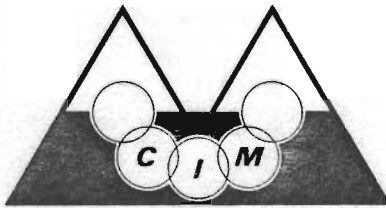


THE CENTER
for
INTERACTIVE MANAGEMENT
(CIM)

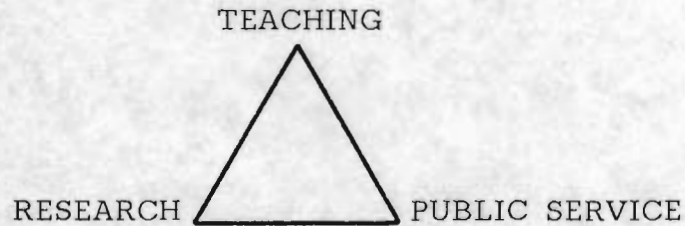


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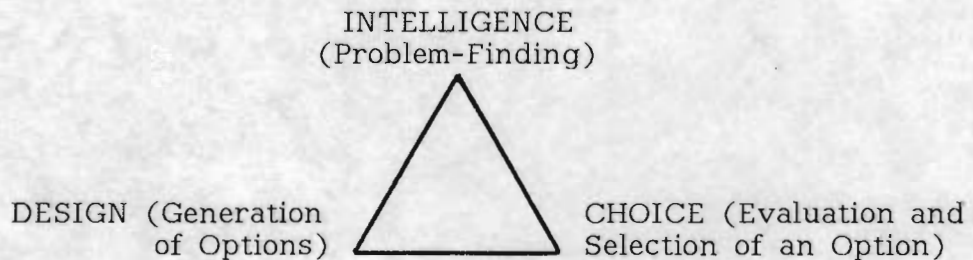
CIM Publication 1-P

The CENTER for INTERACTIVE MANAGEMENT (CIM) is located in the School of Engineering and Applied Sciences (SEAS) of the University of Virginia (UVA), Charlottesville, Virginia.

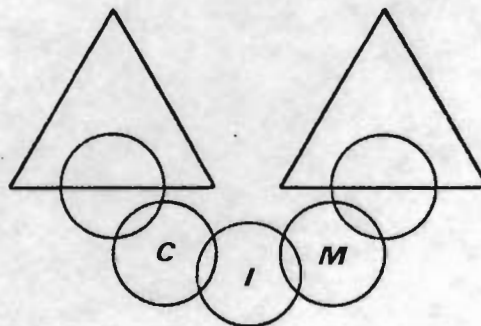
CIM carries out the classical university functions in novel ways. One of the triangles in the CIM symbol represents the university functions:



The other triangle in the CIM symbol represents the three classical management functions:



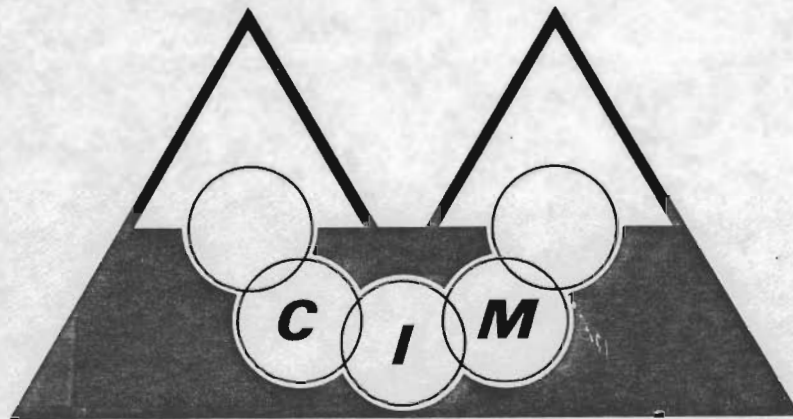
The generic purpose of CIM is to link the university functions to these classical management functions:



The linkage takes place through a foundation that involves

- Manager Participation
- Group Facilitation by CIM Staff
- Consensus Methodologies
- Supporting Methodological Research
- The General Pool of Substantive Knowledge and Wisdom

Symbolic embedding of the linkage in a foundation represents the unique CIM approach to linking university functions to management functions:



The foundation is supplemented and focused by a "SITUATION ROOM" equipped to facilitate group interaction and productivity.

