

A Reality Test

Premise:

- i) Because of the limited will and capacity to support higher education, in the face of a weakened economy and other social needs, the state will at best be able to support higher education at the level of a comprehensive four-year college (e.g., the "EMU level").
- ii) Further, political pressures will make it increasingly difficult to prioritize limited state support for flagship institutions like UM and MSU, instead driving a leveling process in which the state appropriation per student equalizes across the state (again, at the "EMU level").

Proposed Response:

To sustain the quality of the University of Michigan, we need to embark upon a multiple strategy:

- i) To take steps to build alternative revenue streams to levels sufficient to compensate for the loss in state support (e.g., tuition and fees, private support, federal support)
- ii) To deploy our resources far more effectively than we have in the past, focusing to achieve quality at the possible expense of breadth and capacity and striving to improve efficiency and productivity.
- iii) To enhance the University's ability to control its own destiny by "snipping the ties that bind" us to the state and strengthening dramatically the quality of the Board of Regents.