Activities Summary: 1990-91

Major Strategic Objective
To position the University of Michigan to play the leading role in developing the new paradigm of the “University of the 21st Century” in the face of the major changes occurring in our society

Themes of Change
Pluralism and Diversity
Globalization of America
The Age of Knowledge

Particular Challenges to Higher Education
The Challenge of Change
The Commitment to Excellence
The Importance of Fundamental Values
A Sense of Community
Acquiring the Resources Necessary for Leadership and Excellence

Signs of positioning within past year:
Leading public universities are beginning to drop back
...University of California is facing grave budget difficulties
...Other Big Ten universities are also facing serious constraints
...Emerging institutions (UNC, UVa, Texas) are facing a combination of serious political and financial difficulties
Some erosion in leading private universities
...Stanford’s problems with overhead and other problems
...Harvard leadership change
...Yale, Columbia facing serious financial difficulties
Still in the hunt
...Cornell

Major Events
First Wallenberg Lecture (Elie Wiesel)
Medical Research
Discovery, cloning, and correction of cystic fibrosis gene
Discovery and cloning of neurofibromatosis gene
Discovery of diabetes gene
Sunrunner victories
National Champion
3rd in World Championships
MacCarther Prizes
Rebecca Scott
Sherry Ortner
Tom Holt (visiting faculty member...under recruitment)
Child and Maternal Health Care Center Dedication
Athletics:
  Football:  Big Ten Champion, Gator Bowl
  #1 recruiting class in football
  #1 recruiting class in basketball
Modifications of Michigan Stadium
  conversion to natural turf
  lowering field to improve sight lines
Schembechler Hall Dedication
UM Medical Center ranked as largest in nation
Implementation of Campus Safety Program
  Strategic Plan, Lighting, Campus Police
Improvement of State Relations Effort
Improvement of Federal Relations Effort
The Michigan Mandate:  Phase I Progress
K-12 Effort
  BRT Plan
  PCSUM Admissions Requirements
UM USN&WR National Rankings
  9th in undergraduate education reputation
  5th in engineering
  6th in law
  8th in business
  11th in medicine
(Note:  UM, along with Cornell and Stanford,
  are the only universities ranked among the
  leaders in all 4 professional schools)
Spring Commencement (President and Mrs. Bush)
JJD and AMD dine with the Queen (and the President)...

The People
Executive Officer Appointments
  Provost:  Gil Whitaker
    (Chuck Vest --> President of MIT)
  VP-Research:  Bill Kelly (3 y term)
  VP-Students:  Mary Ann Swain (Interim)
Deans
  Business Administration:  Joe White
  Pharmacy:  Ara Paul (reappointment)
  Nursing:  Rhetaugh Dumas (reappointment)
  Architecture:  Bob Beckley (reappointment)
  Medicine:  search underway
(Joe Johnson --> national association work)
Natural Resources: search/review underway
  (Jim Crowfoot --> back to faculty)
Art: review underway
  (Marge Levy --> Seattle Institute of the Arts)
Social Work: review underway
  (Harold Johnson --> retirement)
Other Appointments
Associate VP Student Relations: Royster Harper
Associate VP State Relations: Keith Molin
Associate VP Federal Relations: Tom Butts
Government Relations Coordinator: Lisa Baker

The Teams
Leadership Groups
Executive Officers (ongoing)
Management Committee (JJD,GRW,FWW,RLK) (ongoing)
President's Cabinet (ongoing)
Strategic Groups
Futures Group
  Jim Duderstadt, Chair
  Very long range strategic planning (10 - 30 years)
Committee on Institutional Advancement
  Jim Duderstadt, Chair
  External relations
Council on a Multicultural University
  Susan Lipschutz, Chair
  Michigan Mandate I (representation)
Change Group II
  Bob Zajonc, Chair
  Michigan Mandate II (community building)
Provost's Advisory Committee on Excellence (PACE)
  Ned Gramlich, Chair
  Cost-containment, Total quality management
Dean's Development Committee
  Paul Boylan, Chair
  Internal planning for Capital Campaign
Regents
Strategic Forums
Meetings with academic units
JJD Monthly reports
  Thursday luncheons, Thursday dinners, Friday breakfasts
Special Task Forces
University Events (ongoing, John D'Arms, Chair)
University History and Tradition (ongoing, Bob Warner, Chair)
Campus Safety Committee (ongoing, Jim Snyder, Chair)
Substance Abuse Task Force (ongoing, George Zuidema, Chair)

Other Standing Bodies
- Academic Policy Group (Deans + President + Provost)
- Medical Center EO Group
- Federal Relations Strategy Group
- State Relations Strategy Group
- EO/SACUA/Deans/Regents/Student retreats

External Groups
- President's Advisory Council
- Capital Campaign Steering Committee
- Investment Advisory Council
- Michigan Business-Higher Education Roundtable
  CEOs + Duderstadt/DiBiaggio/Adamany (JJD, Ch)

**Resource Issues**
- **Resource Portfolio**
  - State Appropriation:
    - -1% cut for FY90-91
    - compared to -9.2% for other state agencies (tentative)
    - +4% for FY91-92
    - compared to flat budgets for other state agencies (tentative)
  - Tuition Revenue:
    - +8%-15% for residents (possible range)
    - +8%-15% for nonresidents (possible range)
  - Federal Support:
    - Negotiated 59% indirect cost rate...and closed open years
      (However, Dingle, et.al., is likely to change this)
    - Research Volume: +10%
  - Private Gifts: +4%
  - Endowment Earnings: +9%

- **Assets**
  - Endowment Value: $480 M
  - UIPDI: $26 M (10% of State Appropriation)

**Major Strategic Efforts**
- Developing improved relationships with State Government
  Governor (John Engler, Kathy Woodworth)
  Senate (Joe Schwartz)
  House...
- State Outreach
UM Alumni involvement
Development of Citizens' Council
   Damon Keith as first chair
Community visits
Publications
Capital Campaign
   Completion of volunteer leadership
   Formation of Campaign Steering Committee
   Development of principal objectives
   Initial efforts to build nucleus fund
   Prospect identification efforts
Federal Relations Strategy
   Washington Office
   Tom Butts as Associate VP for Federal Relations
   JJD as chair of NASULGC Federal Relations Committee
   Howard Gobstein --> AAU
Strategic Marketing Strategy
   National Strategy
   State Strategy
   Local Strategies (campus and community)
Undergraduate Education
   LS&A Task Forces
   Engineering Efforts
   JJD Efforts
      As chair of NSB EHR Committee
      Through input to FCCSET CEHR
      Through AAU and NASULGC
Facilities
   E. H. Kraus Renovation (completed)
   Schembechler Hall (completed)
   UM Stadium Project (completed)
   Child and Material Health Care Center (completed)
   UMH Hospital Child Care Center (completed)
   North Campus Community Center (completed)
   MXB Aerospace Laboratory (under construction)
   Pharmacy Wing (under construction)
   East Engineering (preliminary drawings--awaiting State action)
   Integrated Technology Instruction Center (schematic drawings)
      --awaiting State action
   Physics Wing (assignment of architect--awaiting State action)
   Social Work (schematic drawings)
   Medical Science Research Building III (schematic drawings)
CMHC II (under construction)
Cancer and Geriatrics Center (schematic drawings)

**Major Internal Actions**

The Michigan Mandate
- On track toward representation objectives
- Launching of Michigan Mandate II (community theme)

International Activities
- Global Change Center

Age of Knowledge
- Expansion of NSFnet to National Research & Education Network
- Incorporation of Advanced Network Services, Inc.
  - with IBM and MCI
- Institutional File Server project (with IBM)

Cost of Higher Education efforts
- PACE Team
- Total Quality Management effort

Campus Climate Issues
- Campus safety effort
- Campus beautification effort

Intercollegiate Athletics
- Interim Athletic Director: Jack Weidenbach
  - Associate Athletic Director: ???
  - Associate Athletic Director: ???
- Schembechler Hall (completion)
- Michigan Stadium project (completion)

Big Ten Conference
- renegotiation of revenue sharing
- renegotiation of TV contracts

Completion of Baseball Investigations and NCAA Sanctions

NCAA Reform Effort
- Conference of Conferences efforts
- Presidents' Commission efforts
- Knight Commission efforts

Other activities
- 3rd straight Big Ten football championship
  - Gator Bowl win
- 5th straight Big Ten swimming championships (M&W)
- #1 recruiting class in both football and basketball

**Major External Actions**

State Relations
- Developing relations with new administration
Meetings with Governor
Business Roundtable Effort
Discussions with Patty Woodworth
Legislative Relations
  Joe Schwartz, Chair, Higher Ed Appro Comm
  Other Senate: Posthumous, Pollock, Gast, DeGrow
  House: Jacobetti, Hood, Dodak, Hillegonds
Presidents' Council Strategy
  JJD Chairmanship
  Long Term Strategy
  Outreach Strategy
Networking
  UM Alumni Association efforts
  Citizens' Council
  Industry Networks
  BRT K-12 effort
Community Outreach (JJD visits)
  Detroit
  Battle Creek/Kalamazoo
  Traverse City/Petoskey
  Flint
  Saginaw/Bay City
  Lansing
  Grand Rapids
  Dearborn
Federal Relations
  Washington Office
    Linkages with Big Ten, Harvard/MIT
Michigan Congressional Delegation
  JJD Interactons
    Levin, Riegle, Dingle, Purcell, Traxler, Ford
    Other members of delegation
  Strategic planning exercise with staff
CIESIN Initiative (---> $30 M/y)
NSF Initiatives
  NSF Graduate Traineeship Program
K-12 Initiatives
  State Systemic Initiative
  Minority Cooperative Program
Indirect Cost Issues
  OMB-NAS-NAE
  AAU-NASULGC
  Congressional Delegation
White House Interactions
   Commencement
   White House visits
   Personal Interactions
      Bob Teeter, Alan Bromley
Networking
   AAU
      Howard Gobstein --> AAU (replacing Jack Crowley)
   NASULGC
   ACE
   National Academy (NAS/NAE)
JJD Roles
   National Science Board (presidential appointment)
   Chair, NASULGC Federal Relations Council
   NAS/NAE Manufacturing Forum
   Member, National Academy of Engineering
Media Relations
   Michigan Strategy
      Public opinion surveys
      JJD interactions with major editorial boards
      JJD TV visits
      Preparation of University publications
National Strategy
   Relations with major national press
      NYT, WSJ, Washington Post, Time, Newsweek, USN&WR
   Meetings with key opinion leaders
      JJD + other university presidents
Local Strategy
   Relationship with Ann Arbor News
      JJD --> Dave Wireman
      WH --> Ed Petokevitch
      Shirley Clarkson --> Kim Clarke
Other publications
   Michigan Daily, Michigan Review, ...
   Ann Arbor Observer
Community Relations
   Ann Arbor
      Formal Relations with AA City Government
      Dick Kennedy --> Liz Brater
         (Philip Power --> Liz Brater)
      Farris Womack --> City Manager, Police Chief
      Walt Harrison, Henry Johnson --> selected interactions
Informal Relations
Private Leadership Group (monthly meetings)
   Duderstadt, Womack, Wireman, Cress, Borders,
   Martin, Mandel, Cresswell
One-on-one meetings with City Council members

Other Community Groups
   Chamber of Commerce
   Washtenaw Development Council
   Ann Arbor Area 2000

Detroit
   Rackham Building
      Opening of new Detroit admissions center
   DAPCEP Program expansion
   Other Detroit-based programs

Community Groups
Churches
   JJD meetings with Detroit leadership
      Damon Keith, Charles Adams, Gerry Ford,

Flint
   GEAR (Flint Strategy Group)
   Larry Crockett industrial development effort

JJD Community Interactions
   City Government (Matt Collier)
   GM (Jan Tannehill, Louis Campbell)
   UAW (Rubin Burks)
   Private Sector (Dallas Dort,...)

