James Murray III

Dear Jim:

Enclosed is the first installment of material concerning the IT-Higher Ed project I've been discussing with you and Stan. In particular, I have enclosed a draft preface, outline, and early draft of the first chapter in order to make certain that we are headed in the right direction.

As I mentioned earlier, Dan Atkins (former Dean of our new School of Information and currently director of the Kellogg Foundation's Alliance for Community Technology) and Doug Van Houweling (president of the University Consortium for Advanced Internet Development, i.e., Internet2) have both agreed to be collaborators on this project. The three of us are also members of the National Academy of Sciences task force exploring the implications of information technology for the future of the university (which I chair).

You will see from the enclosed material that while we intend for this to be a very pragmatic and helpful introduction to the issues and possible strategies for colleges and universities, we are also taking a very broad perspective. The discussion will range from issues at the institutional level (e.g., the impact on teaching, research, and outreach; the necessary infrastructure and its financing; the organization of the university; the role of the faculty and staff) to the postsecondary enterprise (e.g., market forces, emerging competitors, restructuriing of the higher education "industry) to national and global issues (e.g., the educational needs of a knowledge-driven society, possible new educational "architectures" or "ecologies", and consequent implications for policy development at the state and federal level).

As we note in the preface, we are aiming to provide both possible visions for the future of higher education as well as pragmatic advice on how to cope with the complex yet consequential issues facing university leaders. Here we believe it important to adopt the language and perspective of those who have provided both institutional and national leadership on these issues, writing for leaders of colleges and universities, rather than as academic scholars or IT business professionals.

This project will get a jump start this summer since Dan Atkins and I are preparing to conduct a university-wide research seminar on many of these issues during the fall and winter terms, involving both Michigan faculty and graduate students as well as remote participants from places such as Xerox PARC, IBM, and Bell Labs. It is my hope to try early drafts out on this captive audience. Our current schedule aims at having an early draft of the complete manuscript by mid- to late-fall.

Let us know whether this is what you folks had in mind.

Sincerely,

Jim Duderstadt

Enc.

Xc: Stan Ikenberry