



# *The Visitors*

Fall Meeting

1994





# *The Mission*

## **Business Line:**

Creating, preserving, transmitting, and applying knowledge

## **Products & Services:**

Knowledge and knowledge-intensive services

Educated people with capacity and desire for leadership

## **Customers:**

Primary: society at large

Others: students, patients, agencies,...

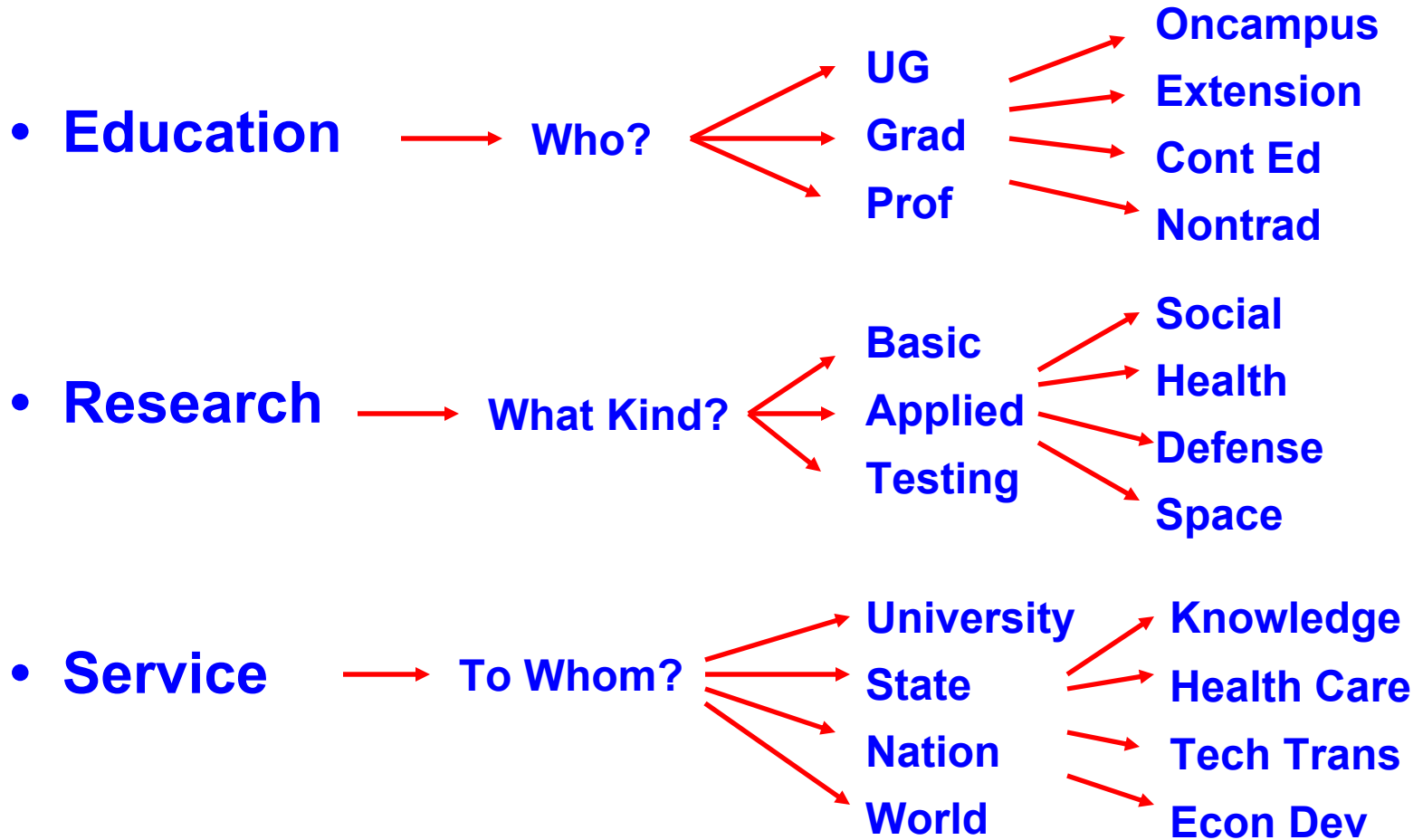
Shareholders: state, feds, private sector, public

