The Constellation of External Interactions

March, 1989
Linkages

State Government

Federal Government

Alumni Relations

Public Relations

Fund-Raising

Community Outreach

Higher Ed Coalitions

Business/Industry/Foundations

President

EOs

Deans

Regents
## State Government

### Challenges
- Tuition control/MET (8)
- Capital outlay (8)
- Inadequate operating appropriations (7)
- UM support in legislature
- REF/micromanagement

### Opportunities
- New tax measures (8)
- Public/private strategy (9)
- MITN (8)

### Actions
- Rebuild state relations team
- Initial JJD/WWCMV contacts
- Near term strategy
- State Strategy Group
- Lobbying support (Owen)
- Higher Ed coalition
  - Private sector coalition
  - Alumni Network
Federal Government

Challenges
Lack of coordination
Lack of specific requests
Traditional focus of Mich delegation
Federal policy actions (taxes, UBIT)

Opportunities
Strength of Michigan delegation (8)
National University (9)
Megaprojects (fed res centers) (7)
NSFnet --> Nat Res Network (9)
Inst for International Studies (9)
Gerald R. Ford Center (7)
Washington Center (3)

Actions
• JJD/CMV meetings with Mich delegation
• Brainstorming session on megaprojects
  o Design of federal relations effort
  o Decision/strategy on "pork"
## Alumni Relations

### Challenges
- Challenge of size
- Image of University
- Concerns about campus actions (racism, substance abuse, admissions, ...)

### Opportunities
- Michigan political network (8)
- National alumni networks
- Washington alumni group

### Actions
- Initial JJD communications
  - Satellite broadcast
  - JJD visits to key cities and clubs
Fund-Raising

Challenges

Perception of University
Strength of volunteer network
Challenge of size
Decentralized UM nature

Opportunities

Mega Capital Campaign (9)
Specific projects: football, Soc Wk, AAA Museum, Aero, Hum Inst, Bus Ad, Pharm, Medicine,...
Presidential Advisory Council (9)

Actions

• Launch campaign planning process
• Meet with top prospects
  o Develop case statement
  o Develop volunteer network
Higher Education

Challenges

- Traditional competition
- Differences in objectives
- Weakness of Presidents' Council

Opportunities

- Presidents' Council
- Big Ten
- AAU/NASULGC
- NSF Initiatives
- Higher Ed + K-12 + CCC +...

Actions

- Presidents' Council Efforts
  - Governing Board retreat
  - UM/MSU/WSU collaborative efforts
    (corporate visits, alumni, political,...)

Office of the President

March 1989
Industry/Business/Foundations

Challenges
- US/World focus
- Proximity
- Lack of coherent UM strategy

Opportunities
- Michigan CEO network (9)
- Industrial partnerships
- Ventures and enterprises (5)
- Economic dinner group???

Actions
- Initial JJD/CEO visits
  - UM/MSU/WSU CEO visits
  - Private sector summit meeting
Community Outreach

Challenges
- Absence of strong UM presence
- Threat to home institutions
- UM perspective ("arrogant asses")

Opportunities
- Detroit
- Ann Arbor
- Flint, Dearborn
- Grand Rapids, Battle Creek,...
- UM/Flint Strategy - Riegle (7)

Actions
- Initial outreach (Detroit, Flint)
- Formation of outreach teams
  - Planning of first phase of visits
# Public Relations

## Challenges

- A decade of neglect...
- Internal communications
- Public attitudes (Profscam...)
- Michigan Daily
- Pride in University
- Intercollegiate athletics

## Opportunities

- Media relations (8)
- Public opinion surveys (7)
- Positive image of University (9)

## Actions

- Realignment of comm to President
- Walt Harrison
- Rebuilding links to local press
  - Spokespersons, bullet-catchers...
President/EOS/Deans/Regents

**Challenges**
- Regents
- Student relationships
- Campus safety
- Pluralism politics
- Faculty/student marketplace
- Regulations
- Costs of higher ed
- Med Center issues
- Keeping eye on the ball
- Greeks
- Control of growth
- Centralizations vs decentralization
- Quality vs quantity

**Opportunities**
- Michigan Mandate (9)
- Efficiency measures (8)
- Shrinking UM (9)
- "Urbanization" of campus (7)
- Alternative education services
- Completion of leadership team
- Revenue mix (portfolio)
- Branch campuses

**Themes**
- University of the 21st Century
  - pluralism and diversity
  - internationalization
  - age of knowledge
- UM Challenges
  - challenge of change
  - commitment to excellence
  - fundamental values
  - sense of community
Cross-Cutting Initiatives

- Presidential Advisory Council
- Regent Involvement
- Case Statement
- National University
- Public/Private Strategy
- State Leadership Network
Some Ideas Concerning a "Mega" Campaign

