

+ Progress on Themes

+ Problems

- Tuition Control (MET)
- Student Relationships
- Campus Safety
- "Pluralism Politics" on Campus
- FY90 Budget Challenges
- Capital Outlay Bottleneck
- UM Support in Legislature
- Faculty shortfall
- Intellectual themes
- Human capital needs
- + Education process
 - age, links, forms, accreditation
- Community activities
- + Intercollegiate athletics
 - risks and opportunities
- + Regulations
 - drug-free workplace
 - ethics and integrity
- + Public attitudes
 - Profscam
- Costs of higher education
- + Costs of educating foreign nationals
 - brain drain
- Instate/outstate issue
- Recession (depression)
- + Pressures
 - tenure
 - retirement
 - alternative faculty tracks
- + Medical Center Issues
 - dangers and opportunities
- + Revenue mix
 - State appropriation
 - tuition
 - federal R&D
 - fund raising
- Regents
- + Branch Campuses
 - UMF
 - UMD
 - UMMC
- Keeping our eye on the ball
- + Tensions
 - + intellectual leadership vs
 - competent management
- Environmental health
- Greeks...student behavior
- Pride in the University
- + Medical Center Issues (Cont)
 - changing health care, \$\$\$ risks
 - Impact on Medical School
 - Degree of UM oversight
 - Other schools (Nursing, Dentistry,...)
 - Costs of health care
- Role of state in determining research links
- + Federal policy decisions
 - taxes
 - health care
 - research
- Competitive analysis of peers
- Geographic schizophrenia
- Framework for budget reallocation

- Centralization vs. decentralization
- Quantity vs. quality problem
- + Control of growth...
 - ...stimulation of shrinkage
- + **Opportunities**
 - + Some common themes
 - + How do we move from "reactive" to
 - "proactive" mode?
 - + How do we develop **specific** strategic
 - efforts?
 - + **How do we balance the need to have the**
 - **capacity to go after opportunities**
 - **in the face of the serious needs to**
 - **keep the ship afloat and moving ahead?**
 - + Some degree of central leadership is necessary,
 - since otherwise we really cannot do things
 - at the institution scale.
 - + Why don't we go after a national "something"?
 - + How about a national DOD-funded effort?
 - ...a Livermore...
 - Could ERIM play a role in this?
 - What about ITI?
 - We are probably best off with NASA, DOE, HHS.
 - Really need BIG numbers...
 - + We should go through a thinking process to identify
 - some opportunities.
 - + Who are the people in the University who would
 - + best know these opportunities?
 - Dan Atkins
 - Lynn Conway
 - George Carignan
 - Homer Neal
 - Don Lewis
 - Tom Donahue
 - Bill Kelley
 - Phil Converse
 - Bernie Agranoff
 - Bus Ad???
 - Kenworthy???
 - + Form a "hit and run" committee to develop such
 - a list within a month.
 - + 1. National Institute for Global/Environmental Change (EPA)
 - How about hiring Cassidy to go after this?
 - + 2. Major National Networking effort
 - Michigan is as well-positioned as anyone.
 - 3. A biotechnology initiative...
- Public/Private Strategy
- + National University Strategy
 - Dredge up the Miller bill of the 1970s...
- Michigan Mandate
- UM-Flint Strategy (Riegle)
- + "Urbanization" of Central Campus
 - Taubman
 - + FWW meeting with Taubman...
 - Hired Taubman for \$1 per year as "real estate consultant"
 - Regents briefing on general campus plan
- + "Ford" Center (International/Public Policy)
 - Public Policy
 - International
- + Mega Capital Campaign
 - + How do we develop themes?
 - + Cannot wait on a consensus to
 - develop within the University.
 - + How do we coordinate federal and private