**Market Niche:** Leadership!



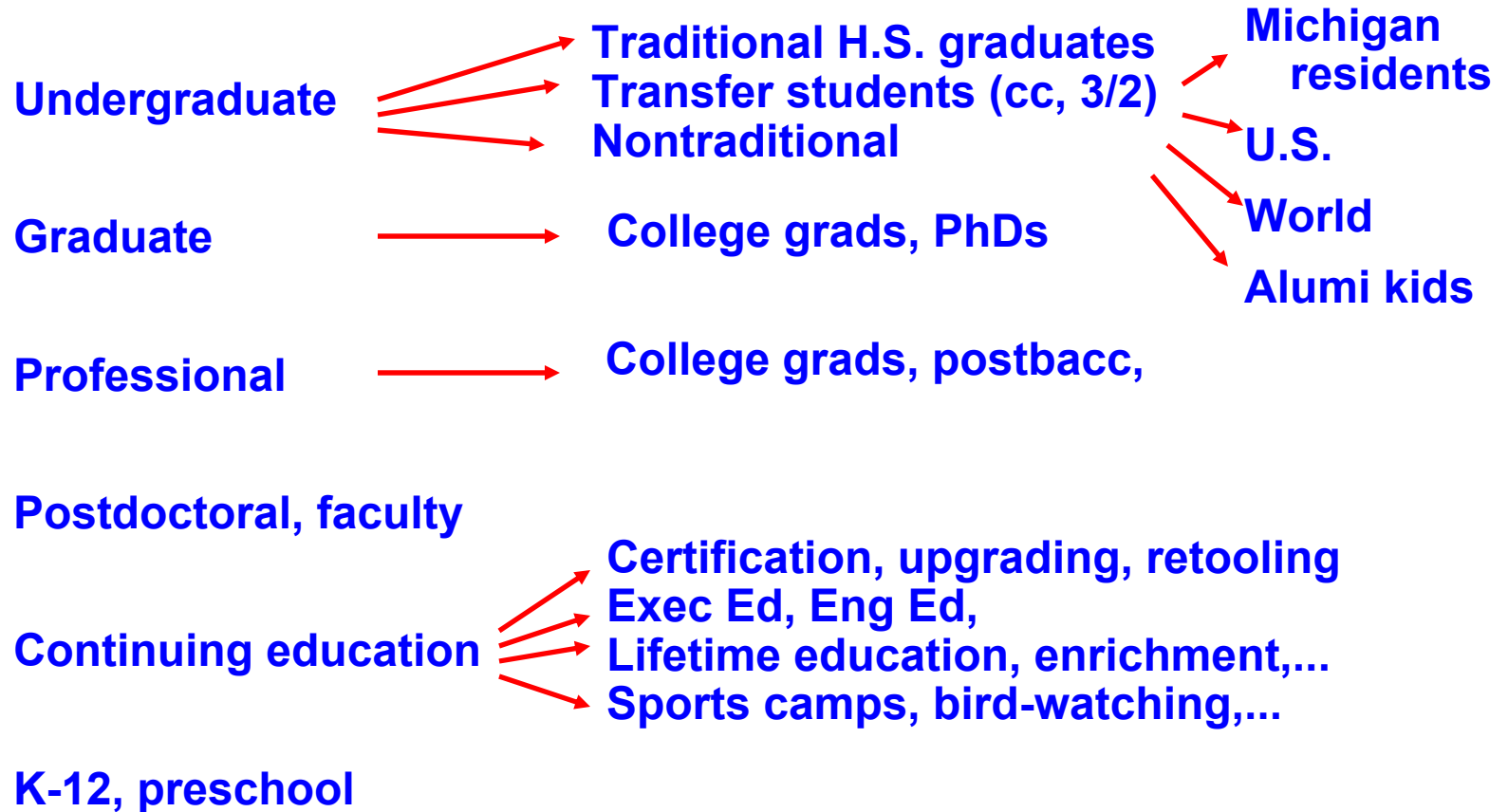


# Missions





# Education





# *Some other educational missions*

- **Alumni: lifelong learning and enrichment**
- **Faculty, administrators as students**
- **Public service education (a la Kennedy school)**
- **Study abroad, overseas campuses**
- **International students**
- **Cooperative education** 
  - Industry, government**
  - Other educational institutions**





# *Intellectual Products*

- **Research**  **Basic Research**  
**Applied Research**
- **Creative activities**  **Performing arts, fine arts**
- **Policy development**  **Thinktanks, policy institutes**
- **Testing**  **Clinical trials**
- **Preserving and transmitting civilization**  **“great books”...**
- **Entrepreneurial activities**  **Startups, spinouts,**
- **Teaching and Learning**





