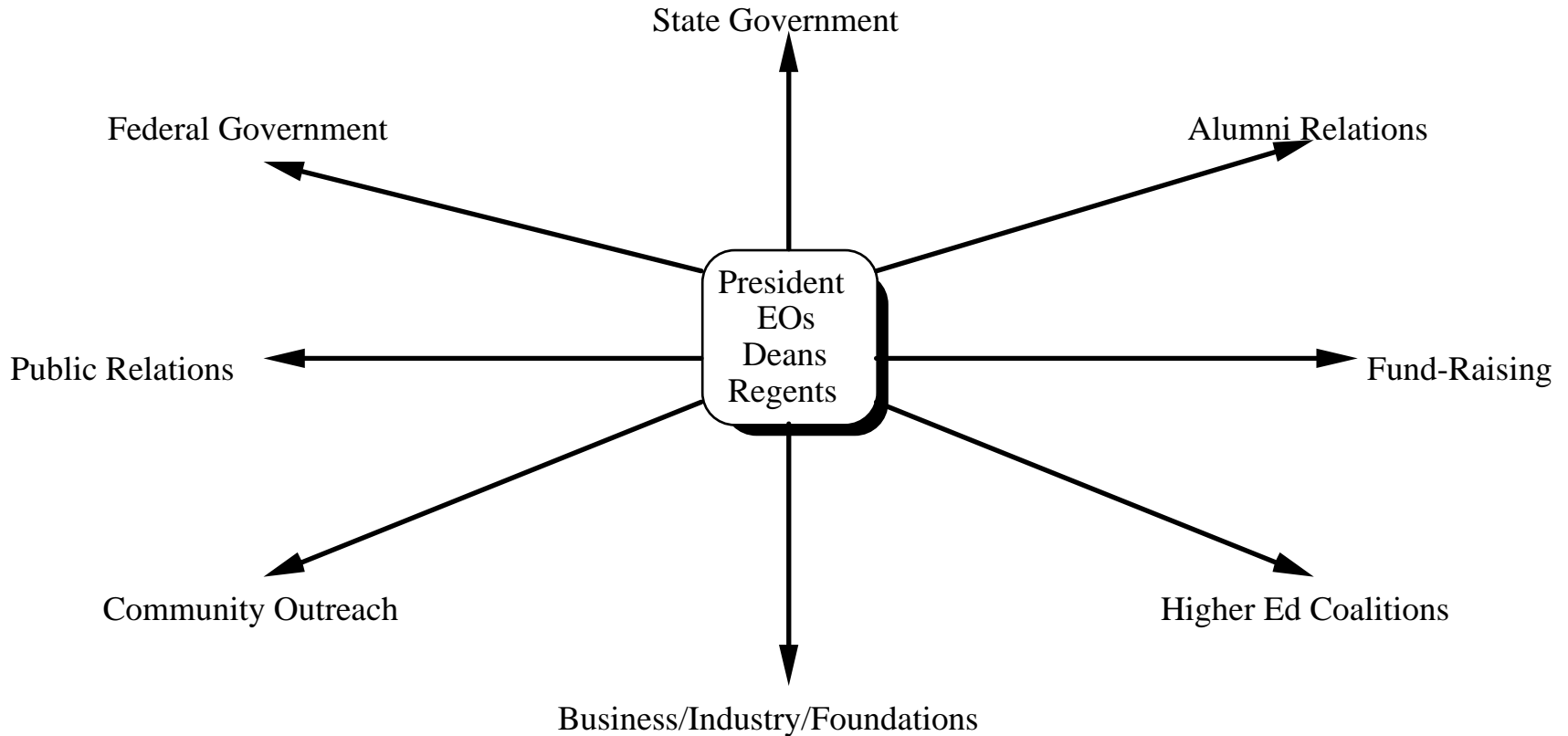


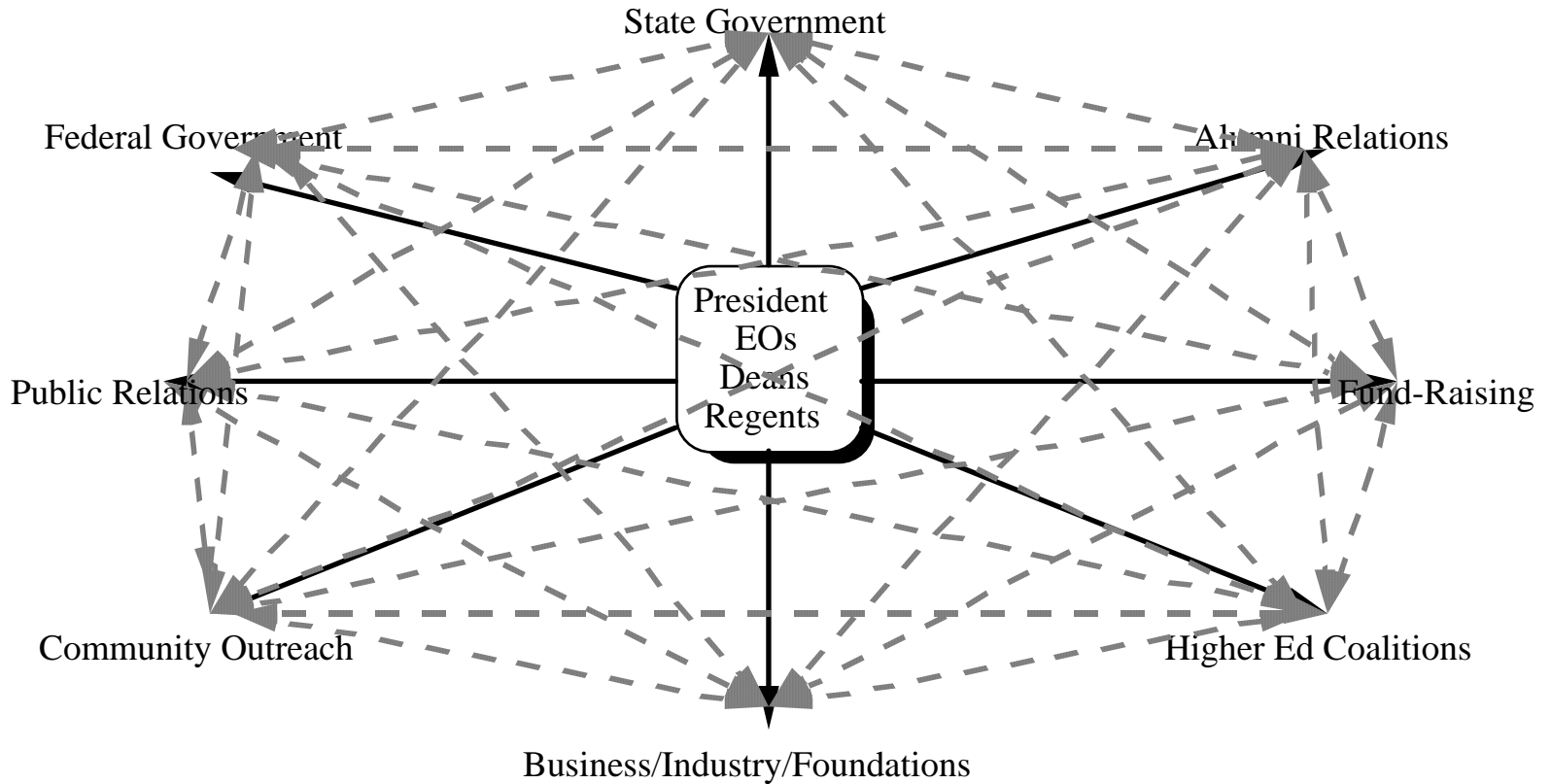
# The Constellation of External Interactions

March, 1989

# The Constellation of External Interactions



# Linkages



# 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/FWW/CMV contacts
- Near term strategy
- State Strategy Group
- Lobbying support (Owen)
- Higher Ed coalition
  - o Private sector coalition
  - o 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
  - o Satellite broadcast
  - o 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
  - o Governing Board retreat
  - o UM/MSU/WSU collaborative efforts  
(corporate visits, alumni, political,...)



# 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
  - o UM/MSU/WSU CEO visits
  - o 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
  - o 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
- o 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

## Public Challenges:

- Challenge of change
- Commitment to excellence
- Fundamental values
- Sense of community

## Strategic Challenges:

- Costs of excellence
- Changing role of university
- relationships with constituences
- a changing America
- intellectual challenges

## 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:**