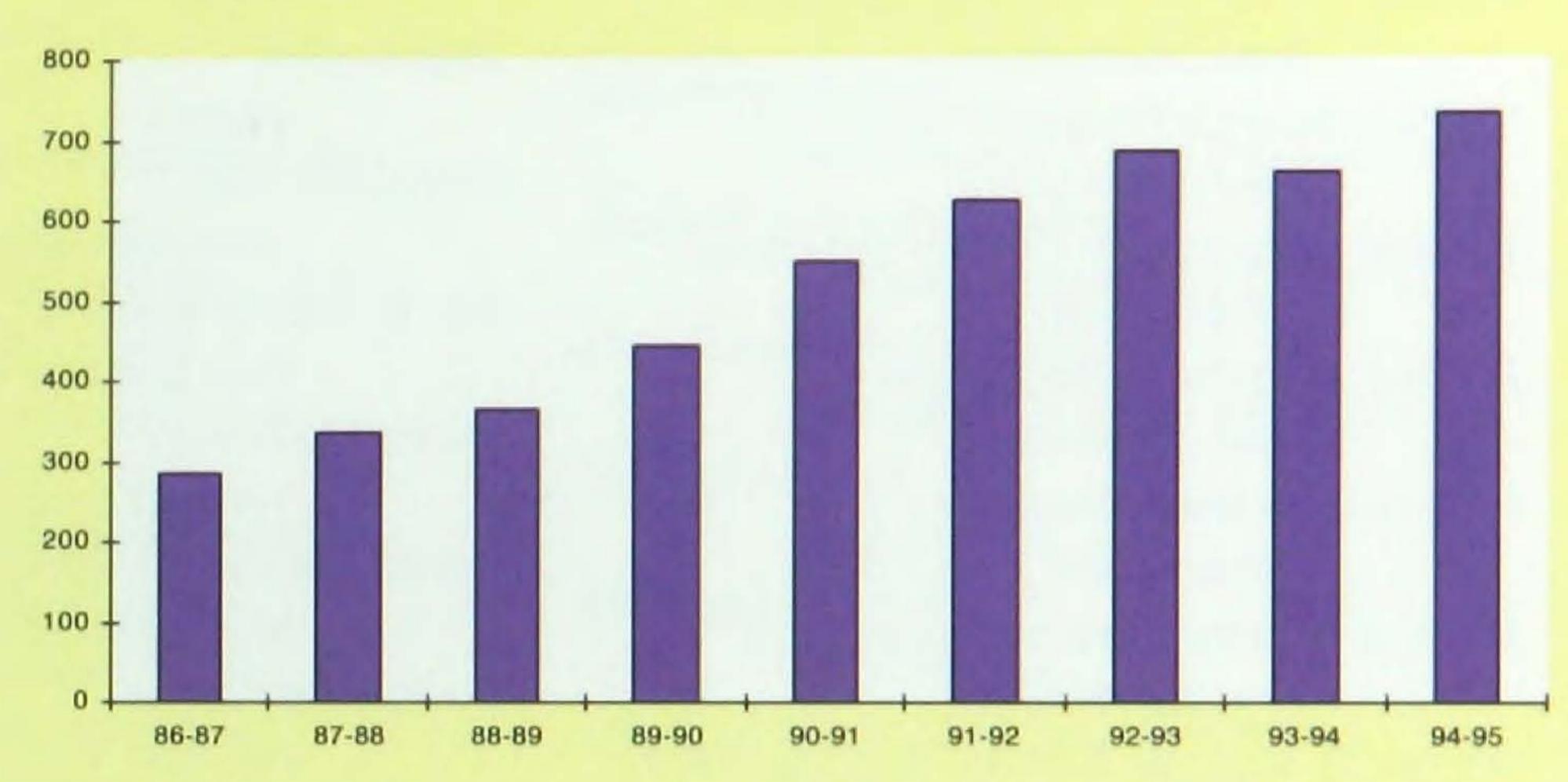
State Resident Tuition



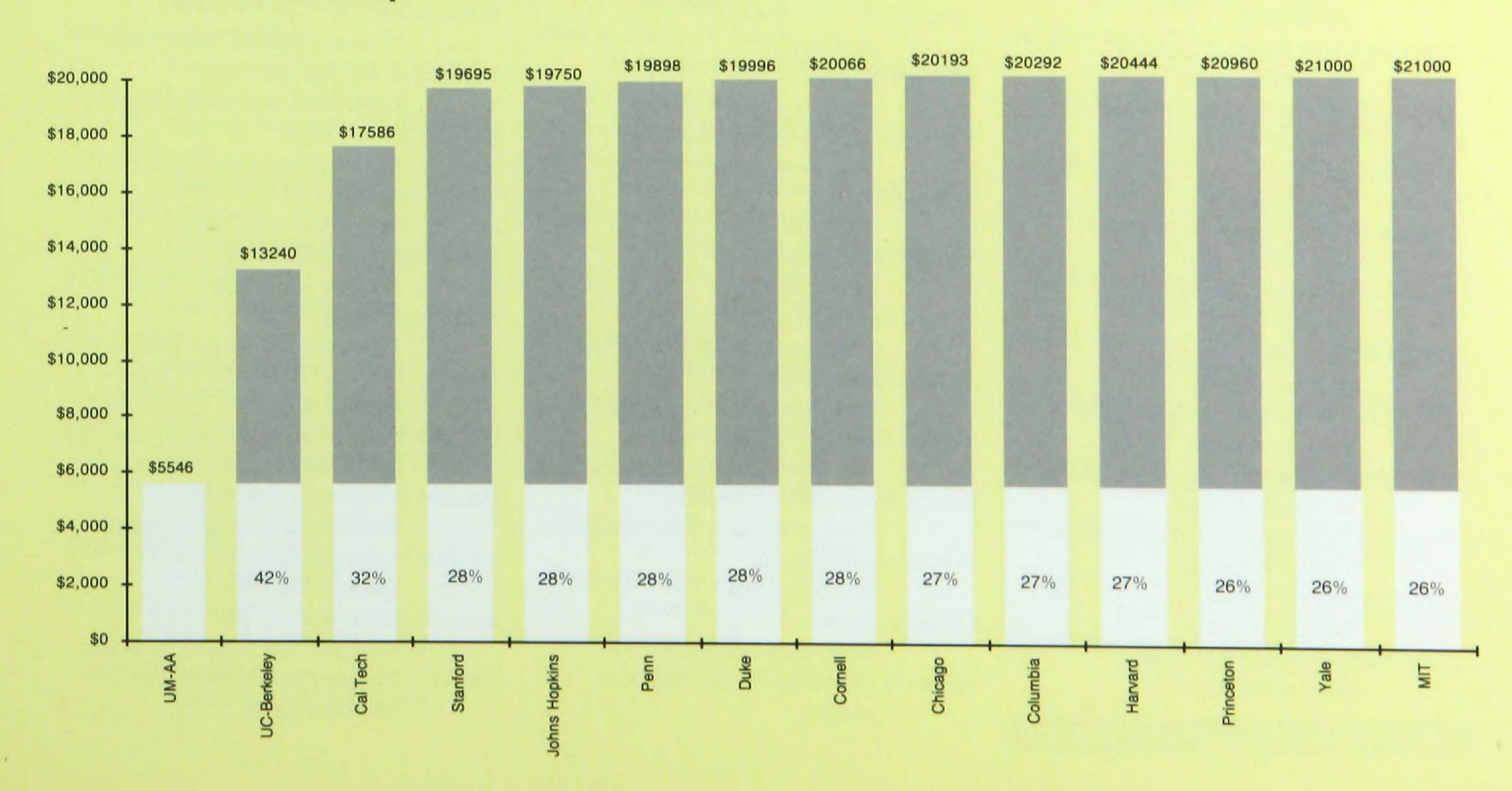
General Fund Financial Aid

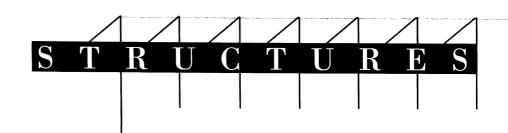


Rackham Graduate Merit Fellows



UM Tuition Cost for a Michigan First Year Undergraduate in Relation to Tuition at Other Top Universities 1995-1996





Major Capital Projects from 1985 to 1996

New Construction

Glen Avenue Parking Structure

New construction

Electrical Engineering and Computer Science
Original building

Business Administration Executive Dorm
New construction

A. Alfred Taubman Health Care Center Original building

The University Hospital

Original building

Institute of Continuing Legal Education

New construction

Medical Science Research Building I

New construction

Medical Center Drive Parking Structure construction

Donald B. Canham Natatorium

New construction

Dow-G.G. Brown Connector

construction

Medical Science Research Building II

New construction

William R. Murchie Science Building (Flint)