# Service

- **Health Care**
  - **UM Hospitals**
  - **Health education**
  - **Networking**
- **Economic Development**
  - **Technology transfer, spinoffs**
  - **Attracting companies**
  - **Spending \$\$\$**
  - **Strategic support**
- **Entertainment**
  - **Intercollegiate athletics**
  - **Cultural activities**
  - **Campus nonsense**
- **Public Service**
  - **Community**
  - **State**
  - **Nation**
  - **World**
- **Triggering Social Change**
  - **Racial justice**
  - **War against poverty**
  - **Earth Day, Save the Whales**





# *Service (continued...)*

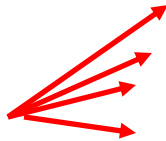
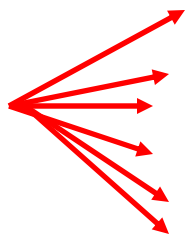
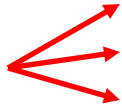

- **Student Services**
  - Housing...feeding...
  - Counseling
  - Career planning and placement
  - Substance abuse
- **Campus Community**
  - Parking
  - Safety
  - Transportation
  - Child Care
- **Alumni**
  - Travel bureau (UM Alumni Assoc)
  - Networking
  - Reunions, etc.
- **Public Information**
  - Publications
  - Broadcasting
  - Media Relations
  - General Public Relations
  - Library Services





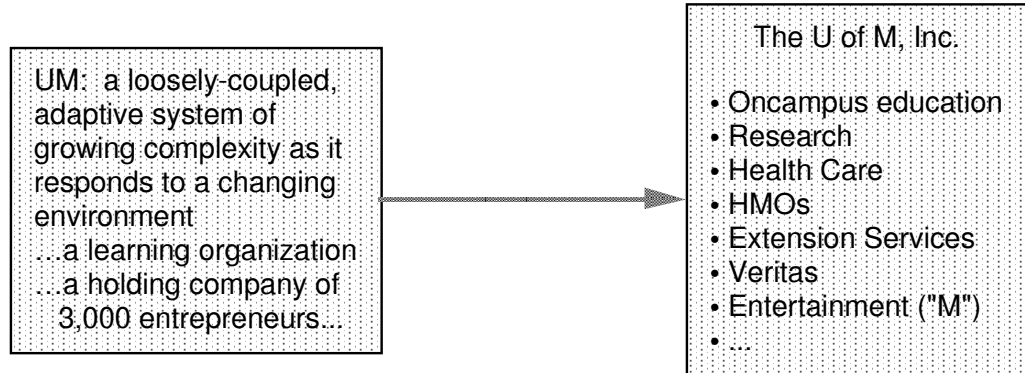


# Service (...still going...)

- Major strategic issues (state level) 
  - K-12 Education
  - Bus/Higher Ed Forum
  - Public Policy
  - Flint, Detroit,...
- Major strategic issues (national level) 
  - K-12 Education
  - Higher Ed Issues
  - National Defense
  - Environment
  - Energy
  - Networking
- Major strategic issues (world level) 
- Cosmic issues  Is the Universe lumpy?



