

From the Editor

Barbara A. Holland

The Coalition of Urban and Metropolitan Universities took a giant step forward into the future during the 2002 International Conference, held October 6–8 in Vancouver, British Columbia. First, although the Coalition has been international in membership from the beginning, this was the first Coalition conference held outside the United States. Hosted by Simon Fraser University (SFU), the attendees and presentations had a decidedly international nature, and the program led us all to think beyond the issues of our own campuses and cities. SFU used its new Morris J. Wosk Centre for Dialogue, located in the center of downtown Vancouver, as the venue for the meeting. This impressive facility offered presenters and attendees the most modern technology to facilitate interaction and dissemination of information.

In addition, the Coalition conducted important organizational business during the conference, including incorporation of the Coalition as a 501(c)(3) organization, approval of a new set of organizational bylaws, and election of new officers and Executive Committee. Congratulations to Nancy Belck, President of the University of Nebraska at Omaha, who was elected President of the Coalition. Other Executive Committee members are as follows:

Vice President: Jim Votruba, President, Northern Kentucky University;
Conference Committee Chair: Dan Johnson, President, University of Toledo;
Membership Development and Communications Committee Chair: John Stockwell, Chancellor, University of South Carolina Spartanburg; Programs and Policy Committee Chair: Bob Caret, President, San José State University; and Members-at-Large: Shirley Raines, President, The University of Memphis, and David Caputo, President, Pace University.

The Executive Committee membership also includes Sam Kirkpatrick, President, Eastern Michigan University, serving as Secretary-Treasurer (CEO of the administrative home institution); and the Recent-Past President Al Hurley, President Emeritus, University of North Texas. The Executive Editor of this journal also serves as an *ex officio* participant.

The Executive Committee approved the new bylaws and thus implemented new, more detailed provisions to sustain, formalize, and enhance the Coalition of Urban and Metropolitan Universities. The new bylaws represent several important changes in Coalition operations, including the following:

- Expansion of the membership of the Executive Committee and enhancement of the Committee's ability to act between meetings of the membership.
- Development of a standing committee system that addresses continuing topics of interest to the Coalition (i.e., Nominating Committee, Membership

Development and Communications Committee, Programs and Policy Committee, and Conference Committee).

- Formal recognition of Journal operations and the role of Editorial Board and the Executive Editor.
- Commitment to sponsorship of an annual CUMU conference at a standard time each year.
- Expansion of the Coalition's mission to include a broader range of activities, including public policy advocacy, based on the mission statement developed out of the Strategic Planning Committee's work last year and reviewed by the Executive and Steering Committees.
- Elaboration of the administrative home institution's responsibilities for the management of Coalition activities.

For more information on the changes to the Coalition organization, contact CUMU headquarters at Eastern Michigan University or check out the Coalition Web site. Details on these two sources appear at the end of this article.

The conference was also about learning and exchanging good ideas among the participants. Everyone benefited from an exciting agenda of presentations from which some were selected to publish in this special issue of the journal, which is dedicated to papers and remarks from presenters at the Vancouver conference. The language used in the manuscripts will illustrate the high degree of international participation. You will find the occasional use of *programme* instead of *program*, *centre* instead of *center*, etc., so do not assume that those of us preparing the journal forgot to use spell check!

We are pleased to have this opportunity to present an issue of the journal that reflects the long-standing global interests of the organization. While the articles are a diverse mix of reports on scholarly research and remarks based on the specific strategies and activities of individual member institutions, it is easy to tease out a subtle theme. There seems to be a tone running through all these that urban and metropolitan universities are maturing. Many of the articles report on collaborative efforts that are having positive impacts on communities while also engaging more and more faculty and students in community-based work that demonstrates the metropolitan mission. You will get many good ideas from reading these remarks and research reports.

The collection opens with a transcript of the keynote presentation by SFU Chancellor Milton Wong. He set the tone for the meeting through his call for metropolitan and urban universities to be bold and creative in tackling the toughest public issues and in being a proactive institutional citizen in our cities. Reflecting on the changing role of "reason" in our society, he sees the metropolitan mission as a model for modern universities that must learn to operate in a rapidly-changing global economy and

society. In particular, he reminds us that universities are powerful resources for promoting cultural diversity in society, a key to future economic success.

Wong's remarks reminded us all that our institutions must be entrepreneurial and innovative in our strategies for linking academic work to public issues. Two member presidents, Nancy Belck of University of Nebraska-Omaha, and Charles Ruch of Boise State University, told very specific stories of highly innovative approaches their campuses are using to meet local educational and research priorities. By being willing to move away from some traditions of academic organizations and by developing diverse partnerships with outside organizations, both have moved their institutions quickly to respond to urgent issues related to their regional economies.

