

## State Strategy-Fall-89

### Specific Actions

#### Lansing Effort:

1. We should begin at once to look for two additional staff
  - i) budget person (a la Ralph Nichols)
  - ii) senior Lansing person  
(who lives in Lansing...)
2. Permanent office presence in Lansing
3. Do you need someone to direct Lansing relations...  
...that can spend full time on this effort?

#### Broader Efforts:

1. Move ahead with Forman/Harrison plan
2. Put Community Relations (including Pete) under Walt  
and build it rapidly, in close coordination with  
public relations
3. Hire external political consultants for constituency building
4. Hire marketing/advertising groups (Campbell-Ewald)

### Develop a Broad-based Strategic Plan for State Relations

### General Conclusions

#### Game Film Analysis:

We were as well-positioned as we could have been for the "end-game"...at least according to traditional models...

- i) Support of Jake
- ii) No overt hostility on part of Hood and Sederburg
- iii) Strong cooperation on Presidents' Council
- iv) Effort to relate to Governor's staff
- v) Involvement of Gary Owen

#### Bad News

- i) But, we were blasted in the end-game...for the nth year in a row
- ii) Sederburg sabotaged Conference Committee  
and rekindled nonresident enrollment issue
- iii) Hood and Sederburg now both mad at us
- iv) Governor's folks (and perhaps Governor) now  
want to "get even" with us
- v) Little support by our "friends"  
(Lana Pollock, Joe Schwartz, Bob Emerson,...)

#### Good News

- i) Managed to build and hold together coalition of  
public universities
- ii) Regents came together to provide strong support
- iii) Build strong editorial support with key media
- iii) Identified a new champion (Jake)

#### Immediate Conclusions

1. We gave the traditional approach our best shot...  
...and it failed again
2. It is clear that we are far too isolated and passive  
in Lansing
3. Inadequate handling of end-game
  - Inadequate support of University during budget process
  - State relations operation essentially shut down  
during most critical part of budget process  
in August
  - Inadequate support for University leadership  
during this period
  - Inadequate intelligence on what is going on in Lansing
  - Desperate need for budget person
4. Real questions as to what our friends were doing...  
Lana Pollock, Joe Schwartz, Bob Emerson,...

### Major Conclusions

1. We need to rethink our entire Lansing strategy

...and develop a global strategy for the 1990s...  
recognizing that the approaches of the 60s, 70s, and 80s  
are simply not working.

**2. We must move aggressively ahead with state outreach**

...community relations  
...Alumni networking  
...public relations  
...constituency building

**3. It is also clear that time is running out...**

... we simply cannot afford to be in the same place next year

**Observations**

**Inadequate presence in Lansing**

Need full-time folks up there...cultivating key players  
Hard to influence Legislature if they see you  
infrequently. UM has little positive presence in Lansing.  
May need a permanent office or base in Lansing  
Need folks in Lansing who clearly speak for University  
Need to find folks out of Lansing culture who can relate  
to us...e.g., someone with Gary Owen's political  
credibility and Doug Ross's understanding of  
higher ed

**Political representation:**

- i) Gary Owen's role  
While Gary is great politically, he still doesn't  
understand a thing about an institution such  
as UM...and I worry about him selling us out  
due to his misperceptions.
- ii) Is Lana really of any use to us?
- iii) Where was Joe Schwartz?
- iv) Is there anyone else in the Legislature we can cultivate  
as a UM champion?

**Must identify champions**

We need to find key people (such as Jake) we can  
work with and develop...and get them intensely  
loyal to UM.  
We need to pull together three campuses and their  
political constituents

**Staffing**

Clear that our present staffing (RLK and KM) is inadequate  
to meet our present challenges  
Most institutions have key state relations people who  
live in the state house  
RLK has other responsibilities...not the least of  
which is Secretary to the Board of Regents  
Hence, perhaps we need a Director of State Relations  
reporting to the VP-Government Relations  
who lives in Lansing!  
What about making more use of others such as Rick Bossard, Tom Butts,  
Dave Heebink, and Larry Crockett

**External leadership network building**

Joe Roberson cannot do both this and Development  
How about an external leader...  
Bill Milliken?  
Bob Teetor?  
Larry Lindemer?

**Major external assistance**

Constituency building consultants  
Market opinion sampling groups  
Advertising consultants

**Other Issues**

**Blanchard Second Term**

- i) Inadequate appropriations
  - Less than CPI for past three years
  - Michigan ranking has slipped to 40th in the nation
- ii) Zero capital outlay
  - Capital outlay for higher ed has been eaten up by corrections
- iii) Sat back and watched while higher ed was torn apart by racial conflict on campuses and interference by Legislature on a range of issues (racism, nonresident enrollments,...)

### **Arrogance and Elitism**

Some quotes:

Ed Petykevitch:

“It would be impossible to describe how bad our reputation as elitists is in Lansing, and this is a critical flaw in our long term prospects for excellence.”

Why is UM viewed as arrogant?

1. Through our actions...or lack of them?
2. Because of our people?
  - EOs (or Lansing representatives)
  - Regents
  - Faculty
  - Students
  - Alumni
3. Because UM is a fat target for those with other motives (Sederburg and Hood fall into this category).. with little to inhibit such attacks
4. Because of our quality, which makes many envious, since they don't see how this quality benefits them.

Hypothesis:

In fact, the UM serves this state in just as “caring and compassionate” way as any other state institution... indeed, in many ways, even more.

The real problem has to do with our success...

- ...in academic rankings
- ...in intercollegiate athletics
- ...in the desire our many publics have in benefiting from our success

However, as a highly visible institution, we are a ready target for those who can profit by attacking us. Unfortunately, we presently don't have any way to inhibit these attacks at present.

Hence, the charge of arrogance may be a red herring (although it is certainly believed by many).

Those who want to beat us up will use any excuse... and care little for the facts.

Hence, perhaps our strategy should be to create forces which work against this:

- i) Key public visibility
- ii) Key champions
- iii) “Counter forces” (including retaliation)

### **The Need for a New Strategy**

#### **Premise 1:**

The UM afford to allow its state relationship to deteriorate any further.

#### **Premise 2:**

Our present strategy, which is essentially a continuation of the past two decades, is largely bankrupt and requires a complete overhaul.

We have not aligned our strategy or our operations with the new political realities of populism, fragmentation, special interest politics, the decline of parties, the importance of the media and marketing considerations, and the declining respect

for institutions.

We have a late 50s operation for a 1990s world!

**We desperately need a Global Strategic Plan for State Relations Outreach**

NOTE: Forman/Harrison proposals are a good start, but they are piecemeal until they are incorporated into a larger plan

What are our long term political goals?

Representation:

New State Representative (2 years)

Either enable State Senator to become effective...or replace (3 years)

Strengthen Board of Regents

Influence party nominations

Establish key alliances in Legislature (NOW)

Based on solid political work in their districts

Replace chairs of House and Senate Higher Ed Committees...

Begin thinking now about how to influence the selection of new leaders and members of committees.

Neutralize key threats:

Either get them out in ruins or on to other jobs where they can't hurt us

Lock leadership and candidates of both parties into commitments to higher education in campaign

Keep UM and higher education out of upcoming brutal campaigns

i) Gubernatorial

ii) Detroit mayoral

Specific Targets

Increase higher education appropriations to:

Total: 7.8% to 10% of total state appropriations

UM: 23.4% to 26% of total

Capital Outlay Support

Total: \$100 M per year

UM: \$25 M to \$30 M per year

Programmatic Support

State public service

K-12 education cooperation

Detroit initiatives

Alliances

K-12 education (including MEA)

Figure out how to piggy back onto K-12 campaign

Broad and powerful leadership coalition...

...get top people to front campaign for education

high quality blitz campaign (using free help from alums)

Coalition leadership outreach to media

mobilization of interest groups

How do we go about accomplishing them?

Analysis of each goal to identify key decision makers and decision points

Who are our allies?

Who are well-disposed to us?

Who are neutral?

Who are our enemies?

Analysis of who and/or what influences each of these groups and makes it possible for them to act on our behalf...

or neutralizes their opposition.

Analysis of our strengths and weaknesses

Some components of a strategic plan:

Problem:

We are not wired into the political or bureaucratic process.

We simply cannot afford not knowing or anticipating what is happening.

We really aren't that much better off now than we were a year ago.

In politics, the key thing is "no surprises"!

Need a high level advisory group:

We need to listen and also to ask them to do concrete things.

We need to build a broad-based public appreciation of UM and higher education as an umbrella to protect friends and defend against opponents

Need sustained presence in key locales.

#### Community and State Relations

Walt's shop should handle community relations

Need to identify audiences and messages

Need a communications inventory and evaluation and strategy for reaching effectively targeted groups

Need a plan and coordination of public service outreach activity by individuals and units and well-planned marketing of it.

Need Alumni PAC

More education of alums re UM political interests, and outreach to key alums in localities across the state

Need systematic outreach to media, elected officials across the state...efforts to bring them to campus per Forman report

Media relations (particularly television) is critical.

Positive relations with key publics: minorities, corporate sector, labor, education, and locales in state as foundation for action by friendly legislators and as stick to hold over heads of unfriendly ones

Ann Arbor relations

Need a solid home base.

Better community building.

Detroit relations

Need first-rate connected Black representative (Matlock? Wilson?)

Lansing relations

Identify top goals and timetables and get going in rethinking our operations.

NOTE: What we are doing is not not working!

Need coordination of lobbying and community relations.

Need strong Ralph Nichols-type person to get deeply into budgeting and appropriations process.

Need assistance in crafting key presentations for maximum political effectiveness.

Implement recommendations from Forman Report re promotional activities including higher education day

Leadership

Need better coordination among communications, government relations, community relations, development

Note: Increased national activity and visibility for UM and JJD will help reinforce reputation and strength within state

President should stay above the fray and maintain "statesmanlike" position.

Conserve and build power and use sparingly if at all until we have ducks in better order.

Very important to have good spear carriers to do the dirty work...

...including the role of spokespersons for criticisms...

except when strategy calls for President to speak out.

What role should we play in K-12.

Leadership of President's Council

General Observations

We cannot even at our strongest outgun them, so we have to outsmart them.

We are operating against the tide of social forces still, although our efforts could help to turn the tide.

Polls show that opinion and attitudes are shifting and the public cares about education and may be ready to return to some more traditional values about responsibility to society and the future.

The moment may be historically opportune to provide leadership for this shift.

Perhaps now is the time to form the alliance with K-12...

Specific strategies

Tax increases earmarked to higher ed...

General taxes  
Nuisance taxes  
Property taxes

### **Assessment of Past Year:**

#### **Lansing Relationships**

Governor  
Bowman (MET)  
Solomon (DMB)  
Others: Bachula, LeWand, Weiss, Ross, Plastrik, Baldini  
Legislature  
Democratic Leadership  
(Dodak, Hood, Jacobetti, O'Neill)  
Republican Leadership  
(Engler, Gast, Schwartz, Sederburg)

#### **Higher Education Networking**

President's Council  
Joint FY89-90 Operating Appropriation Request  
Joint Long Term Strategy to move Michigan to top third of states over 5 years  
Joint Capital Outlay Strategy  
Joint tuition strategies  
Duderstadt/DiBiaggio/Adamany/Stein Relationships  
RLK/Guyer/Palmer support group

#### **Support Groups**

RLK Shop  
AVP: Keith Molin  
\*Budget person:  
Lobbying Groups:  
Owen and Vanderlaan

#### **Media Relations**

Detroit Free Press  
Detroit News  
Booth Papers  
Ann Arbor News  
National Press

#### **Leadership Network**

CEOs:  
Iacocca, Petersen, Mawby, White, Popoff, Vititoe, Taylor, Cooper, Glancy...  
Political Funding Sources:  
Borman, Schwartz, Hermalin...

#### **Community Outreach**

##### **Detroit**

##### **Alumni Network**

##### **Particular Efforts**

MET "fixes"  
Corrections Analysis  
\*UM Alumni "PAC"

##### **Results to Date**

Appropriations  
Backed DMB off from original 1-2% targets  
Built supportive relations with key legislators  
MET/Tuition Issues  
Have apparently avoided tuition confrontation (we hope!!!)  
Made persuasive case to "fix" MET  
Capital Outlay  
ITIC Schematics Funded  
Physics Schematics Included in Capital Outlay Bill  
Have Governor and House supportive of \$500 M increase in State Bonding Cap  
(Now must build support in Senate)  
Divestment  
Regents resolved South African Divestment Issue

**Specific Issues**

MET

Divestment

Corrections

**Strategic Messages**

We must craft a careful message before we launch community and alumni outreach activities.