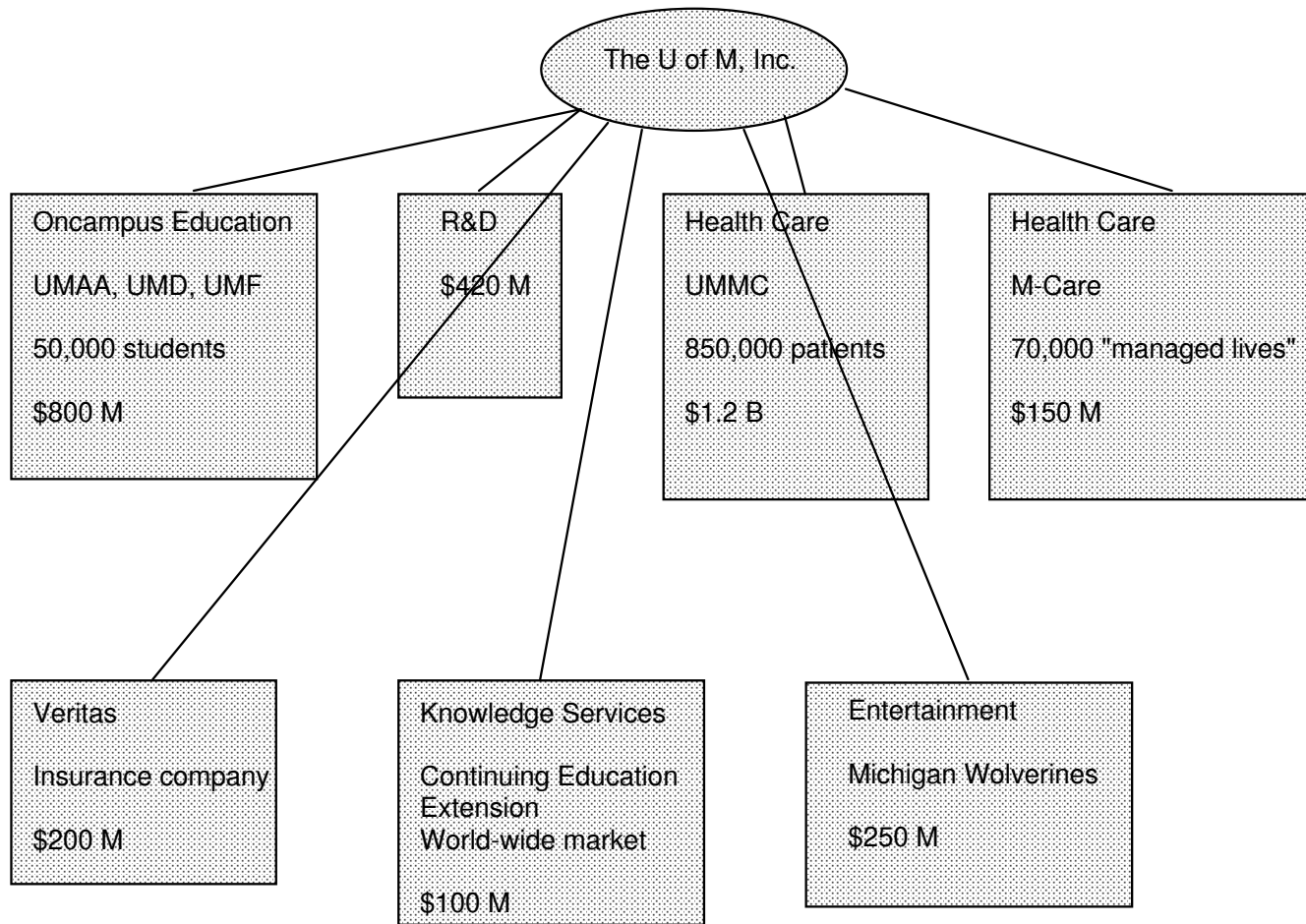
# Business as usual...



Natural evolution characterized by  
...a transactional culture  
...decentralization with optimization at level of individual units  
...little attention to core mission or fundamental values