New construction

Glenn E. Schembechler Hall

Construct new room

N. Campus Housing Community Center

New construction

The University Hospital

Medical Procedures Unit

University Hospitals Child Care Center

construction

Francois-Xavier Bagnoud Building

New construction

Medical Sciences Research Building III

New Construction

Dearborn Campus Support Services Facility

New construction

Frances Willson Thompson Library

New construction

Harrison M. Randall Laboratory

Addition

School of Social Work Building

New construction

Cancer and Geriatrics Centers Facility

New construction

Med Center N. Entrance Parking Structure

University Hospital

Integrated Technology Instruction Center

New construction

Lurie Engineering Center

New construction

Lurie (North Campus) Bell Tower

New construction

Tennis Center

Contruction of new tennis facility

Dearborn Campus

Campus renovations - Phase II

Primary Care Facility

Phase 1 - East Campus

Total New Construction \$766,553,571

Major Renovations

Kresge Medical Research Unit III

Addition #2

Tappan Hall

Library

Michigan Union

Improvements phase I and II

Earl W. Moore Building

New addition

Multiple Buildings

1984-85 program

Herbert H. Dow Building

Media center renovations

Computing Center

Addition 1

Central Heating Plant

Boiler/generator, gas turbine

Lorch Hall

Renovation and relocations

West Engineering

Information/Library Studies

Buhr Building

Library storage

Institute for Social Research

Addition II

Michigan League

1st floor kitchen/cafeteria

Catherine Street Parking Structure 1987 deck repairs

Engineering I

Optics lab

G.G. Brown Laboratory

Chiller addition

Art and Architecture Building

Renovate external wall enclosure

Central Heating Plant

New boiler breeching system

Medical Center Land Improvements

Chiller replacement and water loop

Church Street Parking Structure

Public safety and communications

North University Tunnel

New construction

Chemical Stores

Warehouse addition

William D. Revelli Band Rehearsal Hall

Addition

Central Heating Plant

New boiler breeching system

Horace H. Rackham Graduate Studies

Chiller and cooling tower

Angell Hall-Mason Hall

Courtyard computer facility

C. C. Little Science Building

Remodel rooms for isotope lab

Samuel Trask Dana Building

Renovate portion of ground level

The University Hospital

Fourth chiller

David M. Dennison Building

Central chiller plant

Chemistry Building

Remodel 4th floor, addition 4

Chemistry

W.H. Dow Laboratory

Medical Science Unit II

Anatomy department renovations

Administrative Services

HVAC renovations

Medical Science Unit I

Remodel 4th floor west wing

Edward Henry Kraus Building

Renovate old structure

Fletcher Street Parking Structure

1990 deck repairs

The 300 N. Ingalls Building

Renovate 9th floor wet/laser labs

Edward Henry Kraus Building

Auditorium renovations

Football Stadium

Concrete repairs - 1991, 1992

Harrison M. Randall Laboratory

New mechanical penthouse/core

Medical Science Unit I

Chiller system replacement

Medical Science Unit I

Remodel C and D wings

Space Research Laboratory

Addition - east side Pharmacy College

C.C. Little addition lab-bridge

Maternal and Child Health Care Center

Renovate rooms

 $\ensuremath{\mathsf{N}}.$ Campus Commons and Dow Engineering

CAEN classrooms and library

Harrison M. Randall Laboratory

Harrison M. Randall Laboratory

Remodel 3rd floor Glenn E. Schembechler Hall

Margaret Dow Towsley Museums

North stair and wing renovation

Dental Building and W.K. Kellogg Institute

Renovate rooms

North Campus Switch Station (Edison) C.S. Mott Children's Hospital C. C. Little Science Building Single room maternity care Increase electrical capacity Facilities grant project Cook Legal Research Library North Campus Service Building #1 South Quadrangle Jackier rare book room Window replacement project Remodel for waste transfer facility University Hospital Central Heating Plant Football Stadium Human Application Lab renovation Repair programs 1994, 1995 Boiler #5 IST Laboratory Wing Alexander G. Ruthven Museums Building CCRB and Bell Pool Renovations - herpetology, insects Remodel west basement area Three discussion classrooms Cook Legal Research Library Church Street Parking Structure Henry S. Frieze Building Repairs 1993,1994 Replace piping 4th floor office and classroom C.C. Little Science Building Church Street Parking Structure Kresge Medical Research Unit III College of Pharmacy - Phase II Remodel 4th floor for wet labs 