The Visitors
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** → Who?
  - UG
  - Grad
  - Prof
  - Oncampus
  - Extension
  - Cont Ed
  - Nontrad

- **Research** → What Kind?
  - Basic
  - Applied
  - Testing
  - Social
  - Health
  - Defense
  - Space

- **Service** → To Whom?
  - University
  - State
  - Nation
  - World
  - Knowledge
  - Health Care
  - Tech Trans
  - Econ Dev
Education

Undergraduate
- Traditional H.S. graduates
- Transfer students (cc, 3/2)
- Nontraditional

Graduate
- College grads, PhDs

Professional
- College grads, postbacc,

Postdoctoral, faculty
- Certification, upgrading, retooling
- Exec Ed, Eng Ed,
- Lifetime education, enrichment,...
- Sports camps, bird-watching,...

Continuing education

K-12, preschool

"Parenting adolescents" → "Transforming savages into gentlemen..."

Michigan residents

U.S.

World

Alumi kids
Some Additional 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
  - DWEMs, PCs
- 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
  - Travel bureau (UM Alumi Assoc)
  - Networking
  - Reunions, etc.

- **Alumni**
  - Publications
  - Broadcasting
  - Media Relations
  - General Public Relations
  - Library Services

- **Public Information**
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)
  - Global change
  - International development
  - International relations

• Cosmic issues
  - Is the Universe lumpy?
  - Is Santa a Democrat...
  - ...and God a Republican?
Natural Evolution

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

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

The U of M, Inc. • Oncampus education • Research • Health Care • HMOs • Extension Services • Veritas • Entertainment (“M”) • ...

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

Vision 1994: Continued evolution as an unconstrained, transactional, entrepreneurial culture…

Vision 2000: The leaders and be…positioning UM for leadership within the existing paradigm of the research university

Vision 2017: Natural evolution …attracting, retaining, and empowering exceptionally creative people capable of exploring new paradigms …developing the capability to discontinue obsolete or extraneous activities …with constraints to preserve core missions, character, and fundamental values