

# **Fall Leadership Retreat**

## **September, 1990**

## **A typical UM week this summer...**

- 1. UM Team discovers neurofibromatosis gene...**
- 2. UM Student Team wins U.S. solar car race...**
- 3. Two UM faculty (Orner, Scott) win MacCarthur prizes...**
- 4. UM-managed NSFnet passes 1 million users...**
- 5. UM Team (Moreau) builds world's most powerful laser...**
- 6. UM paleontologist (Gingrich) finds that whales once had feet...**
- 7. UM woman engineer wins American Gladiator competition...**
- 8. Former UM Regent (Nederlander) named head of N.Y. Yankees...**

# Themes of the Year

**1987-88: Transition in UM leadership**

**1988-89: Setting the principal themes:  
(Diversity, Globalization, Knowledge, Change  
..."The University of the 21st Century")**

**1989-90: Strengthening external relations:**

- **State relations**
- **Federal relations**
- **Media relations**
- **Community relations**
- **Alumni relations**
- **The Campaign for the 1990s**

**1990-91: Building a greater sense of community...**

# Strategic 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

# The Challenge of Change

## Driving Forces of 1990s

- Diversity & Pluralism
- Globalization
- Age of Knowledge



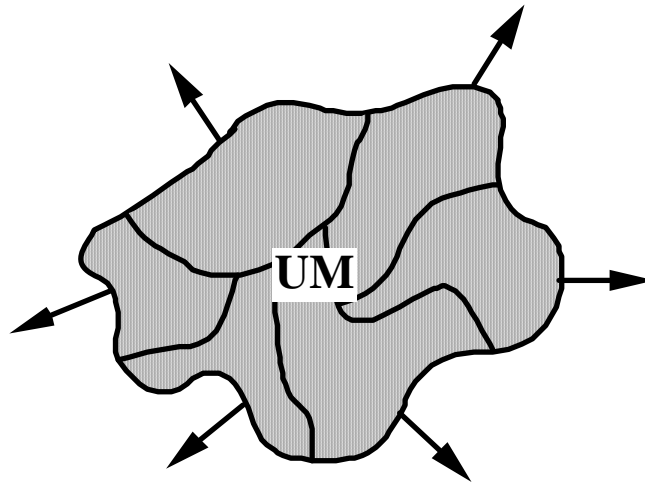
## The Foundation for Change

- Commitment to Excellence
- Fundamental Values
- Sense of Community
- Daring and Risk-Taking

# Concerns

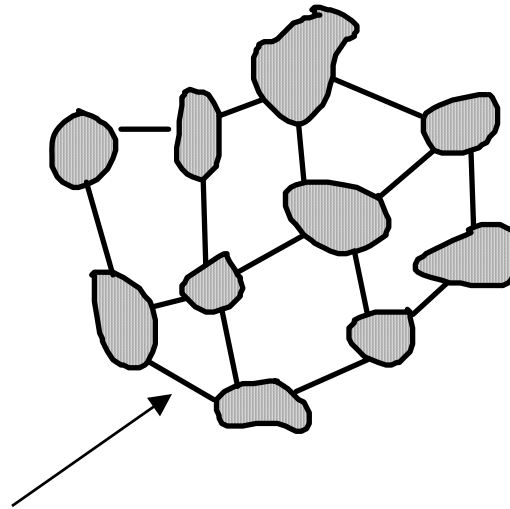
## Commonly mentioned concerns:

- **Morale, malaise, separatism, intellectual fragmentation...**
- **Behavior (substance abuse, crime, racism, vandalism)...**
- **Special interest agendas, budgets, salaries, parking...**
- **"What's in it for me?...What have you done for me lately?..."**
- **Students vs. faculty vs. staff vs. administration vs. Regents**



# The All-Important "C" Words

Community  
Communication  
Comity  
Collegiality  
Collaboration  
Cooperation  
Coherence  
Concern  
...



The "glue" words...

## **The Challenge for 1990-91**

**"How do we generate more of a sense of**

**...pride in...**

**...respect for...**

**...excitement about...**

**...and loyalty to...**

**...The University of Michigan?"**