1994 repairs C.S. Mott Children's Hospital East Engineering Football Stadium Exterior window replacement Prescription turf Renewal C.C. Little Science Building Kellogg Eye Center and Turner Clinic The University Hospital Renovate 1st floor east wing Renovate rooms Relocation-diagnostic vascular unit Yost Ice Arena G.G. Brown Laboratory Medical Science Unit I Remodel 6th and 7th level A wings Renovations phase I Manifold fumehood exhaust Wolverine Tower Alexander G. Ruthven Museums Building 1239 Kipke Drive Replace chiller and pump Parking lot reconstruction Renovations - structural floor Dental Building and W.K. Kellogg Institute Cook Legal Research Library Thayer Street Parking Structure Stair addition Remodel for research labs 1992 restoration Shapiro Undergraduate Library Football Stadium Dental Building and W.K. Kellogg Institute 1995 repairs - phase I and II Chiller Replacement Additions and renovations Medical Science Unit II Dennison Building Chemistry Building Renovate 2nd floor classrooms Upgrade air handling system Renovate lecture halls, structures South Quadrangle Student Activities Building Mary B. Markey Hall Renovate 9th and ground floor Replace chiller and cooling tower Facility renewal, replace windows Medical Science Units I and II Cook Legal Research Library Wolverine Tower Renovate 1st, 2nd floors for DRDA Air quality improvements Fire safety project - sprinklers Medical Science Unit I Michigan Union Harrison M. Randall Laboratory Sub-basements 1st, 2nd floors Remodel 6th level A-wing Renovations Athletics Administration Newberry Hall - Kelsey Museum Michigan League Phase I and II buillding renovation Sensitive artifact facility Renovations Medical Science Unit I Fletcher Street Parking Structure Pierpont (North Campus) Commons Remodel levels 4 and 5 Install new fire protection system Building renewal 1995 Medical Science Research Building I Medical Science Unit I Health Service Replace corroded water pipes Chiller - clinical pathology labs Additions and renovations 1239 Kipke Drive Chemistry Building School of Education Renovate mechanical rooms Manifold fume hood exhaust Replace windows South Quadrangle Medical Science Unit II Wolverine Tower Renovation of E and W elevators Micro/Immun laboratory/office Remodel floors 3,5,and 6 Medical Science Unit I School of Education Wolverine Tower New electrical substation Remodel part of 3rd floor Renovate floors 8 and 9 Flint Central Energy Plant David M. Dennison Building **Multiple Locations** Expand utility distribution system Absorption chiller, cooling system Underground tank removal Harrison M. Randall Laboratory Medical Science Unit II Multiple Buildings Stair bay/basement/4th floor Remodel lecture halls Campus card access system Golf Clubhouse 1239 Kipke Drive School of Public Health I and II Campus safety and security Remodel public areas Central chiller plant 1239 Kipke Drive Angell Hall Addition - Mason Hall Land Improvements - Ferry Field Communication system 3rd floor classrooms phase II Develop south area Edward Henry Kraus Building 1239 Kipke Drive Land Improvements Library for classrooms New public safety facility Security lighting improvements **Golf Course** East Engineering Hatcher Graduate Library - multiple buildings Improvements **Building renovation** Roof replacement Dental, Neuroscience, N. University, Moore, James B. Angell Hall Land Improvements - West Central Cempus and Naval Architecture & Marine Engineering **Building renovation** Duct run Cooling tower replacements C. C. Little Science Building Engineering Center/Beal Ave Wolverine Tower **Building Renovation** Land improvements Student Activities Buildina Renovations phase I, II Land Improvements - North Campus Samuel Trask Dana Building Visitors Center addition Road and parking reconstruction Remodel 3rd floor Thompson Street Parking Structure Walter E. Lay Automotive Lab Medical Science Unit I 1995 restoration Tank farm and storage building Remodel auditorium A wing Health Service, Dental, Kellogg James B. Angell Hall Central Heating Plant

Haven Hall connector

Transformer and 40 KV feed

Central chiller plant

Appendix

Agenda for the Decade



Academic Programs

Improvement in national rankings Restoring support for LS&A Strengthening the basic sciences Strengthening the health sciences Achieving competitive faculty salaries



Education

Achieving a recommitment to undergraduate education

Undergraduate Initiatives Fund

UG Facilities (classroom renovation, Shapiro Library, Angell-Hoven, Media Union)