- fund-raising initiatives?
- + Could we use delegation in our private
 - fund-raising efforts?
 - We need a compelling "story"...
- + Strength of Michigan Congressional Delegation
 - + Is it the University "policy" not to set priorities
 - centrally?
 - + E.g., Carl Pursell's request for a priority
 - ranking.
 - + Is this a wise policy? Should we begin to
 - prioritize?
 - + The present policy is both "opportunistic"
 - and "reactive" in nature...
 - + But we must remember that the world of
 - politics is a world of opportunism.
 - + Need a large enough basket of needs
 - that one can pick and choose to
 - align with opportunities.
 - + We need to give them a broad view of what
 - the University is trying to achieve.
 - A "coherent picture" of where we want to go.
 - + **We will never mobilize the delegation unless we give them something VERY SPECIFIC to do.**
 - + We need a focused request such as the
 - national university project.
 - + Michigan delegation has unusual influence
 - at this point.
 - + But does the delegation have the capacity
 - to do anything other than help
 - the auto industry.
 - + How do we determine what to ask
 - them to do for us?
 - + Problem is that we can't agree on what
 - to ask them to do.
 - + We have avoided "porkbarrel" issues.
 - + Yet, "pork" is the coin of the realm
 - in Congress.
 - + How do we move from a reactive to a
 - proactive mode? (Of course, this
 - applies to everything on the list.)
 - + Just how much should we take the high
 - road...to go after programs in the
 - national interest.
 - + How much can we focus our efforts...
 - can we afford to throw our power
 - behind a single issue.
 - + A difference between "meritless" pork
 - and "pork in the national interest"...
 - "meritorious pork".
- + Statewide Alumni Network
 - UM "NRA" strategy
- + "Power" of the Presidency
 - Where one goes...where one is seen...
- + Networks
 - MITN
 - National Research Network
- + Ventures and Enterprises
 - Commercial
 - Nonprofit
- Washington center
- + Michigan Daily
 - Could we make something of this?
 - + Right now the Daily plays a very
 - important role with the student

- body, but it is also a very negative
- role.
- + Could we make something positive
 - out of this?
- + Educational services
 - (K-12, UG, G, P, lifelong)
 - Pipeline Issues
- + Image of UM
 - +: CBS, Rose Bowl,...
 - -: racism, sexism,...
 - ?: FBI, Allen Park
- + Regional coalitions
 - President's Council
 - Midwest
 - Peer institutions
- National linkages
- + Shrinking UMAA
 - e.g., 35,000 --> 30,000 --> ...
 - (Quality of education)
- Efficiency measures
- Completion of leadership team
- + Nontraditional instruction
 - JFK School
 - Institute for elected officials
 - Professor education
- + Entrepreneurial thinking
 - "rate of return/bottom line"
 - UM Alumni "Army"
- + Overarching Themes**
- + The Michigan Mandate
 - Student Representation
 - Faculty Representation
 - Staff Representation
 - Leadership Representation
 - Multicultural Communities
 - "Pluralism Politics"
- Internationalization
- + Age of Knowledge
 - Information Technology Environment
 - Undergraduate Education
 - Graduate and Professional Education
 - Faculty Development
- + The Challenge of Change
 - + Entrepreneurial thinking
 - "rate of return/bottom line"
 - + Shrinking UMAA
 - At least to THINK about shrinking the U...
 - e.g., 35,000 --> 30,000 --> ...
 - (Quality of education)
 - Community attitudes
 - Faculty attitudes
- Commitment to Excellence
- + Importance of Fundamental Values
 - Student relationships
 - Faculty issues
- + Sense of Community
 - Campus Safety
 - Special Interest Agendas
- + Michigan Daily
 - Could we make something of this?
 - + Right now the Daily plays a very
 - important role with the student
 - body, but it is also a very negative
 - role.

- + Could we make something positive
 - out of this?
 - + "Urbanization" of Central Campus
 - + DEVH: "Dressing up" the central campus
 - (or coagulating the central campus...)
 - + This is primarily importance because of the
 - manner in which it forces us to think strategically
 - about the future of the University...
 - + Also requires us to think more about the connection
 - among the campuses...
 - Taubman
 - + FWW meeting with Taubman...
 - Hired Taubman for \$1 per year as "real estate consultant"
 - Regents briefing on general campus plan
- + **Particular Challenges**
 - + Tuition Control
 - MET
 - Governor Interference
 - Legislature Interference
 - Regent Support
 - Public Understanding
 - Intercollegiate Athletics
 - Substance Abuse
 - Fraternity Issues
 - Campus Safety
 - Student Behavior
 - UM Involvement in K-12 Education
 - + (6) Educational services
 - + What period are we talking about?
 - 5 years...
 - A longer time horizon...
 - + Expanding traditional educational functions
 - of University
 - (K-12, UG, G, P, lifelong)
 - Pipeline Issues
 - + Do we believe that 10 years from now there
 - will be an adequate market for our
 - educational services?
 - This is really a market question.
 - + Can we find a unique niche?
 - + Perhaps we should play toward post-graduate
 - efforts, not toward K-12 or such..
 - + Or should we go in the other direction to focus
 - on K-12 education...
 - + Remember, great universities have great graduates
 - because they attract great students...
- + **Opportunities**
 - Activating UM Alumni Army
 - + Efficiency measures
 - + Why?
 - Probably only at the margin in actual savings
 - + But will determine our credibility
 - + To whom?
 - Political process?
 - Public at large
 - Internal constituencies
 - Also forces us to prioritize...
 - + Public/Private Strategy
 - At least important to evaluate this...
 - + What could be spun off?
 - Law...
 - Bus Ad...
 - Medicine...
 - other health sciences...

