

## Inauguration Remarks List

### Quips...

One of the perogatives given the president is that of chosing appropriate music for his inauguration. After much thought, I have asked Margot Halsted, University Carrolliner, to play Berlioz's "March to the Scoffold" during the Academic Procession. For you see, the modern inauguration of a university president is in reality, a cross between a coronation and an execution. Indeed, while there are only 10 speakers listed on your program, it is my understanding that there is an 11th gentlemen standing offstage...wearing a black hood and carrying an axe...to handle the final investiture ceremony!

### Anne and I are deeply committed to this

institutions, and we view it as a great honor and privilege to be asked to serve in this new way...

### The Past

This December will mark the 20th year since my family and I first arrived here from Pasadena. When we left Pasadena it was sunny and in the high 80s. However, as we stepped off the plane in Metro into snow and subzero temperatures, with no warm clothing and children who had never seen snow, we wondered whether we have made the right choice. Two decades of service as a faculty member in this University is testimony to the fact that we've become hooked on Michigan. We have found our warmth through friends and colleagues...indeed we now feel like native Michiganders! And we have found this University to be a truly extraordinary place for teaching, learning, and living... for scholarship and for service.

### The Present

To be chosen as the 11th President of the University is a formidable responsibility to the people of this state and the nation. But it is also a bit intimidating, since Anne and I will be following in the footsteps of some truly extraordinary people...  
Vivian and Harold Shapiro  
Sally and Bob Fleming  
Alene and Allen Smith  
Ann and Harlan Hatcher

Each presidency of this University has had a theme... and, as many of you know,  
As a scientist and an engineer, I tend to be a futurist...and in this sense, it is not surprising that my theme for the University is a theme of the future.

A vision in which the University of Michigan continues its strong heritage of leadership...  
By developing a model of what higher education must be to serve Michigan and the nation in the century ahead...  
A mission of building a University for the 21st Century. My crystal ball suggests a future of great challenge and responsibility...  
but also a future of great opportunity and excitement...  
But then I always remember that old saying...

"The best way to predict the future is to invent it!"  
And isn't that, after all, just the role of a University...  
the job of inventing the future.

#### **A "Futurist"**

As some of you may know, I am a scientist and engineer  
by training and background...

I must also confess I tend to be one of those  
people who lives more in the future than in  
the present or the past...

I can remember that...

in the 1960s I was working out at Los Alamos  
on nuclear rocket engines designed to  
power the first manned mission to Mars...

in the 1970s I was working in an exotic  
area known as laser-induced thermonuclear  
fusion in which we were attempting to use  
super high powered lasers to compress  
matter to the incredible densities and  
temperatures found in the center of stars..  
and create tiny thermonuclear explosions  
in the laboratory, hence providing a  
limitless source of power...

in the 1980s I refocused my efforts on  
building an Engineering College which I  
believed could trigger a major economic  
resurgence in this state...and lead  
efforts to build world-class programs in  
robotics, microelectronics, artificial  
intelligence, while building new bridges  
between the University and the private  
sector

In the late 1980s as a member of the  
National Science Board, I have been  
working very hard with Erich Bloch and  
others to strengthen the science and  
engineering base of this country...  
with my particular focus on the development  
of the scientists and engineers we will  
need to keep our nation strong and

And, now, entering the 1990s, I find myself  
looking once again to the future, facing  
the challenge of helping to build a University  
able to serve our state and our nation in  
the 21st Century.

the model of a University for the 21st Century...

#### **Thank You**

The University is a meritocracy...

We place enormous stress on the achievements of  
our faculty in teaching, research, and service...

Yet, we must never forget that few of us can  
achieve excellence alone...

Red Dare:

"If you're driving down the road, and you  
see a turtle on a fence post...  
then you can be sure that bugger had to  
have some help to get up there..."

Hence, I would like to thank

all of those who provided the help, support,  
and encouragement to make your achievements  
possible...as spouses, families, friends...  
parents and mentors.

I have no doubt that your efforts and sacrifices  
were equal to those we honor this evening...  
and you deserve both our deep gratitude and  
congratulations as well.  
And hence a second toast to those who really made  
this evening possible.