John Stockwell, Chancellor of University of South Carolina-Spartanburg, and his colleagues report on the rapid transformation of their entire institution from a rather traditional "general" regional university to a well-developed metropolitan-mission university in a remarkably short time. Economic changes led to rapid urbanization and changes in their region. Administrators at USCS recognized that to serve their region, they needed to become a metropolitan university, and quickly. Using a collaborative planning process that paralleled planning activities in the community, the university has become a major contributor to regional development and success.

University of New Orleans' Chancellor Gregory M. St. L. O'Brien and his colleagues offer an enviable and replicable model for accelerating the funding, design, and construction of new facilities. Using a unique foundation as a venue for multiple and diverse partnerships with external organizations and businesses, UNO is involved in building more than fifty new facilities both on and beyond their main campus. This has been accomplished through a creative set of "good practices in partnerships" that has allowed the university to shrink the traditional multi-year drudge of facility development to a matter of months. This impressive strategy is one others will be emulating as more and more capital development projects require multiple sources of external funding.

Economic development, research, and education are not the only ways that metropolitan and urban universities contribute to the quality of life in the cities they serve. James E. Lyons, Sr., President of California State University, Dominguez Hills shared a dramatic report of his campus' direct involvement in responding to the social and cultural challenges experienced by a community making a dramatic and rapid shift in its demographic composition. He tells the story of the controversies and tensions that arose on and off campus as a community with a strong African-American core experienced a large increase in Hispanic-Latino residents in a few short years. The campus responded with some direct and specific strategies that illustrate the best aspects of the metropolitan mission as a place for community debate and discourse over challenging issues. With similar changes occurring in many urban areas, others will garner good ideas from his remarks.

One of the traditional and core roles our universities play in large metropolitan regions is the preparation of professionals to lead those cities, guide business and industry, and ensure effective governmental and non-profit performance. Michael Bisesi and Russell Lidman of Seattle University outline the changing requirements for the effective preparation of public service professionals, and make a compelling argument for dramatic reform in the curricula and teaching techniques used in professional education programs. They offer eight principles of good practice that can be used to guide change and modernization in these important degree programs, especially in regard to ensuring the development of qualities of leadership in our graduates who will pursue public service careers.

Stan Ingman and Terry Clower of the University of North Texas, and their colleague Isidor Wallimann from the University of Applied Sciences in Switzerland, give us an international perspective on the role of universities in addressing widespread concerns about economic inequity and the impacts of unethical business practices. They offer examples of university involvement in projects addressing these concerns from the perspective of Switzerland, Northern Ireland, and Mexico, as contrasted to similar efforts in the United States. They pose tough questions and articulate serious concerns that universities must consider in defining their public responsibilities.

A recipient of the Coalition's "Paige Mulhollan Dissertation Award" wrote one of the papers presented in Vancouver. Stephen Marvin completed his award-winning dissertation at the University of Arkansas-Little Rock. He is now an Adjunct Professor at the University of Memphis in Instruction and Curriculum Leadership. Marvin's paper reports on a quantitative study exploring the question of whether metropolitan universities recognize the highly diverse "multiple intelligences" of our complex student body. He gathered empirical data through surveys of freshman and senior intelligence at a metropolitan university, and looked for a statistically significant difference between freshmen and seniors with regard to the students' multiple intelligence domains, specific skills and intellectual styles, and within each subject's respective gender, ethnicity, and age group. Administrators and faculty with responsibilities for retention and first year programs will find the study revealing and suggestive of new approaches.

Two papers submitted to the journal in recent months are not from the conference program, but are relevant to its themes and are included here as complementary articles. Joel Anderson, Chancellor of the University of Arkansas at Little Rock and his colleague Gary Chamberlain offer a graphic case study of the university taking the risk of involving itself in a highly controversial regional debate over the future management of water across jurisdictional lines. By carefully considering their role and structuring an effective working group, the university was able to gather and analyze data and offer strong advice to the local government bodies, and to do so in a matter of a few months. Again, this is an excellent example of how the neutrality of the university, combined with efficient access to its intellectual capacities, makes the metropolitan campus a powerful resource for public problem-solving. The article

offers many good strategies for university involvement in controversial public decisions and will be a valuable reference for readers.

Rebecca Glover and her colleagues from University of North Texas and University of Maryland Baltimore County report on the results of a mentoring program created to help enhance the diversity of education students going into graduate study and research. Reflecting on five years of experience, the program's goal of encouraging interest in graduate work and involvement in research among diverse students has clearly been met. The Developing Scholars program at the University of North Texas appears to be opening new doors to further study for many of its participants, and offers a model that could be replicated by others.