- + Statewide Alumni Network
 - UM "NRA" strategy
 - + If we don't believe state really has resources to help
 - higher ed, then perhaps this would limit the
 - effectiveness of any such effort.
 - + Q: For gain or damage control? Offensive or Defensive?
 - Tax increase?
 - "Rainy day" investment...
 - + Note:
 - + All of these create an environment or attitude in
 - support of initiatives...
 - Need a coordinated alumni infrastructure...
- + Mega Capital Campaign
 - + Key: Must do this at the right time,
 - with right message, with right attitude...
 - + How do we develop themes?
 - + Cannot wait on a consensus to
 - develop within the University.
 - + How do we coordinate federal and private
 - fund-raising initiatives?
 - + Could we use delegation in our private
 - fund-raising efforts?
 - We need a compelling "story"...
 - NOTE: This also forces us into a strategic mode...
 - Very important as a unifying force...
 - A major way of garnering change.
 - Perhaps we should view this as "preparing for war"...
 - + Very important to do this in a coordinated manner with
 - other agendas (federal, state,...)
- + Positive Image of UM
 - How do we create positive image of UM?
 - +: CBS, Rose Bowl,...
 - -: racism, sexism,...
 - ?: FBI, Allen Park
 - How does this relate to positive substance?
 - How does this coordinate to other strategies?
 - Washington center
- + Networks
 - + (8) MITN
 - + Potential for being an enormous benefit...
 - + Q: Will UM be aggressive enough in
 - taking advantage of MITN?
 - (9) National Research Network
- + Strength of Michigan Congressional Delegation
 - Probably only a short term advantage...
 - We must move now...
 - + NOTE: How this interacts with other agendas...
 - such as the national university agenda...
 - + Is it the University "policy" not to set priorities
 - centrally?
 - + E.g., Carl Pursell's request for a priority
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 - prioritize?
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 - the University is trying to achieve.
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 - **give them something *VERY SPECIFIC* to do.**
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 - behind a single issue.
- + A difference between "meritless" pork
 - and "pork in the national interest"...
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- +)"Ford" Center (Public Policy)
 - Public Policy
 - How does this relate to future of IPPS...
- + International "School" or "Institute for International Studies"
 - John Jackson strategic study...
 - + But we may need a combination of both
 - public policy and international activities...
 - (JFK School + Woodrow Wilson School)
- + National University Strategy
 - Dredge up the Miller bill of the 1970s...
- + Nontraditional instruction
 - JFK School
 - Institute for elected officials
 - Professor education
- + Educational services
 - (K-12, UG, G, P, lifelong)
 - Pipeline Issues
- + Ventures and Enterprises
 - + If we look at Stanford as a model, then
 - we would put this very high (ditto for
 - MIT...)
 - Can we expect to do this in Michigan?
 - Commercial
 - Nonprofit
- UM-Flint Strategy (Riegle)
- + The notion of the "future university"...UMAA/UMF/UMD...
 - We really should rethink this relationship.
 - + Perhaps the Riegle interest would give us
 - the resource base to rethink this...
 - How about a branch in Grand Rapids...
 - How about a branch in Menomonee...
- + Why don't we go after a national "something"?
 - + How about a national DOD-funded effort?
 - ...a Livermore...
 - Could ERIM play a role in this?
 - What about ITI?