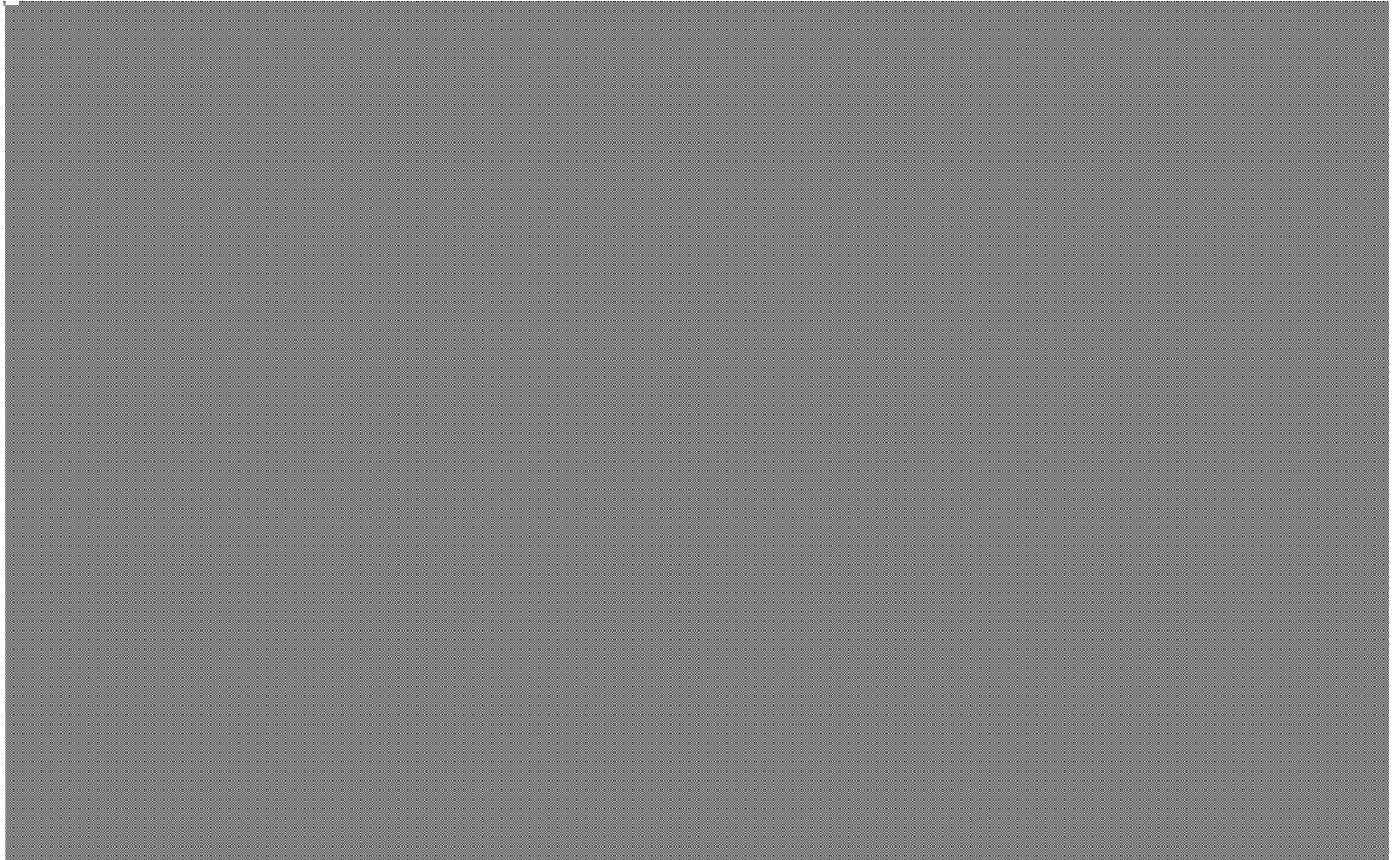
Concerns with U of M, Inc.  
...dilution of "core businesses"  
...so complex that few understand UM  
...unable to eliminate outmoded and obsolete activities  
...our best people are hindered by outdated policies, procedures, practices