March, 1989
Initial Steps

1. Case Statement: Bus Ad, SOUP, AAAC, Regents
2. Program Elements: APG, SOUP, AAAC, Regents
3. Fundraising Targets: Development Staff
4. Fundraising Potentials: Development Staff
5. Fundraising Strategies:
   • Development Staff
   • Visiting Group/Consultants
   • Volunteer Leadership
   • Centralized vs. Decentralized
Themes

General Themes:

- "a heritage of leadership"
- "re-inventing the university for the 21st Century"

Challenges before America:

- pluralism and diversity
- internationalization
- the age of knowledge

Challenges before the University:

- challenge of change
- commitment to excellence
- fundamental values
- sense of community
## Earlier Challenges

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<td>• Costs of excellence</td>
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<td>• Changing role of university</td>
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<td>• Fundamental values</td>
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<td>• a changing America</td>
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What is the UM "market niche"?

1. Heritage of leadership as flagship of public higher education.
2. Unusual combination of quality, breadth, and size.
3. Well-balanced resource portfolio (state, federal, tuition, private, auxiliary)
4. Quality of students, faculty, staff.
5. Unusual ability to control our own destiny.
6. Liberal spirit, activism, progressive vision.
7. Unusual characteristics (athletics, cultural opportunities, size of alumni body,...).
8. Unusual ability to take risks to achieve leadership.
Possible Constraints

1. Eroding autonomy from public sector (state, federal)
2. Location in "industrial midwest" ("extraordinary intolerance of extreme excellence")
3. Weakness of political representation
4. Public perception of University
5. Inertia, resistance to change
6. Inadequate resources to achieve desired degree of quality with present size and breadth
Possible Opportunities for Leadership

1. Development of a new paradigm for a liberal undergraduate education within the environment provided by a great research university
2. The Michigan Mandate: a model of a multicultural community
3. "Electronic university" -- a model of the knowledge-based organization of the future (ITD, NSFnet, MITN, ITIC,...)
4. International center of learning
5. Unusual strength and breadth in health sciences
6. Interdisciplinary structures (Humanities Inst, ISR,...)
7. Cultural opportunities (performing and fine arts)
8. Nurturing a liberal spirit among our students and faculty.
9. Basic and applied social sciences (including new models of outreach).
Present Projects

1. Football administration building ($12 M)
2. Aerospace Building ($10 M)
3. Social Work Building ($8 M)
4. Pharmacy Wing ($3 M)
5. Humanities Institute ($10 M)
6. Rackham Renovations ($5 M)
7. AAA Musuem ($30 M)
8. Bus Ad Campaign ($40 M)
9. Med School Campaign ($80 M)
10. Other traditional themes: chairs, financial aid, facilities, programs,...
Possible Comprehensive Themes

1. A new model of undergraduate education in a comprehensive research university (liberal learning, new approaches to learning,...)

2. A learning environment for the 21st Century university (multicultural, culture and arts, teaching focus, facilities, community theme)

3. Inventing a university for the 21st Century (stressing innovation, excitement, entrepreneurial culture--lots of new things)

4. Focus on the development of human capital, rather than our traditional approach of merely attracting or selecting it (students, faculty, staff, women, minorities, outreach)--focus on "value added"

5. Focus on intellectual activities--scholarship, research, "thinking", centers, institutes, and such

6. Focus on "service to society"--designing a university to educate the citizens and serve 21st Century society

7. Leadership theme of mission document
Theme #1

Theme: A new model of undergraduate education in a comprehensive research university (liberal learning, new approaches to learning,...)

Pros:
• Could be a very attractive approach to alumni
• Would also provide useful PR for student recruiting

Cons:
• Would have to rapidly invent "new" approaches to UG education before campaign is launched
• What is unique about UM undergraduates?
• This would leave out almost 50% of our students and most of our faculty and schools.
Theme #2

Theme: A learning environment for the 21st Century university (multicultural, culture and arts, teaching focus, facilities, community theme)

Pros:

Cons:
Theme #3

Theme: Inventing a university for the 21st Century (stressing innovation, excitement, entrepreneurial culture--lots of new things)

Pros:
Cons:
Theme #4

Theme: Focus on the development of human capital, rather than our traditional approach of merely attracting or selecting it (students, faculty, staff, women, minorities, outreach)--focus on "value added"

Pros:

Cons:
Theme #5

Theme: Focus on intellectual activities--scholarship, research, "thinking", centers, institutes, and such

Pros:

Cons:
Theme #6

Theme: Focus on "service to society"--designing a university to educate the citizens and serve 21st Century society

Pros:

Cons:
Theme #7

Theme: Leadership Theme

Pros:
Cons: