

# Academic Affairs Agenda

Winter Term, 1988

# Outline

- 1. Strategic Planning Process**
- 2. Academic Affairs Participation**
- 3. Agenda for Winter/Spring-1988**

# The Goal

- 1. To develop, implement, and sustain a flexible planning process that would:**
  - Identify University objectives and priorities,**
  - Assess (and perhaps modify) the dynamic environment in which the University must operate, and**
  - Develop both strategic and tactical plans for achieving these objectives.**
- 2. To link this planning process to resource allocation and management decisions at all levels of the University.**

# Why Bother?

- 1. All too often the University has tended to *respond* to external pressures and opportunities rather than taking strong actions to determine and pursue its own objectives.**
- 2. We must counter the tendency to become preoccupied with *process* rather than *objectives*...with *how* rather than *what*...**
- 3. To seize the opportunities, to face the responsibilities, and to meet the challenges before us, the University must initiate a process capable of determining both a direction and a strategy capable of guiding it into the 21st Century.**

# Opportunities

## 1. Reputation

## 2. Human Resources

**Student quality**

**Faculty quality**

**Staff quality**

**Alumni influence**

## 3. Financial Resources

**State**

**Federal**

**Private**

## 4. Autonomy

# World's Leading Research Universities†

1. Harvard
2. Cambridge/Oxford
3. Stanford
4. UC-Berkeley
5. MIT
6. Yale
7. Tokyo
8. Paris-Sorbonne
9. Cornell
10. Michigan/Princeton

†Asian Wall Street Journal

# Leading Undergraduate Programs†

1. Stanford
2. Harvard
3. Yale
4. Princeton
5. UC-Berkeley
6. Dartmouth
7. Duke
- 8. Michigan**
9. Chicago
10. Brown

†US News & World Report

# Leading Professional Schools†

<u>Law</u>	<u>Engineering</u>	<u>Business</u>	<u>Medicine</u>
1. Harvard	1. MIT	1. Stanford	1. Harvard
2. Yale	2. Illinois	2. Harvard	2. Hopkins
<b>3. Michigan</b>	3. Stanford	3. Penn	3. Penn
4. Stanford	4. UC-Berkeley	4. MIT	4. UCSF
5. Columbia	5. Caltech	5. Chicago	5. Yale
6. Chicago	<b>6. Michigan</b>	6. Northwestern	6. Washington
7. UC-Berkeley	7. Purdue	<b>7. Michigan</b>	7. Stanford
8. Virginia	8. Cornell	8. CMU	8. Duke
9. NYU	9. CMU	9. Columbia	9. Columbia
10. Penn	10. Texas	10. UC-Berkeley	10. Cornell

†US News & World Report



# Responsibilities

- 1. To our students...**
- 2. To our faculty...**
- 3. To society...**
- 4. To our state, our nation,  
and the world...**

# Challenges Facing Higher Education

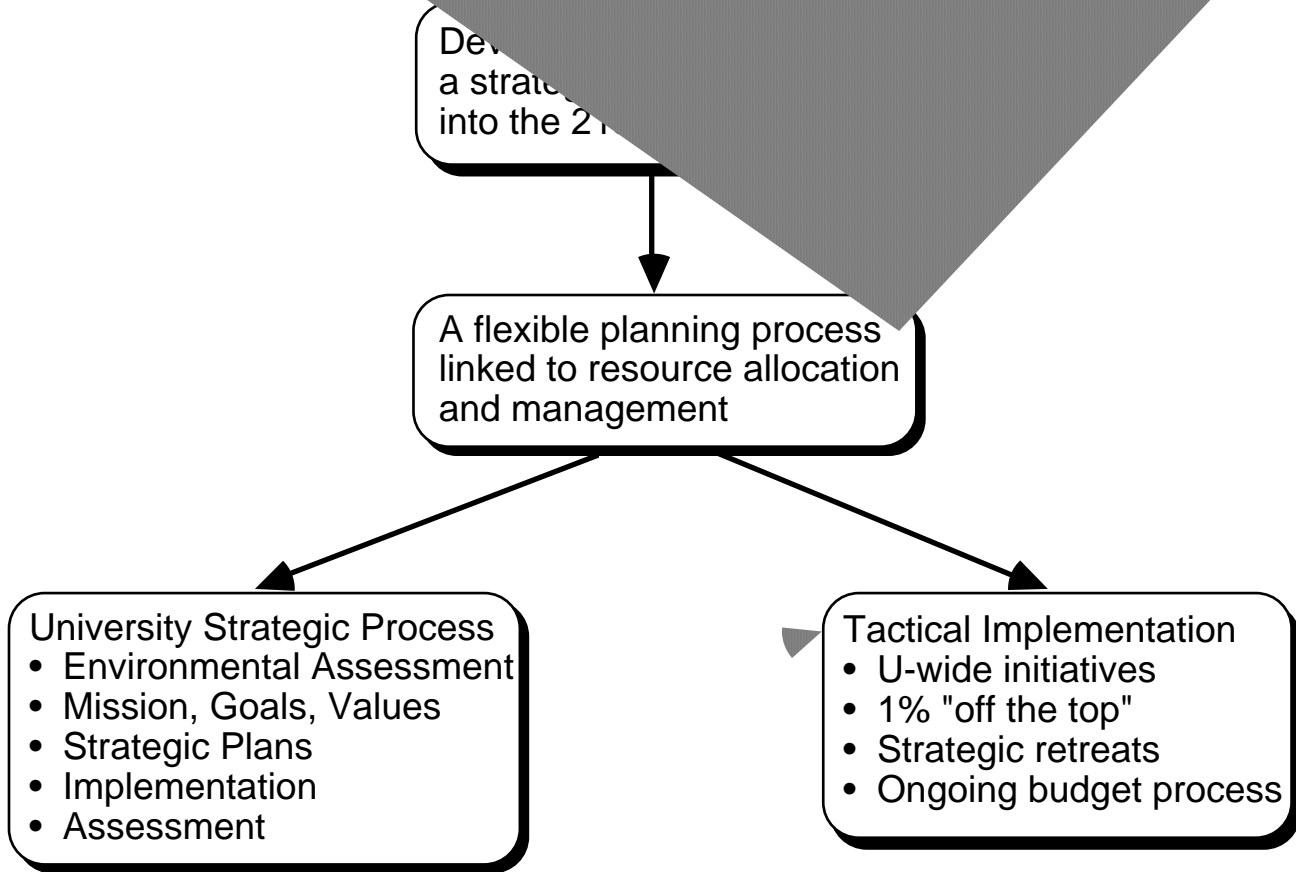
- 1. The Costs of Excellence**
- 2. The Changing Role of the Research University**
- 3. Relationships with Our Constituents**
- 4. Diversity and Pluralism**
- 5. Intellectual Challenges**

# The Most Important Challenge

**"It may be that the most significant challenges facing higher education today are not the tangible external issues such as resources or public perception, but rather the need to understanding better and gain broader consensus about the central goals and beliefs that guide decisions made about the University."**

**"The intellectual renewal of the role, mission, values, and goals of the University may be the key challenge before us today."**

# Strategic Process

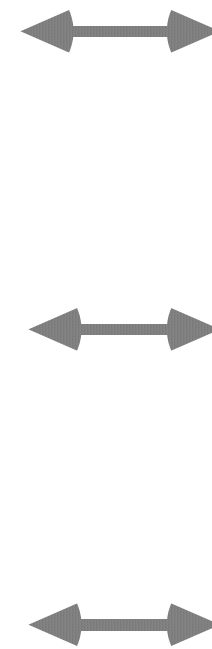
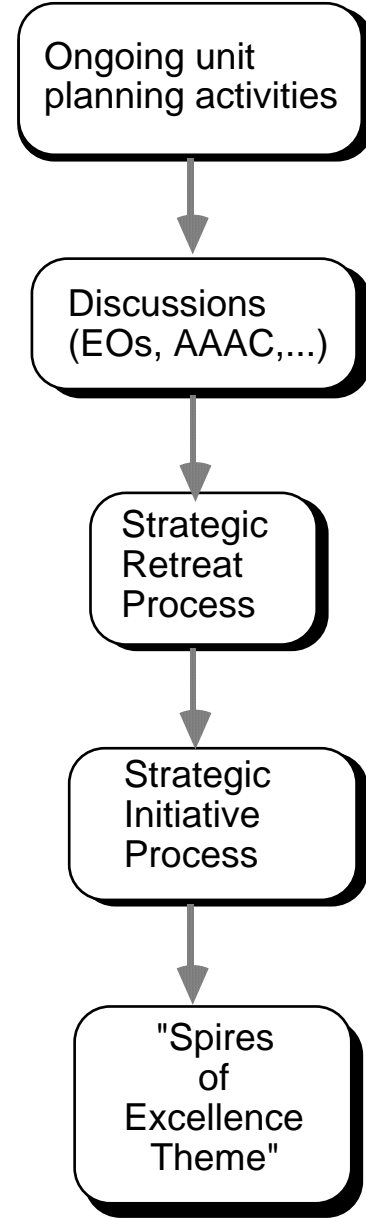


