



THE UNIVERSITY OF MICHIGAN

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Professor Werner Hirsch
11601 Bellagio Road
Los Angeles, CA 90049

Dear Werner:

Let me convey some general observations on the proposed Glion IV Colloquium concerning "Reinventing the Research University" that seem quite consistent with Harold William's views.

In general, I support the idea of a colloquium drawing together active leaders of research universities in Europe and North America to imagine how one might reinvent the research university for the 21st Century without existing constraints.

However, if Glion IV is to attract the participation of presidents/rectors/vice-chancellors of leading research universities, the program should be framed around topics of current and direct interest to university leaders, in which they serve as the primary presenters and discussants. I worry that the current agenda may be too long and abstract to attract their active interest and participation.

A possible suggestion would be to strip down the agenda and narrative to its bare essentials, thereby allowing participants more flexibility in defining the particular issues of most direct concern in their presentations and discussion.

Drawing from the current draft agenda, I would suggest simplified topics such as:

1. How will one achieve the appropriate balance between public purpose (public policy and public investment) and market forces (student demand, commercialization of intellectual property) in determining the nature and evolution of the future research university?
2. What kind of a university will be necessary to serve the rapidly changing demographics of our societies (an aging population in Europe, a rapidly diversifying population in ethnic terms driven by immigration in North America, global education needs of developing nations)?
3. Will the future university conduct learning in fundamentally different ways as the rapid advances in neurosciences and cognitive science suggest (e.g., shifting to "constructionist learning" paradigms involving discovery-based, collaborative learning environments that span ages "from cradle to grave")?
4. How will the future university reflect the extraordinary changes in research and scholarship, driven both by fundamental changes in paradigms (e.g., from

reductionist to complexity, disciplinary to trans-disciplinary), technology (e-science), and market forces (commercialization of intellectual property, changing copyright laws on "fair use").

5. Since society will only support those social institutions of perceived relevance and value (whether through public investment or market value), will the future university need to consider a radical restructuring of its public service/engagement mission (similar in scale to the Land Grant Acts in 19th Century in the United States)?
6. How will the research university of the future relate to the broader systemic character of higher education, such as differentiation in institutional missions, competition and cooperation among institutions, and differing aspirations for quality?
7. Will the concept of a "regional" or even "national" research university lose its relevance in an increasingly international interconnected higher education enterprise, particularly in the face of a global marketplace for students, faculty, ideas, and resources?

These are typical of the kind of issues that American university presidents worry about these days, and I think they could be drawn to Glion to discuss such issues with their European colleagues. Again, I would recommend keeping such topics relatively broad and allow a good deal of latitude on how participants choose to approach them. Again, I would give highest priority to presentations by current (active) university leaders.

Hope this is useful.

Sincerely,

A handwritten signature in black ink, appearing to read "James J. Duderstadt". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

James J. Duderstadt
President Emeritus and University
Professor of Science and Engineering

JJD:mm