

Student Leadership Luncheon

Welcome

Michigan is a very challenging institution...but it is also an institution characterized by an extraordinary diversity of opportunities.

The students we honor this afternoon have not only met these academic challenges, but they have excelled as well in a broad range of extracurricular activities...the performing arts, athletics, student organizations, leadership.

Our pleasure and pride thus is not only for your individual achievements, but as well for your collective role in reflecting and sustaining the values and goals upon which the University of Michigan is based.

UM Bumper Sticker

A couple of curses of the scientist...
...tend to be futurists
...prefer strategy to tactics

Past three years of activity: strategic planning
Classic approach

1. Mission, goals, values, priorities
2. Environmental scanning
3. Operational objectives
4. Strategic actions
5. Tactical implementation
6. Evaluation and assessment

Another way to look at this: a business plan

- What is our product?
- Who is our competition?
- What is our market niche?
- What are our constraints?
- What do we need to accomplish our goals?

Example: T-Shirt Slogans

“To become the best public university in America”
“To become the best university in America”
“To win a national championship in a revenue sport”

Example: a single word

“excellence”
“learning”
“caring”
“LEADERSHIP”

Challenges

Just think of the challenges which cry out for attention

- the plight of our cities,
the development of an underclass
polarization of American society
- greenhouse effect and global change
- international competition
Pacific Rim or Europe 1992
- health care: cancer, heart disease, AIDS
- new frontiers: outer space
or spaceship Earth

But the greatest need of all is for leadership
and this is the University of Michigan's
great contribution to America...
...through its teaching, research, and service
...through its graduates and their achievements

Indeed, leadership is both
our heritage
and our destiny!

Leadership

Examples of how

we are trying to achieve leadership today:

- Of course, Michigan Wolverines
(Rose Bowl and NCAA)
- Research and scholarship
(cystic fibrosis)
- Academic programs
 - Humanities
 - Humanities Institute
 - Social Sciences
 - ISR
 - Education
 - Social Work
 - Professional Schools
 - Law
 - Business
 - Engineering
 - Health Sciences
 - Performing arts

But what about our response to the
themes of change:

...pluralism
...globalization
...knowledge?

- 1) The Michigan Mandate
 - Making UM the model of a multicultural
community by learning to link
diversity with unity
- 2) International Activities
 - Current strengths in Asia and Europe
 - Commitment to Latin America and Africa
(oh, yes,...even Washington)
- 3) "The Electronic University"
 - > 30,000 computers
(Mac, IBM, Apollo, Sun,...)
 - Manager of NSFnet
 - EDUCOM

Re-Inventing the University

But we have an even more ambitious
mission of leadership:

To re-invent the university for the 21st Century

The winds of change are blowing...
stirring the cauldron of higher education
to create a new model of the university
for the future.

Hence, is it not appropriate to question whether our
present concept of the research university,
developed largely to serve a homogeneous,
domestic, industrial society...must also evolve
rapidly if we are to serve the highly pluralistic,
knowledge-intensive, world nation that will be
America of the 21st Century.

Who will determine the new paradigm for the research?
university in America?

Who will provide the leadership?

Why not the University of Michigan?

After all, in a very real sense, it was our University
that developed the paradigm of the public university
capable of responding to the needs of a rapidly
changing America of the 19th century...

as American expanded to the frontier...
as it evolved through the industrial revolution...
as it absorbed wave after wave of immigrants
a paradigm that still dominates higher education today.
In a sense, we have been throughout our history the
flagship of public higher education in America.
In a very real sense, it was the University of Michigan
which invented the University of the 20th Century.
Perhaps it is time that we once again played that role...
re-inventing the nature of the university once again...
...a university capable of educating the citizens
and serving the society of not the 20th,
but rather the 21st Century.
Let's do it again, as America evolves
into a highly pluralistic, knowledge-intensive
world nation of the 21st Century!

Key Theme: Leadership

UM has always been a leader...
...really invented the American university
UM has always produced leaders
Observation 1: America is changing very rapidly

- multicultural--pluralism
- globalization
- age of knowledge

Observation 2: These changes will require
changes in university if it is to remain
relevant

Observation 3: Situation is very similar to 19th Century
when UM invented 20th Century university

Mission: Why not assume the mantle of leadership
once again...
...Why not reinvent the University of the 21st Century?

Re-Inventing the University
But we have an even more ambitious
mission of leadership:
To re-invent the university for the 21st Century
The winds of change are blowing...
stirring the cauldron of higher education
to create a new model of the university
for the future.

Hence, is it not appropriate to question whether our
present concept of the research university,
developed largely to serve a homogeneous,
domestic, industrial society...must also evolve
rapidly if we are to serve the highly pluralistic,
knowledge-intensive, world nation that will be
America of the 21st Century.

Who will determine the new paradigm for the research?
university in America?