Other Cities
   Grand Rapids -- economic development
   Saginaw/Bay City -- primarily K-12 and GM
   Battle Creek -- under development

Alumni Relations
Strategic Discussions
   State Political Action effort
   Washington Alumni Group
   New York Alumni Group
   Southern California Alumni Group

JJD/AMD Visits
   Traverse City/Petoskey
   Battle Creek/Kalamazoo
   Detroit
   Washington'
   Southern California (Los Angeles, Newport Beach)
   San Francisco
   New York
Boston
Florida (Palm Beach, Jacksonville)

Development
Gift Activity:
Gifts Received: $87 M (+4%)
Gifts and Pledges: $115 (+4%)

Capital Campaign
President's Advisory Council (2 meetings)
Campaign Steering Committee (3 meetings)
Completion of recruiting volunteer leadership
(Nederlander, Wallace, Gilmour, Harris,
Riecker, Schembechler as co-chairs)
Regional and area leadership recruited

Nucleus Fund effort
JJD meetings:
Key companies: GM, Ford, Chrysler, Dow
Key foundations: Kellogg, Kresge, Dow, Mott
Key prospects:
Taubman, Towsley, Dow, Searle
Walgreen, Harris, Gerstacker, Browne,

Networking
PCSUM (Michigan Presidents' Council)
JJD as chair
Continuation of effort to cooperate and coordinate
Continued implementation of long-term strategy

Michigan Business-Higher Education Roundtable
Initial Focus: K-12 reform (BRT effort)
Possible new focus: Michigan's federal agenda

Specific Activities: Anne Duderstadt
General responsibility for design and supervision
of all events involving President
(e.g., development events, Commencement events,
football weekends, etc.)

Supervision of key facilities
President's House
Inglis House
President's areas in Michigan Stadium
(Supervise staff in Office of University Events
and facilities staff when assigned to these
efforts)

Supervision of Inglis House Renovation Project
Interior renovations
Grounds and gardens restoration
Faculty Women’s Club
   Executive Committee
   Hosting Welcoming Events
Supervision of Special Event Activities
   Supervision of Football Weekends
   Commencement Week Activities such as luncheons, dinners, platform party logistics
Major campus functions
   Honors Convocation Luncheon
   Faculty Dinners
   Henry Russell Dinners
   Special Student Events
      Receptions, residence hall visits,
Bowl logistics
   General logistics involvement
   Presidents’ receptions
   Interactions with Athletics Department activities
Host key visitors to campus
Represent President and University at key functions
   Development Events
   Women’s Athletic Banquet
   University Musical Society events
   University Museums events
   Spring Commencement (hosting President and Mrs. Bush)
   White House State Dinner for Queen Elizabeth II
Specific Development Activities
   Attend/host most development/alumni activities
      with President
CEW Fundraising Effort
   Women's Leadership Seminars
   Museum of Art Projects
   President's Advisory Group
   Campaign Steering Committee
National Activities
   AAU meetings
      Committee efforts
   NASULGC meetings
   Tanner Group (Trustee of Tanner Foundation)
Specific University/Community Activities
   University Musical Society
      Executive Board (vice JJD)
   University Historical Committee
Undergraduate Center Planning Committee

Membership in Organizations

Tanner Trust
Business-Higher Education Forum
American Association of Universities
NASULGC
University Musical Society Board (vice JJD)
Museum of Arts Friends
CEW Advisory Committee

Specific Activities: Jim Duderstadt

Major Ongoing Activities

National Science Board
  Chair, Education and Human Resources Committee
  Member, NSB Executive Committee
Manufacturing Forum
National Academy of Engineering
  Academic Affairs Committee
Tanner Group (trustee of Tanner Trust)
  (Presidents and spouses of UM, Harvard, Yale, Princeton, Stanford, UC, Oxford, Cambridge)
Business-Higher Education Forum

Higher Education Associations

American Association of Universities
  Research Committee
  Graduate Education Committee
  Undergraduate Education Committee
National Association of State Universities and Land Grant Colleges
  Chair, Federal Relations Council
  Member, NASULGC Executive Committee
American Council of Education
  NCAA
  Council of Ten (Big Ten plus Chicago)
  Big Ten Conference Board of Directors

State of Michigan Boards

  Director, Michigan Partnership for a New Education
  Director, Michigan Education Trust
  Chair, PCSUM (Michigan's Presidents' Council)
  Director, Industrial Technology Institute

University of Michigan Boards

  Chair, UM Board of Regents (ex-officio)
  Chair, UM Hospitals Executive Board
Chair, M-Care Board
Chair, Rackham Executive Board
Chair, Clements Library Board