# The Strategic Planning Process

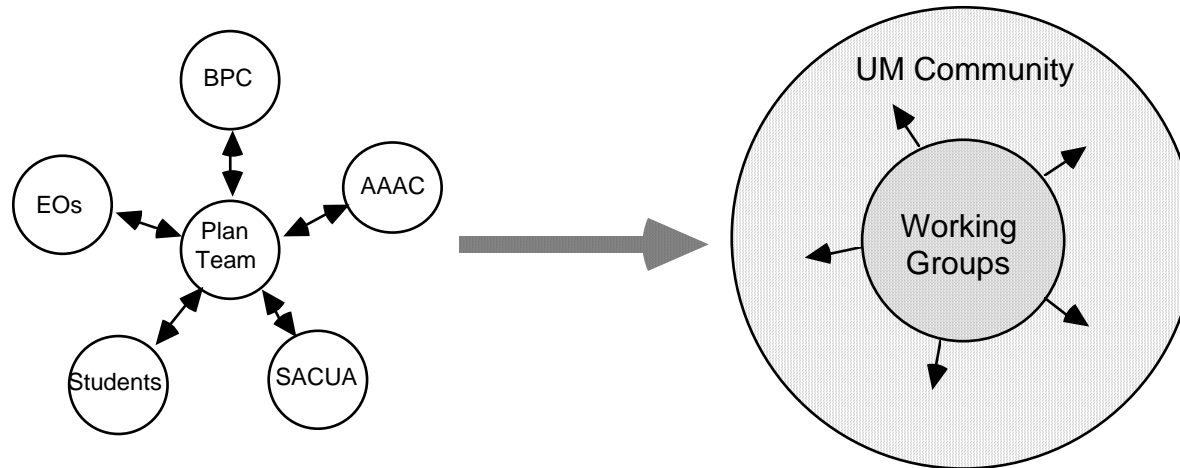
- **Environmental Assessment**
- **Mission (values, goals, priorities)**
- **Operational Objectives**
- **Strategic Plans**
- **Tactical Implementation**
- **Assessment and Evaluation**

# The Process

- Key features:
- in parallel
  - interactive
  - iterative



# Propagating the Process



# Key Planning Issues

## 1. Change and Renewal

**Changing nature of education, scholarship, service**

**Resistance to change (change as threatening)**

**Management of change (change as empowering)**

## 2. Resources

**Human (faculty, students, staff)**

**Financial (funding, facilities)**

**Leadership, vision, energy,...**

## 3. Diversity, Pluralism

**Racial, gender, cultural, nationality**

**Economic**

**Intellectual**



# Key Planning Issues (continued)

## 4. Tensions

**Education, research, service**

**Undergraduate, graduate, professional**

**Quality, breadth, size**

**Diversity, comity, shared values**

**Competition, cooperation**

**Public, private**

**Constituencies (values, needs, expectations)**

**Commitment (discipline, unit, institution)**

# Typical Planning Questions

1. **How good should we try to be?**  
**Students, faculty, staff, programs,...**
2. **How much should we try to be leaders?**  
**(leadership = venturesomeness, innovation, renewal)**
3. **How will resources constrain our options?**  
**"Smaller but better"?**  
**"Peaks of excellence"?**
4. **Should we compete or cooperate?**  
**Internally?**  
**Externally**
5. **What is the "Michigan niche"?**  
**Today?**  
**Near term (5 - 10 years)?**  
**Long term (10 years and beyond)?**

# Issue Teams

**1. Faculty Issues:**

Quality, recruiting, retention, rewards, retirements

**2. Student Issues:**

Quality, recruiting, retention, curriculum, education

**3. Leadership and Administration**

Centralization vs. Decentralization

Disciplinary vs. Interdisciplinary

Academic vs. Administrative vs. Auxiliary

**4. Resource Acquisition:**

Public support, private support, tuition, auxiliaries

**5. Communications, Public & Government Relations**

**6. Summary Sessions on Strategic Retreat Process**

# Possible Missions

**"To become smaller but better..."**

**"To be all things to all people..."**

**"To serve primarily the people of the State of Michigan..."**

**"To become the best public university in the nation..."**

**"To become the best university in the nation..."**

**"To win a national championship in a revenue sport..."**

# A Mission of Leadership

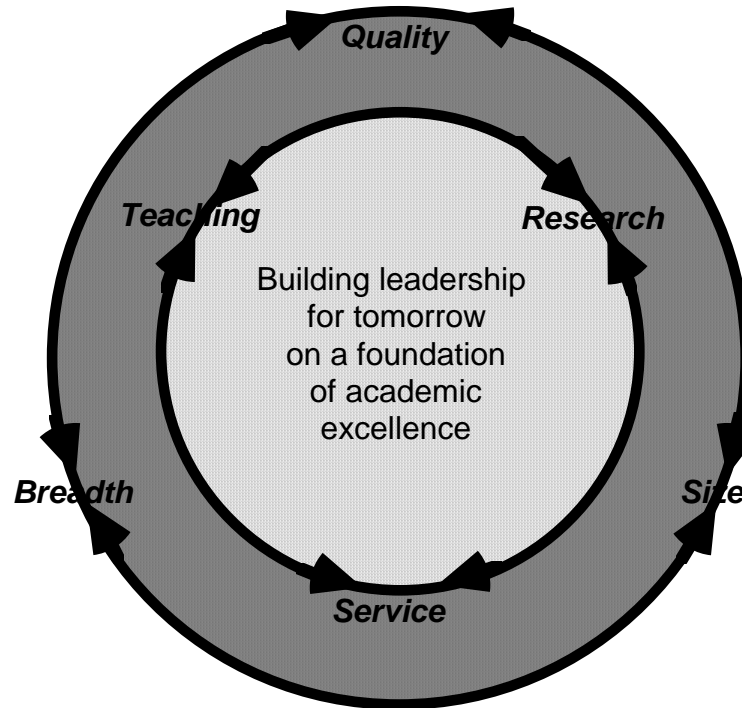
## **Strategic Planning Group (1986-87):**

**"Building leadership for tomorrow on a foundation of academic excellence..."**

## **Strategic Planning Group (1987-88):**

**"The University of Michigan should take the lead in developing a new paradigm for the research university in 21st Century America"**

# A Theme of Leadership



# A New Paradigm

**Capable of responding to the opportunities, responsibilities, and challenges before us...**

**Capable of linking and balancing the various missions we must perform...**

**Capable of spanning both the public and private sectors...**

**Capable of relating to the diverse constituencies we must serve...**

**We must develop a challenging and compelling statement of the particular role and mission of the University of Michigan in the 21st Century.**

# Themes of Leadership

- 1. The Commitment to Excellence**
- 2. Focusing Resources to Achieve Excellence**
- 3. The Importance of Academic Excellence**
- 4. Intellectual Leadership**
- 5. The Challenge of Change**
- 6. Diversity and Pluralism**
- 7. A Sense of Community**



# Resource Allocation

Resource Allocation  
"Knobs"

1

*Aligns process with strategic objectives*

Institution-wide Initiatives

2

*Stimulates unit planning and prioritization*

1% "off the top"

3

*Primary tool for resource reallocation*

Incremental Budgeting

4

*Establishes priority of units*

Unit Reviews  
Priority Assessment

## Objectives

- Targets major University priorities
- Gets people excited and involved
- Pulls people together
  
- Provides "venture" capital
- Stimulates internal priority setting with units
  
- Primary mechanism for major reallocation among units
- Funds major needs and opportunities at unit level
  
- Better understand units
- Determines degree to which unit objectives align with University objectives
- Determines priority of unit for University resources

# Strategic Initiative Process

## Reallocation Process:

For FY87-88, FY88-89, and FY 89-90, reallocate 1% of the base General Fund budget through a University Initiatives Fund into several strategic thrusts.

## Characteristics of Strategic Initiatives:

- Broadly supported strategic priorities of University
- University-wide
- Strong grassroots involvement
- One-time (flexible) projects

## FY87-88 University Initiatives:

- Undergraduate Initiatives Fund (\$1 M)
- Presidential Initiatives Fund (\$1 M)
- Diversity Initiatives (\$1 M)
- Graduate Education (\$800 K)
- Sciences (\$600 K)

## **Other Initiatives (FY86-87)**

- **Restoration of University Flexible Capacity**
  - Transferring recurring expenses onto General Fund**
  - Rebuilding one-time reserve funds (UIP, ICR)**
  - Shifting 3% of General Fund from base to flexible**
- **Student Financial Aid (UG and Graduate)**
- **Humanities Institute**
- **University Press**
- **Center for Performing Arts and Technology**
- **Central Campus Classroom Renovation Program**
- **Graffiti Removal Program**
- **Campus Security**
  - Emergency Phone System**
  - Sexual Assault Prevention Center**
  - Nite Owl and SafeWalk Programs**

## **Other Initiatives (FY86-87) (cont)**

- **University Libraries**

  - Budget growth to compensate for cost escalation**

  - MIRLYN (library automation project)**

  - Kellogg Grant (\$2 M + \$1 M)**

  - Buhr Renovation (Preservation), fire protection**

- **Information Technology**

  - IBM 4090-400 VF**

  - Phase II of Student Assess Program (611 Church Street, Angell-Haven Courtyard Project, Rescomp)**

  - MacTruck, Fall Truckload Sale**

  - NSFnet**

  - Michigan Information/Television Network**

- **Research Incentive Program**

- **Intellectual Property Policy Overhaul**

## **Still More Initiatives (FY86-87) (cont)**

### **Major Facilities:**

**Chemical Sciences: \$60 M**

**Natural Sciences: \$12.5 M**

**Angell-Haven Courtyard: \$3 M**

**Angell-Haven Auditoriums: \$0.5 M**

**West Eng (SILS): \$1.7 M**

**Law Classrooms: \$4 M**

**Nursing Consolidation: \$4 M**

**MSRB II: \$20 M**

**Child & Material Health Center: \$46 M**

**NC Commons Expansion: \$4 M**

**Dow-GGBL Connector: \$4.5 M**

**Natatorium: \$8 M**

# **OAA Agenda (FY87-88)-I**

## **Appointments:**

**Ruth Hastie (Assistant to the Provost)**

**Shirley Clarkson (Assistant to the Provost)**

**Director of CEW**

**Director of Admissions**

**Dean, School of Natural Resources (James Crowfoot)**

**Dean, School of Education**

## **Budget:**

**FY88-89 State Budget Request**

**Budget Planning Sessions**

**FY88-89 Budget Proposal**

**Contingency Budget**

# **OAA Agenda (FY87-88)-II**

## **Major Policy Issues:**

**Nonresident Enrollments**

**Public Service**

**White Paper**

**Public Service database**

**Strategic Planning Process**

**Transition in University Leadership**

## **Diversity Agenda:**

**Completion of 6-Point Plan**

**Racism awareness programs**

**Minority Student Recruitment & Retention Projects**

**Minority Faculty Recruitment & Retention Programs**

**Office of Minority Affairs**

# **OAA Agenda (FY87-88)-III**

## **Strategic Retreats Completed:**

**Pharmacy, Music, Business Administration, Public Health, Information & Library Studies, Social Work, Medicine, Education, Plant Operations & Extension, Housing, Physical Education, CHGD, Gerontology, DRB**

## **Strategic Retreats Scheduled for Winter/Spring-88:**

**LS&A, Natural Resources, ISR, ...**

## **Strategic Retreats Scheduled for FY88-89:**

**Engineering, Nursing, Architecture, Art, Dentistry, Law, Rackham, University Hospitals,...**



# OAA Agenda (FY87-88)-IV

## Physical Facilities:

- Child & Maternal Health Center construction start
- E.H. Kraus (Natural Sciences) construction start
- ISR Addition (to house DRDA) construction start
- Physics Renovation Projects (West Engineering)
- Completion of SILS renovation (West Engineering)
- Argus Move for ITD
- North Campus Commons Expansion
- Completion of Angell-Haven Courtyard Project
- Completion of NIB Nursing Facilities
- "Implosion" of Old Main
- ? East Engineering construction start
- ? ITIC schematics
- ? Social Work planning start

# OAA Agenda (FY87-88)-V

## Community Events:

- Deans/EOs/Regents Kickoff event
- OAA Potluck
- Senate Assembly Reception
- Faculty Dinners at Inglis House (biweekly)
- Student Dorm visits (biweekly)
- Deans Farewell Dinner for Shapiros
- EOs Farewell Dinner for Shapiros
- Academic Affairs Holiday Reception
- Varsity Athletes Reception (February)
- Minority Faculty Reception (February)
- Student Honor Society Reception (March)
- Silver Anniversary Faculty Service Event (March)
- Promotion Reception (June)
- Deans' Yearend Event (May)

# Themes of Leadership

1. The Commitment to Excellence
2. Focusing Resources to Achieve Excellence
3. The Importance of Academic Excellence
4. Intellectual Leadership



**5. The Challenge of Change**



**6. Diversity and Pluralism**



**7. A Sense of Community**

# The Challenge of Leadership

**"The intellectual renewal of the role, mission, values, and goals of the University may be the key challenge before us today."**

**"As its primary mission for the years ahead, the University of Michigan should seek to re-establish its traditional leadership in higher education by seeking to develop a new paradigm for the research university in 21st Century America."**