Thurnau Professorships for outstanding undergraduate teaching Stressing importance of teaching in faculty promotion and tenure Revisions of introductory courses

Gateway Seminar series

Undergraduate Research Opportunity Program

Community service

Living/learning communities

Professional curriculum redesign

Continuing education and distance learning

International education (MUCIA, International Institute, overseas campuses)



Research

Improving the research climate on campus Leadership in national research policy

Research incentive program

Technology transfer (intellectual product policies)

Policy development (research misconduct, conflict of interest) Public-private sector partnerships



Diversity

The Michigan Mandate

The Michigan Agenda for Women

Access for the Physically Challenged

Bylaw 14.06

Economic diversity

World University themes



Campus life

Campus safety initiatives

Student Rights and Responsibilities Code

Substance Abuse Task Force, Task Force on Violence Against Women

Student living/learning environment

Intercollegiate Athletics



Financial Strength

Cost containment measures

Asset management strategies

Development of alternative sources of revenue

Achievement of Aa1 credit rating by Wall Street



Private Support

Tripling private giving to \$150 M/y
Increasing endowment five-fold to \$1.6 B
Achieving 90% of \$1 B Campaign for Michigan goal (with two years to go)



Financial and organizational restructuring

New budget strategies (PACE, ACUB)

M-Quality

UM Hospitals Transformation

Asset management programs

Value-Centered Management (responsibility center management)

Measures of cost-effectiveness

Restructuring of auxiliary enterprises (e.g., Housing, Athletics)

Human Resources reorganization



Rebuilding the University

Medical Center Transformation

Completion of North Campus

Renovation of South Campus

Rebuilding of the Central Campus

East Medical Campus development

Deferred maintenance program

Re-landscaping the campus

UM-Flint

UM-Dearborn



Information Technology

"Wiring the campus"

NSFnet -> Internet

Mainframe -> Client-Server Technology

Student access (Fall Kickoff Sales, Rescomp Program, Computing

Digital library project (and "The New School")

Multimedia facilities (the Media Union)



Strengthening the bonds with external constituencies

State relations restructuring

Federal relations restructuring

Public and media relations

Community relations



Transformation of the UM Medical Center

Completion of RHP effort

UMH Transformation Plan

M-Car

Merging clinical service plans with UMH operations

Michigan Health Corporation

Alliances with other health care providers



Intercollegiate Athletics

Alignment with academic priorities

Mainstreaming of student-athletes and coaching staffs

Policy development

Restoring financial stability

Rebuilding athletic facilities (Michigan Stadium, Yost,

Weidenbach)

Building new facilities (Natatorium, Keen Arena, Tennis Center,

soccer/hockey fields)

Women's athletics

Big Ten Conference/NCAA leadership



Media Union (ITIC)

Institute for the Humanities

Institute of Molecular Medicine (Gene Therapy)

Center for the Study of Global Change

Community Service/Americorps

Flat Panel Display Center

Tauber Manufacturing Institute

The School of Information

Living/Learning Environments

21st Century Project

WISE

Davidson Institute for Emerging Economicies

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



Quality of programs across all academic and professional disciplines

Quality achieved per resources expended

Faculty salaries (among publics)

Research activity

Financial strength (among publics)

Information technology environment

Intercollegiate athletics

Health care operations

The Agenda for the Future

	People Recruiting outstanding students A recommitment to high quality undergraduate education Recruiting paradigm-breaking faculty Next generation leadership Human resource development	
	Resources	
	Adjusting to the disappearance of state support	
	New methods for resource allocation and management	
	Building private support to levels adequate to replace state suppor	İ
	Asset management	
	Development of flexible resources ("venture capital")	
	Rebuilding the University New market development	
	r vew marker development	
	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	
	, ,	L
	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	
	Renegotiating the faculty contract	
	Renegotiating the state contract	

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

Intellectual Transformation

Lowering disciplinary boundaries Integrative facilities The New University

The Diverse University

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

The Faculty of the Future

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

Preparing for the Future

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

Community

http://www.umich.edu

The University's vast network of resources includes Internet access at http://www.umich.edu, offering a gateway to Alumni Services, the Schools and Colleges, and many other University services.

A new online resource, the Community Assistance Directory, is being developed to let Michigan's residents know about the University's resources and outreach activities, and will contain more than 500 services available to improve the quality of life in communities throughout the state. For more information about the Community Assistance Directory, contact the Special Projects Group of the Office of University Relations. The internet URL is http://www.state.outreach.umich.edu

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