

## Parents Weekend

### Welcome you as parents...

and also as new members of the Michigan family!!!

### For you see, a couple of years ago

my wife and I went through the same experience as we dropped off each of our daughters into that brave, new world known as a college education.

### Thanks and Congratulations...

Let me begin by thanking you for granting us the privilege of teaching and learning with your sons and daughters during these years of their college education.

Let me also congratulate you on the extraordinary achievements that each of your children have already attained...

I can assure you that we regard each and everyone of your sons and daughters as someone very special... and I must confess that we are already very proud of them...

I should also know note that their class, the Class of 1992, is academically the strongest class in Michigan history...

That's the **good news**...

Now for the **bad news**...

### Introduction

Welcome back home...

Michigan has a remarkable ability to touch our lives...

In those short years that each of us spent on this campus during our education, we become a member of the Michigan family for the rest of our lives...

And Ann Arbor becomes forever our home... at least in our hearts...

### Traditional Images of Michigan

But just what is this institution, this force that has had such an impact on our lives?

When we hear the words "The University of Michigan", we think of those traditional images of any college...

- Great faculty challenging and exciting students in the classroom..
- Students studying in our many libraries
- Scientists toiling away late in the evenings in our laboratories...  
...stiving to understand the universe
- Scholars pouring over ancient manuscripts in our collections of antiquity

### But there are some very special images of Michigan

Ann Arbor on a Saturday afternoon in the fall... afternoons in the fall as 105,000 fans cram into Michigan stadium to watch the Wolverines...

...Remember Leroy Hoard's breakaway 67 yard run that sealed Michigan's exciting come-from-behind victory over USC in the Rose Bowl...  
(or Bo Derek making a surprising appearance at that pep rally at the Century Plaza...)

...and who will ever be able to forget Rumeal Robinson stepping to the line in Seattle with 3 seconds left in overtime and calmly sinking two free throws to win the national championship against Seton Hall.

...and the Cinderella story of Steve Fisher and his team "with a mission"

Then there is the Michigan of the Big Chill...

The tradition of student involvement helping to awaken the

conscience of a nation...

SDS--Tom Hayden, teaches

...What about the sight of over 10,000 students and faculty marching together, arm in arm down S. University to honor the memory of Dr. Martin Luther King, Jr. and to confirm Michigan's commitment to achieving new levels of understanding, tolerance, and mutual fulfillment for peoples of diverse racial, ethnic, and cultural backgrounds.

There is Michigan of the Arts

...or Leonard Bernstein celebrating his 70th birthday in Hill Auditorium with the Vienna Philharmonic...

...or the visits of Ella Fitzgerald or Toni Morrison or Jesse Normal Kurt Mazur and the Leipzig Gewandhaus Orchestra University Musical Society Schools of Music and Art

...or the scores of spectacular student productions, plays, concerts, dances, operas, and, of course demonstrations and protests, that have enlivened this campus over the past year.

There is also the caring Michigan as seen by the over 750,000 patients a year who are treated by the UM Medical Center,

Or the Michigan as Silicon Valley East, working to build the high-tech infrastructure necessary to create new companies and new jobs...as evidenced by the \$5 B industry in industrial automation now building up in the Ann Arbor-Detroit-Warren crescent...

Or the Michigan which attracts to our state almost a quarter of a billion dollars of federal R&D each year...not to mention many of the world's leading scientists and engineers

Or the Michigan of the "cutting edge", which conducts the research that changes our lives... as evidenced, for example, by announcement earlier this month that a Michigan team had identified and cloned the gene responsible for cystic fibrosis, thereby opening up the possibility of saving thousands of lives every year.

Or the Michigan of outer space...  
...Apollo 15...the Michigan mission to the moon...  
...which not only established the first UM Club in space...  
...but named a crater after Michigan on the moon.

Or Michigan as the unifying force in our families...  
Camp Michigania

And, of course, there is the Michigan as the educator, attempting to provide, in the worlds of one of our first presidents "an uncommon education for the common man" an education as good as any available in the world for all citizens, regardless of race, creed, and socioeconomic background.

### **What is Michigan?**

The prototype, the flagship, of the large, comprehensive, public research university which has served America so well in the 20th Century  
There are nearly 3,000 colleges and universities in the United States, yet only a few are equipped to help generate the creative resurgence of our culture and our economy.

With a serious commitment to quality ranked among the top 10 in virtually everything it does (not just football and basketball)

By any measure, Michigan is known to its peers throughout the world as one of the preeminent universities in teaching, research, and service. The University of Michigan unquestionably stands among the world's leading institutions of learning and scholarship.

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

Unusual activism of students and faculty  
liberal spirit, progressive vision

Extraordinary array of extracurricular activities  
performing arts  
intercollegiate athletics  
Ann Arbor, itself!!!