You may wish to submit a proposal for a paper at the next Coalition conference. The Ninth Conference of the Coalition of Urban and Metropolitan Universities will be held September 20–23, 2003 at the Eagle Crest Conference Resort in Ypsilanti, Michigan, and will be hosted by Eastern Michigan University. The Call for Papers, which appears in its entirety elsewhere in this issue, asks for proposals addressing the conference theme, “Metropolitan Universities: Partners in the Urban Agenda.” Papers from that conference will be selected for publication in a future issue of this journal. Proposals for the conference must be submitted by April 15, 2003 to:

Dr. Martha W. Tack, Coalition Administrator

Office of the President

Eastern Michigan University

202 Welch Hall

Ypsilanti, MI 48197

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For general information about CUMU, please access www.uc.iupui.edu/cumu/.

**The Ninth Annual International Conference
of the
Coalition of Urban and Metropolitan Universities (CUMU)
(www.uc.iupui.edu/cumu)**

Metropolitan Universities: Partners in the Urban Agenda

An engaging meeting dealing with urban and metropolitan leadership issues and program innovations affecting student affairs; academic affairs; institutional research; and university advancement, governmental relations, and marketing. In addition, the conference will feature keynote speakers, plenary sessions, urban outreach activities, and Coalition business meetings.

September 20-23, 2003, at the Eagle Crest Conference Resort in Ypsilanti, Michigan (www.eaglecrestresort.com), only 20 minutes from Detroit Metropolitan Airport

Hosted by **Eastern Michigan University** (www.emich.edu)

GUIDELINES FOR SUBMITTING PROPOSALS

Individuals interested in presenting information, leading discussions, or organizing panels relevant to the conference theme, "Partners in the Urban Agenda," are encouraged to submit proposals for review by the Conference Committee on or before April 15, 2003.

Proposal Format

Proposals for an individual presentation (which once accepted will be grouped thematically by the Conference Planning Committee) or a panel should include the following elements:

1. Title of the panel/presentation
2. Name, institutional affiliation, and email address for each proposed presenter
3. Name and email address of the panel chairperson (if appropriate)
4. A 200-word abstract, explaining its significance and how the proposed panel or presentation fits with the conference theme

Suggested Topical Areas

Priority will be given to presentations/panels that address the key challenges faced by leaders in urban and metropolitan universities such as the following:

Academic Affairs

- Advancing academic service-learning (and related programs, such as American Humanics)
- Creating effective partnerships with community colleges
- Distance learning initiatives
- E-learning in the urban and metropolitan university
- Entrepreneurial approaches to revenue generation through academic programs
- Industry-based advisory committees for programs
- Recruiting faculty to the urban mission
- Role of centers in the metropolitan mission
- Role of urban and metropolitan universities in addressing urban public school challenges
- Scholarship of urban and metropolitan universities
- Strategic planning: How will changing metropolitan demographics affect future planning

Institutional Advancement, Governmental Relations, and Marketing

- Fundraising roles for deans
- Building a better future for metropolitan and urban institutions through regional development
- Building and cultivating engaged alumni
- CEOs for Cities as a CUMU partner
- Constituency-based development models for urban and metropolitan universities
- Effective use of lobbyists at the state and federal levels
- Fundraising challenges for the urban institution
- Fund-raising: Leveraging community building and public engagement
- Governmental relations strategies for urban and metropolitan universities
- Political action committees: Are they necessary? Are they manageable and how?
- Strategies for leveraging colleges and universities for urban economic revitalization
- Strategies to position the metropolitan university for maximum state funding
- Successful collaboration with the Office of Housing and Urban Development (HUD)
- Using alumni and friends as a resource for civic engagement
- Features and benefits of metropolitan universities—from an admissions/recruiting perspective
- Location, location, location: Identifying positive benefits of “place”
- Mass media: Turning the media around
- Public face of the urban and metropolitan university
- Role of public radio and television stations in marketing an institution
- Role of the university in dealing with challenges and issues in the urban environment

Student Affairs

- Addressing issues of cultural diversity in the metropolitan university
- Building a vibrant campus life at a metropolitan university
- Connecting commuters to campus
- Customer service at the metropolitan university: What special needs must be met?
- Demographics and psychographics of future students
- Distinctive student characteristics of CUMU institutions
- Effective web-delivered services for non-traditional students
- Freshman Interest Groups and learning communities for commuter students
- International students at the metropolitan university
- Minority student programming issues
- Perception of safety at the metropolitan campus
- The role of intercollegiate athletics at the metropolitan university

Proposal Submission Information

Proposals should be submitted online at <http://uc.iupui.edu/cumu/conferences.asp>, in electronic format, via fax, or, through regular mail by April 15, 2003, to:

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