# *The U of M, Inc.*

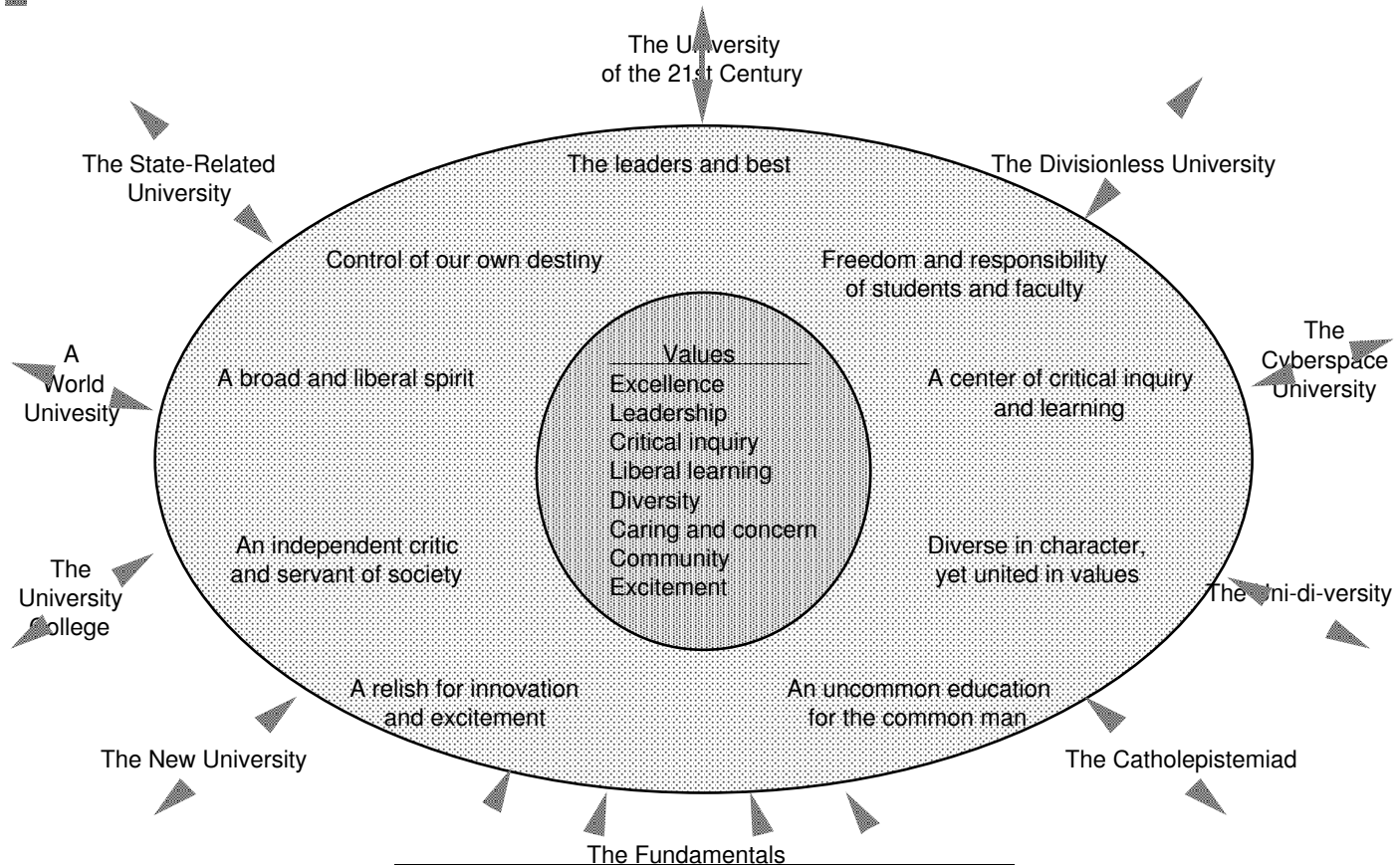




# *“Strategic” Natural Evolution*



# Vision 2017...



The Fundamentals

- Attracting, retaining, and sustaining outstanding people
- Achieving and enhancing academic excellence
- Optimizing quality, breadth, scale, excellence, and innovation
- Sufficient autonomy to control our own destiny
- A balanced resource portfolio adequate to support excellence
- Keepin' the joint jumpin'



# Where are we headed?

What are we really trying to accomplish?

The Early Agenda

Vision 2000:

Positioning for Leadership

Refinancing the University

- ...decreasing dependence on state
- ...tuition up, R&D up
- ...Campaign for Michigan
- ...asset investment strategy
- ...taxing auxiliaries

Rebuilding the University

- ...new facilities on all campuses
- ...renovation of existing facilities
- ...eliminating deferred maintenance
- ...relandscaping the campus

Diversity and empowerment

- ...Michigan Mandate
- ...Michigan Agenda for Women
- ...Bylaw 14.06
- ...World University themes

Responsibility and accountability

- ...Students
- ...Staff
- ...Faculty
- ...Regents

External relations

- ...State
- ...Federal
- ...Community
- ...Media
- ...Alumni

What do we need to do?

1) People:

Attract, retain, support, and empower exceptional students, faculty, and staff.

2) Resources:

Provide people with the resources and environment necessary to push to the limits of their abilities and their dreams.

3) Culture:

Build a University culture and spirit which values:

- adventure, excitement, risk-taking
- leadership
- excellence
- diversity
- caring, concern, community

4) Capacity for change:

Develop the flexibility, the ability to focus and prune, to serve a changing society and a changing world.

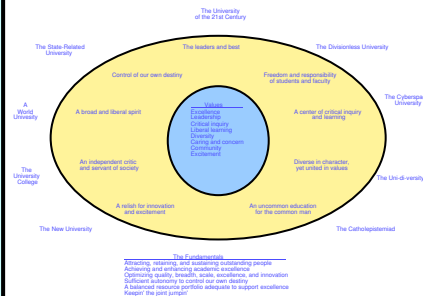
Where are we headed?

What is the UM today?

- ...a loosely-coupled, adaptive system of evolving complexity as it responds to a changing environment
- ...a learning organization
- ...a holding company of 3,000 entrepreneurs

What do we want it to be?

Vision 2017: "The leaders and best"...



The strategy: "Guided natural evolution"

- ...to attract, retain, empower exceptionally creative people capable of developing new paradigms.
- ...to develop capacity to prioritize...to prune the obsolete or extraneous and nurture the highest priorities.
- ...to guide the evolution of the University so that its core mission, values and character are preserved.