Who will provide the leadership?

Why not the University of Michigan?

After all, in a very real sense, it was our University
that developed the paradigm of the public university
capable of responding to the needs of a rapidly
changing America of the 19th century...
as American expanded to the frontier...
as it evolved through the industrial revolution...
as it absorbed wave after wave of immigrants
a paradigm that still dominates higher education today.
In a sense, we have been throughout our history the
flagship of public higher education in America.

In a very real sense, it was the University of Michigan
which invented the University of the 20th Century.
Perhaps it is time that we once again played that role...
re-inventing the nature of the university once again...
...a university capable of educating the citizens
and serving the society of not the 20th,
but rather the 21st Century.

Let's do it again, as America evolves
into a highly pluralistic, knowledge-intensive
world nation of the 21st Century!

A Heritage of Leadership

After all, in a very real sense, it was our University
that developed the paradigm of the public university
capable of responding to the needs of a rapidly
changing America of the 19th century...
a paradigm that still dominates higher education today.
In a sense, we have been throughout our history the
flagship of public higher education in America.
I believe that today our University is once again in an excellent position to
assume a role of leadership in higher education...
to develop a new model of what the research university
must become to serve 21st Century America...

Several characteristics of the University suggest this role of leadership:

1. Michigan's **Heritage** of Leadership

Although Michigan was not the first of the state universities, it was the
first to free itself of sectarian control and become a true
public institution, governed by the people of the state.

So too, the organic act establishing the Michigan in 1837 was regarded as
"the most advanced and effective plan for a state
university, a model for all the state institutions of higher
learning which were established subsequently."

From its founding, Michigan was identified with the most
progressive forces in American higher education...

First to blend the classical curriculum with
the German approach stressing
faculty involvement in research and dedicated to
the preparation of future scholars.

First university in the West to pioneer in professional
education, starting the Medical School in 1850,
the Law School in 1859, and engineering courses in 1854

Among the first to introduce instruction in zoology and botany,
modern languages, modern history, American literature,
pharmacy, dentistry, speech, journalism,
teacher education, forestry, bacteriology,
naval architecture, aeronautical engineering,
computer engineering...and even in my
own field, nuclear engineering (with the associated
Michigan Memorial Phoenix Project)

Beyond tradition, however, there are other characteristics
of our University today which position us well for
this role of leadership.

2. **Reputation** as the flagship of public higher education

A large, comprehensive, public, research university
A serious commitment to scholarship

Unusual breadth, rich diversity of academic disciplines,
professional schools, social and cultural activities...
...our intellectual pluralism...

Unusual degree of participation of faculty and students in
University decisions

Indeed, throughout its history, Michigan has been known for
a spirit of democracy and tolerance among its

students and faculty.
Harper's Weekly (1860):
"The most striking feature of the University is the
broad and liberal spirit in which it does its work."

3. People

A faculty of great intellectual strength and unusual breadth
Student body of quality unsurpassed by any public institution
And, of course, that marvelous army of maize and blue alumni...
over 300,000 strong...indeed, one of every 1,000 Americans...
with a deep commitment to this institution.

4. Resources

While it is true that state support has not been strong in
recent years, we nevertheless benefit from
an unusually broad and balanced base of support
from both the public and private sectors.

5. Ability to control our own destiny

Finally, we must never underestimate the importance of the
fact that the University was created by the State
Constitution itself...which establishes our Board of Regents
as a coordinate branch of state government, with
authority over the University exceeding that of the
legislature, governor, and judiciary.

In a sense, we are almost unique among public institutions
in having the ability to control our own destiny...

It is this rich set of characteristics that could well position
the University to assume once again the leadership
role it played in the 19th century by developing the
new model for higher education appropriate for the
needs of our state and nation in the 21st Century.

Leadership Provided by Our People

And if there is single common theme that seems to characterize
the lives of Michigan graduates, it is the theme of
leadership...

As a Michigan graduate, as a leader, you will face a
future of great challenge and responsibility...
but it will also be a future of great opportunity
and excitement.

As I noted earlier, you are an extraordinarily talented
group of individuals...

It is likely that regardless of what happens
during your college education, you will go on to
become leaders of our society...

Hence, we believe it important that you prepare for
this life of leadership now by taking advantage of
all that this University has to offer.

John Gardner suggests some of the key themes:

1. A commitment to the fulfillment of human
possibilities.
The release of human potential is and must always be
a central value.
Serious and sustained attention to the special problems of
justice to historically deprived groups is essential.
2. Creating a sense of community
Shared values and goals are the chief resources leaders
can count on in motivating people--the task grows
difficult--eventually impossible--as shared values
disintegrate.
You should strive to participate in and experience a
sense of community on this campus.
3. Renewal

Leaders have to be capable of self renewal, and capable

of helping in the renewal of the systems over which they preside.