Well-balanced portfolio  
1990 is cross-over year:  
Tuition revenue > state support ("private public")  
Federal R&D > state support ("national state")

Unusual ability to control our own destiny  
The embodiment of the hopes and dreams,  
commitment and stewardship of eight generations  
of Michigan alumni!

But that is the University of Michigan of  
yesterday and today.

What about tomorrow?

### **Challenges before America**

Few realize the the ever-accelerating  
pace of change in our nation...and in the world!

Think about it for a moment...

The students we are educating today will spend most of  
their lives in the next century...they will be citizens  
of the 21st Century...

Our students will inherit a much different America  
than you and I have known...

i) It will be future in which our nation becomes a truly  
multicultural society, with a cultural, racial, and  
ethnic diversity that will be extraordinary in our history  
In which those groups we refer to today as  
minorities will become the majority population of  
our nation in the century ahead...

In which women take their rightful place as leaders  
of America...

ii) It will be a future in which America will become "internationalized"...  
in which every one of our activities must be viewed within  
the broader context of participation in the global community...  
Whether through travel and communication, the arts and  
culture, the internationalization of commerce, capital,  
and labor, we will become increasingly interdependent on  
other nations and other peoples.

Further, as the destination of roughly half the world's  
immigrants, the United States is rapidly  
becoming a "world nation"  
with not simply economic and political but strong ethnic  
ties to all parts of the globe.

iii) The Age of Knowledge

But there are even more profound changes underway...  
Looking back over history, one can identify certain  
abrupt changes, discontinuities, in the nature,  
the very fabric of our civilization...

The Renaissance, the Age

of Discovery, the Industrial Revolution  
There are many who contend that our society is  
once again undergoing such a dramatic shift in  
fundamental perspective and structure.

Today we are evolving rapidly to a new post-industrial,  
knowledge-based society, just as a century ago our  
agrarian society evolved through the Industrial Revolution.

In a sense, we are entering a new age, an age of knowledge,  
in which the key strategic resource necessary for our  
prosperity, security, and social well-being has become  
knowledge--educated people and their ideas.

Knowledge will play the same role that in the past were played  
by natural resources or geographical location or  
unskilled location...

In the knowledge-intensive future that is our destiny  
it seems clear that education in general...  
...higher education in particular...  
...and the research university most specifically  
are rapidly becoming the key ingredients determining  
the strength, prosperity, and social-well being  
of our nation.

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-intense  
world nation of the 21st Century!

### **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.

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.

**Despite their obvious academic talents, many...**

most...probably **ALL**...of your son's and daughters will find  
the Michigan experience very challenging...  
...through their formal coursework  
...mastering the size and complexity of the university  
...through athletics or social activities  
But, of course, that is what a college education is all  
about...  
Not to simply learn facts...or prepare for a profession...  
But rather, a college education is a time of challenge  
and discovery, of curiosity and intellectual growth,  
of learning about oneself.  
In a sense, the purpose of a college education  
is to learn the art of life...

**Finally, let me stress that an education at Michigan**

**is not a passive process**...While it is true that we probably  
have more opportunities on this campus than any other  
university in the nation...it is also true that they will not  
be presented to your sons and daughters on a silver platter.  
We expect them to play an active role in their education!  
To explore, to discover, to challenge themselves  
After all, life is one of those do-it-yourself  
experiences...  
We believe it important to deliberately leave  
the fundamental freedom and responsibility of choice to  
the individual student. After all, this is part of their education.  
But, we also believe they should steer themselves with care,  
for as the saying goes...  
"At Michigan you will be given unusual freedom and  
responsibility...  
The freedom to do what you want...  
And the responsibility to choose the right things...

**What are we trying to do at Michigan?**

Prepare your sons and daughters for a career?...  
As doctors, lawyers, engineers,...  
or even investment bankers...?  
Well, we will do our best to give them the

foundation necessary for such  
careers, but that is not our real mission.

Perhaps Emerson put it best 150 years ago in  
his famous Phi Beta Kappa address at  
Harvard when he noted...

"Colleges have their indispensable office, to teach  
elements. But they can only serve us when they  
aim not to drill but to create; when they gather  
from far every ray of various genius to their  
hospitable halls, and by the concentrated fires,  
set the hearts of their youth aflame..."

And, that perhaps is the simplest and best statement  
of what we are trying to do at Michigan...

Ignite the intellectual fires within each of  
our students

We want to stimulate in each of them a spirit of  
liberal learning...a spirit that will be a part of  
them for the rest of their lives...

**Michigan is an exciting, challenging...sometimes  
frustrating...but always a rewarding place.**

Let me once again thank you for your confidence  
in lending us your sons and daughters for  
the next several years...

We look forward to working with them as they journey  
down the fascinating and rewarding road of a  
Michigan education.

And we look forward to welcoming them as the  
newest members of the maize and blue!