- We are probably best off with NASA, DOE, HHS.
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 - some opportunities.
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- + NOTE: What are the element of risks of each of these
 - ...of succeeding or failing...we need to consider some
 - combination of importance x probability of success...
- + Some Summary Observations:**
 - + Note how important it is to link together several of the
 - very highly ranked items (e.g., Mega Campaign,
 - federal initiatives, alumni outreach). When pulled
 - together in a coordinated strategy, they rise up
 - to the top in priority...
 - + Have we given enough to unique opportunities of the
 - UM?
 - + How much do we attempt to manage these initiatives...
 - and how much do we simply provide the faculty with
 - adequate resources and let them go after it...
 - + Are we overlooking the importance of community in allowing
 - us to pursue these initiatives...
 - + Are there some ways we could use UMF more creatively as
 - an appendage of UMAA rather than simply an
 - independent branch campus...
 - Could we utilize UMF for our K-12 outreach?
- + Some Ideas on Strategic Planning**
 - + How do we track strategic planning process?
 - + An interesting question: Could we answer the same list of
 - questions that we ask the schools and colleges to respond to?
 - + How are we using results of planning process thus far?
 - It has been useful in Academic Affairs.
 - + Where should the responsibility for strategic planning rest?
 - Academic Matters
 - External Matters
 - "Meta issues"
 - + Where should the locus for the planning process be?
 - + i) Are we concentrating on global strategy or pulling
 - together the planning activity of units.
 - + Institutional strategies should reside in the President's Office
 - (This is only way to relate to Regents.)
 - + How do we continue strategic planning activities?
 - It simply must involve the President.
 - + If we assume that activity should be in President's Office,
 - then the real issue is how this should be staffed and
 - carried out.

- + Perhaps this should now evolve, since we have moved
 - away from ground zero.
- + An alternative: Some component of the planning process
 - should be someplace "midway" between the VPAA and VPCFO.
 - Of course, planning is already well underway in both of these shops.
 - + But how do we get feedback from these activities into the global
 - planning process?
- + Are we communicating the global planning process to units
 - in a fashion adequate to allow them to move ahead with
 - their own planning activities?
- + In order for the global process to keep moving ahead, we need
 - to keep some regularity.
- + But perhaps we need more extensive efforts on occasion--
 - such as full-day retreats or such.
- + Perhaps we need to strike a balance between concept-oriented
 - discussions and task-oriented discussions.
 - + What is missing from SPT at this point is the task-oriented
 - discussion...
- + The SPT is really not the vehicle for feedback.
 - Planning is really a line officer function, not a staff function.
 - + Hence, even when officers sit around the table at SPT meetings,
 - they are doing so as staff, not line.
- + Maybe the real question is how much of the President's time should
 - be devoted to these activities?
- + How do we involve other constituencies?
 - + Regents
 - Absolutely no involvement thus far...
 - Important to open these discussions up to Regents.
 - + Almost like designing a course for the Regents: UM 2001...
 - Medical Center retreat was first class.
 - + How do we bring them in?
 - As actors involved in the process?
 - Or as key folks to be briefed?
 - + CMV: "Perhaps we should sneak up on them..."
 - Present pieces and then pull them together.
 - Worry about jumping into the full picture.
 - + On the other hand, without some kind of context,
 - it will be very difficult to understand components.
 - + Perhaps better to go from general to specific...
 - since this is consistent with our effort to get them
 - out of the details.
 - Bill Friday warning: "Never, EVER, surprise the Regents."
 - + Perhaps some visits to other boards might get them to think
 - more about global strategies at other institutions.
 - How about using the "performance review" session to start this?
 - + EO/Deans
 - + There are many channels, but perhaps not
 - at globally as they should be.
 - But few have been subjected to the "Big Picture"
 - + Faculty
 - Is it up to the deans to involve them?
 - + How do they get involved in global issues?
 - + Through particular exercises?
 - E.g., Mandatory course on racism?
 - + Should we make better use of formal faculty governance?
 - SACUA or Executive Committee structure?
 - + Students
 - Use early term retreat format?
 - Staff
 - External Communities
- + Do we need an external "strategic" body?
 - + We should focus on power and influence rather than
 - capacity to participate in our strategic process.
 - + FWW: We really don't have any powerful contacts

- + at this time.
 - We really suffer most within the state itself.
 - Don't have the 2x4 to get the mule's attention.
- + Power base in Michigan is very diffuse right now.
 - + Particularly with the weakening of Big Auto and
 - *Big Labor*.
- Note it is terribly important not to get too far out ahead of people.