Must learn to balance continuity and change.

4. Hope

Human beings are creatures who cheerfully act against the odds if they believe strongly enough, who reach for the unreachable stars and dream of impossible victories.

We must help young, potential leaders to value and to understand this side of our nature.

5. Discipline of the Mind

The central task of a university, a task which separates it from all other social institutions, is the creation of an environment where the quality of mind and of its performance is always the central concern.

The spirit most likely to develop leaders is a disciplined use of reason, enlivened by daring and the courage to experience, and tempered by respect for what we can learn from others.

6. Acceptance of Responsibility...

From the earliest moments in our long history, the UM has been known for a spirit of democracy and tolerance among its students and faculty.

Over a century ago, Harpers Weekly noted:
"The most striking feature of the University of Michigan is the broad and liberal spirit in which it does its work."

Student activism and involvement have always been an important part of the learning process at Michigan.

Yet, while it is of paramount importance that we protect the fundamental freedom of students and faculty to explore new ideas and concepts, to state their beliefs and values, no matter how far they may be from mainstream thought...

...it is also essential to recognize that without the acceptance of responsibility, freedom is meaningless.

Indeed, true leadership consists not of simply protesting the existence of a problem...but rather consists of doing something positive about it.
out against injustice

In a very real sense, I hope that you will make a positive commitment to address the challenges before our society and not be content simply with complaining...

Theodore Roosevelt

"It is not the critic who counts, nor those who point out how the strong stumbled or where the doer of deeds could have done better."

"The credit belongs to those who are actually in the arena; whose faces are marred by dust and sweat and blood; who strive valiantly; who err and come up short again and again; who know the great enthusiasms, the great devotions, and spend themselves in the worthy cause; who, at the best, know in the end the triumph of high achievement; and who, at the worst, if they fail, at least fail while daring greatly, so that their place shall never be with those cold and timid souls who know neither victory or defeat."

You Role as a Lifetime Member of the Michigan Family

A university achieves leadership...greatness...

...through its people...
...through their talents and abilities,
...through their involvement and commitment.
The Michigan family extends far beyond those
on our campus for the moment, our students, faculty, and staff
It includes that army of maize and blue,
our 340,000 alumni, one of every thousand Americans!
Indeed, you have been...
...and will continue to be even more...
...the most critical factor in achieving and sustaining
the greatness of your University.
For that reason, this evening I would like
to take this opportunity to issue a request...
..."a call to arms"
to activate and energize you as our
alumni and friends

A Call to Arms

We call for your

- your commitment
- your involvement
- and, most of all, your loyalty

to your university, the University of Michigan.

A call for help...

- 1) Of course we need your financial support
which provides our capacity of excellence
--while it provides you with an
opportunity to have great impact
not just on your university, but
through your university, on this
nation and the world.
- 2) We also seek your influence
Michigan produces leaders...
and many of you are in positions of influence
in the public or private sector and capable of
helping your university
- 3) Your help in telling the Michigan story to the nation
We are among the most visible universities in America
(CBS Morning News, Steve Fisher, activism)
...let your Michigan pride show a bit!
- 4) Help us make new friends and enlist new supporters!
- 5) And most of all, become involved...
...providing to our students a sense of the
potential of a Michigan education
...providing to our faculty and staff
encouragement and support

In a very real sense, you as alumni and friends
play the key role in passing the torch...
in passing from one generation to the next
the Michigan traditions of excellence and leadership
which we all cherish so deeply

Concluding Remarks

You know, Michigan is really a very special place....
It is one of only a handful of universities capable
of truly changing not only higher education,
but the nation and the world.

A personal note here:

It was just about 20 years ago that Anne and I left
the warmth and sunshine of Pasadena to come to
Michigan.

We did so, in part, because Michigan had what was
clearly the best department in the world in my

particular field of interest, nuclear engineering.
And throughout almost two decades on this campus,
I have found myself surrounded by faculty and
students who have arrived on this campus because
they wanted to be associated with the very best...
...the world leader...in education and research.

These linked themes of leadership and excellence
are what have kept me here...and what make
this University so very special.

We believe the challenge of re-inventing
the American university for the 21st Century
...is not only an exciting and
challenging mission for the 1990s
...but it is also a mission befitting
UM's long heritage of leadership
...and it is also a challenge worthy of
the army of maize and blue alumni
across the nation and around the world

Indeed, I'd be very surprised if you
settled for anything less from your university!

The 1990s will be a time of great challenge
opportunity, and responsibility for your university.

But they will also be years of great excitement.

As we stand on the threshold of this
great adventure of re-inventing the
University for the 21st Century,

Let me call on you to demonstrate yet
again that extraordinary sense of
loyalty and pride in your University
that has been our key source of
strength...

Let me call on you to show that
"Go-Blue" spirit that is the key
to our heritage and our destiny.