**Brainstorming Ideas**

**Kellogg Meeting**

- Should really focus on new ways of teaching...since we are in the learning business.
- Need a different way to integrate teaching, research, and service.
- Another theme is empowering community.
- Change way we perform teaching so that graduates become committed to communities.
- Communities--linkages--
  - ...change education from solitary learning to collective learning
- Rethink nature of “public” university...
  - “public” ==> impact on society, service
  - “private” ==> independent scholarsh and learning
- Importance of UM as a model--a template--for other institutions.

**Harvard-MIT-UM Meeting**

**Common Ground**

1. All are committed to becoming world universities, globalizing teaching, research, service, and composition of students and faculty
2. All walk a narrow line between public understanding and support for this effort--and fears of loss of critical knowledge or educating foreign nationals at expense of domestic students.

**Some differences**

1. Service character of land grant/public universities always had an international flavor--particularly toward international development--third world
2. Not only balance with fedeeral concerns, but also state concerns--parochialisms
3. Even local concerns--e.g., Detroit vs. Japan
4. Opportunities--NREN

Suspect we all know and agree on where we must end up.

The only question is how to get there...

...political umbrellas...

...public opinion umbrella...