To CLIENTS and/or SPONSORS, CIM provides

- Education
- Research
- Public Service

organized in UNITS.

CIM EDUCATION UNITS are illustrated by these types:

- I. SEMINAR (one to two hours)
- II. SHORT COURSE (one to three days)
- III. REGULAR ON-GROUNDS UNIVERSITY COURSES
(one semester)
- IV. OFF-GROUNDS UNIVERSITY COURSES
(one semester)

CIM PUBLIC SERVICE UNITS are illustrated by these types:

- I. Demonstrations of CONSENSUS METHODOLOGIES
(one to two hours)
- II. WORKSHOPS (two hours to five days)
- III. CONSORTIUM MANAGEMENT SERVICES
(six months to several years)

CIM RESEARCH UNITS are illustrated by these types:

- I. APPLICATION AREA STUDIES
- II. METHODOLOGY DEVELOPMENT

These typically are structured as:

- Mini-projects (1 week to 3 months)
- Projects (3 months to several years)

The following are typical CIM Research Application Areas:

- * MISSION CLARIFICATION
 - Strategic Planning
 - Operational Planning
- * CONCEPTUAL DESIGN
 - Decision Support Systems
 - Education Systems
 - Integrated Policy Systems
 - Organizational Design and Design Processes

* ISSUE IDENTIFICATION AND DEFINITION

- Public Sector (all levels of government)
- Private Sector (profit-making, not-for-profit, and non-profit institutions)

* PRIORITY SETTING

- Budgets
- Public Programs
- Research Programs

EXAMPLES

Past Activities of CIM Staff

A. EDUCATION

Seminars on Theory of Relations and Complexity (at UVA), Vanderbilt, Graduate School of the USDA, University of Northern Iowa; on Interpretive Structural Modeling at General Electric Industrial Electronics Development Laboratory, Canadian Operational Research Society, IEEE Systems, Man, and Cybernetics Society, University of Tokyo, Old Dominion University Summer Systems Project, Virginia Polytechnic Institute, Stanford University, University of Colorado, Darden School of Business at UVA, Ohio State University, University of Northern Iowa; on Environmental Education at University of the District of Columbia, Science Supervisors Annual Meeting, Virginia Environmental Education Meetings, Tennessee Valley Authority.

Short Courses on Interpretive Structural Modeling for IEEE SMC Society (Washington, DC, and Cambridge, MA).

B. PUBLIC SERVICE

Demonstrations of Consensus Methodologies for General Electric Company, United States Forest Service, Far West Laboratory for Educational Research and Development.

Workshops on Consensus Methodologies in San Francisco (for the Far West Laboratory for Educational R & D), in Columbus, Ohio (for the Academy for Contemporary Problems), in Keystone, Colorado (on Coal Technology Assessment), and in Riyadh, Saudi Arabia (for the Saudi Arabian National Center for Science and Technology); on Systems Engineering in Seattle (for Battelle Seattle Research Center), in India (at Poona, Bangalore, and Bombay for TATA and local IEEE sections); and on Environmental Education at Leesburg, Virginia (for the Office of Environmental Education).

Consortium Management Services. A consortium involving five universities and two private institutions in a joint research project was managed from the University of Virginia. The subject of the program was environmental education.

C. RESEARCH APPLICATION AREAS

- Improved Planning (several corporations)
- Improved Planning (several universities, or parts of universities)
- Increased Productivity of Corporate Task Forces
- Improved Corporate Management of Research and Development
- Assisting U.S. Forest Service in Developing Strategic Plans
- Assisting State forestry agencies in strategic planning
- Methods and Systems for Conducting Environmental Education, including Curriculum Development
- Education Policy Development
- Prioritizing Budget Line Items
- Coal Technology Assessment
- Personnel Logistics in the U.S. Coast Guard
- Organizational Design
- State Resource Agency Planning for Energy Resources
- Improving International Stability

D. METHODOLOGY DEVELOPMENT

- Conception and Development of Interpretive Structural Modeling (ISM) Process
- Conception and Development of Idea Management Process, incorporating ISM
- Conception and Development of Options Profile Design Process, incorporating ISM
- Conception and Application of Science Forum