Forces Compelling a Campaign

Needs
- Base Funding
- Balancing portfolio
- Independence

Challenges
- Demographics
- Globalization
- Knowledge
- Change
- Competition

Opportunities
- Quality x Size x Breadth
- Independence
- Quality of people
- Tradition
- Portfolio balance
- Capacity to take risks
- Unusual characteristics

Responsibility
- National need for leadership
- Heritage of leadership
- (flagship of public universities)
- Personal leadership
- Social leadership

$350M impact, opportunity

$650M base needs infrastructure
Different Ways to Look at the Campaign:

1. A synthesis of the critical needs (and opportunities) of the schools and colleges:

   - LSA
   - Bus
   - Med
   - Music
   - ...


Different Ways to Look at the Campaign:

2. Provide the margin for excellence and opportunity for impact:

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Private Gifts    Capacity for Excellence
                Opportunity for Impact

Base Needs: Faculty
            Facilities
            Staff

Research
Financial Aid

State Support
Tuition
and Fees

Endowment Income

Federal Support

The Margin

The Foundation
```
Different Ways to Look at the Campaign:

3. Traditional components of a campaign.

- Endowment
- Facilities
- Financial Aid
- Program Support
- Other
  - Cultural programs
  - Campus beautification
  - Extracurricular activities
Possible Other Themes

- The Electronic University of the Future
- The University of the World
- Nontraditional education
- Educational "tertiary care center"
Overarching Campaign Goals

Quality -- People -- Tradition of Excellence
Leadership -- Programs -- Opportunities
Challenges -- Service -- Responsibilities

Faculty Quality
- Nobel Institute
- Visiting Scholars Academy

Undergraduate Student Quality
- Leadership Academy (merit)
- Need-based (out-of-state, middle class, nontraditional)

Graduate and Professional Students
- Fellowship Programs

The Atheneum
The University within the University
The Environment for Learning
- Cultural Activities
- Integrative Facilities
- Intercollegiate Athletics
- Community Service and Leadership Opportunities

The Michigan Mandate
Globalization of the University
Outreach Themes
- Human Investment
- Social Infrastructure
- Global Change

Needs and Opportunities of Schools and Colleges
Leadership
- Institutional
- Personal
- Intellectual
- Social

Quality
- Faculty
- Students
- Programs

Forces of Change and Challenge
- Demographic
- International
- Knowledge
- Change

Needs
- Endowment
- Facilities
- Financial Aid
- Programs
Overarching Campaign Goals

Quality -- People -- Tradition of Excellence
- Faculty Quality
  - "Nobel Institute"
  - Visiting Scholars Academy
- Undergraduate Student Quality
- Leadership Academy (merit scholarships)
- Need-based (out-of-state, middle class, nontraditional)
- Graduate and Professional Students
- Fellowship Programs

Leadership -- Programs -- Opportunities
- The Atheneum
- The University within the University
- The Environment for Learning
  - Cultural Activities
  - Integrative Facilities
- Intercollegiate Athletics
- Community Service and Leadership Opportunities

Challenges -- Service -- Responsibilities
- The Michigan Mandate
- Outreach Themes
  - Globalization of the University
  - Human Investment
  - Social Infrastructure
- Global Change

Leadership
- Institutional
- Personal
- Intellectual
- Social

Forces of Change and Challenge
- Demographic
- International
- Knowledge
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Quality
- Faculty
- Students
- Programs

Needs
- Endowment
- Facilities
- Financial Aid
- Programs

Needs and Opportunities of Schools and Colleges
Resources per Student (FY90)

Tuition differential = $4,000 per student
= $140 million

UM
Illinois
Wis
Minn
Purdue
OSU
Texas
MSU
The Situation at Present

The diagram illustrates the tuition levels at various universities, categorized by state and federal sources. The universities compared are Cornell, UCLA, UCB, and UM. The tuition levels range from $0 to $35,000.
Political Constraints

The MET Gorilla

Instate Tuition

$5,000

$3,200
Political Constraints

The MET Gorilla

$5,000

$3,200

Instate Tuition

$5,000

$3,200
Political Constraints

The MET Gorilla

$5,000

$3,200

Instate Tuition
Political Constraints

The MET Gorilla

- Instate Tuition: $5,000
- Non-instate Tuition: $3,200
Political Constraints

The MET Gorilla

$5,000

Instate Tuition

$3,200
Political Constraints

The MET Gorilla

Instate Tuition

$5,000

$3,200
Political Constraints

The MET Gorilla

Instate Tuition

- $5,000
- $3,200
Political Constraints

The MET Gorilla

Instate Tuition

$5,000

$3,200