Corporate Boards
Director, Unisys

Major Trips and Meetings
AAU: Philadelphia (11/90); Washington (4/91)
NASULGC: Kansas City (11/90); Washington (bimonthly)
NSB: Irvine, CA (2/91); Washington (monthly)
Business-Higher Education Forum: Tucson (1/91)
Manufacturing Forum: Washington (quarterly)
Unisys Board: Detroit/Philadelphia (monthly)
Big Ten Conference: Chicago (quarterly)
PCSUM: Lansing (monthly)

Major Talks and Presentations
Student/Faculty Convocations (9/90)
State of the University Address (9/90)
Ann Arbor Chamber of Commerce Address (9/90)
“Town-Gown Relations for the 1990s”
Introduction of First Wallenberg Lecturer (Elie Wiesel) (9/90)
Phi Beta Mu Lecture (SILS) (10/90)
“Library Science in the Information Age”
Detroit Ethnic Studies Luncheon (10/90)
“The Michigan Mandate”
Opening of Detroit Admissions Office in Rackham Building (10/90)
Upjohn Seminar on K-12 Education in Michigan (10/90)
Physics Laboratory Dedication (10/90)
UM-Santa Fe Institute Symposium (10/90)
“Paradigm Shifts in Scholarship”
President’s Weekend Address (11/90)
“Public Education in America”
Battle Creek Addresses (Kellogg, etc.) (12/90)
Martin Luther King Day Opening Remarks (1/91)
Annual Sigma Xi Lecture (1/91)
“Teaching in the Research University”
Research Club Address (1/91)
“Taming the Dragon of College Sports”
UM Congressional Breakfast (3/91)
Honors Convocation (3/91)
Faculty Governance Retreat (3/91)
“Financing the Future”
Appropriations Hearings (4/91)
Michigan Outreach Talks
Major Challenges, Opportunities, Issues in the Year Ahead

Strategic Themes
- University of 21st Century
- Diversity, Internationalization, Knowledge
- Redefining the nature of the public university
- Strategic Marketing Plan
- “Keeping our eye on the ball”...

External Issues
- Capital Campaign
  - Completing nucleus fund stage (>300 M)
- State Relations Strategy
  - Protection of Higher Education during “restructuring” of state budget priorities
  - Michigan Business-Higher Education Roundtable Efforts
  - Citizens’ Council
- Federal Relations
  - Rebuilding One Dupont Circle
- Media Relations
  - Strategy for getting national media back on side of higher education
  - Move statewide outreach to next tier of papers
- Community Relations
  - Building private sector leadership team in Ann Arbor
  - Building “working” relations with new City Council

Internal Issues
- Restructuring undergraduate education
Rebuilding student affairs operation
Putting into place an effective student discipline policy
Breaking capital facilities logjam

Minor Frustrations
The deterioration in public perceptions of and confidence in higher education...e.g., rising costs, athletic scandals, scientific fraud, student misbehavior, misuse of public funds...
The last death throes of the 1960s...
...i.e., the tyranny of the vocal minority, the seeking of rights without responsibilities, the “what’s in it for me” attitude
The negativism of publically elected officials...always looking for the bad...and good trying to find and support the good
The difficulty in keeping one’s “eye on the ball”...focusing on strategic issues...in the face of the brush fires which continually break out around a major university.
Increasing difficult in ability of university presidents to provide strong national leadership in face of politicization of oncampus support

Some particularly relevant quotes:
A guiding theme to the Michigan Mandate:
“Men require of their neighbors...
...something sufficiently akin to be understood...
...something sufficiently different to provoke attention...
...and something great enough to command admiration.”
Alfred North Whitehead

When MSA, the Daily, Act Up, UCAR,...stir up trouble
“A half a dozen grasshoppers under a fern make a field ring with their importunate chink, whilst thousands of great cattle, reposed beneath the shadow of the British oak, chew the cud and are silent. Pray do not imagine that those who make the noise are the only inhabitants of the field; they are nothing more than the little shrivelled, meagre, hopping, though loud and troublesome inset of the hour.”
Edmund Burke

And when the best laid plans of mice and men run afoul...
“Far better it is to dare mightly things, to win glorious triumphs, even though checkered by failure, than to take rank with those poor spirits who neither enjoy much nor suffer much, because they live in the grey twilight that knows not victory nor defeat.”
Theodore Roosevelt