

## **Rose Bowl Speeches**

### **Big Ten Dinner of Champions: December 29, 1991**

#### **Introduction**

After taking year off, it sure feels good to be  
back in California again for the Rose Bowl!

The warm sunshine in our faces...

...the solid feel of the ground beneath our feet...

...the thrill of driving on Los Angeles freeways...

Looking forward with great excitement to facing  
an undefeated Washington...

...not only one of the most successful football programs  
in recent years

...but also one of the finest academic institutions in  
the nation

This is definitely the right way to start a New Year.

#### **Greetings**

Let me begin by conveying to you OFFICIAL GREETINGS  
from the University of Michigan, from its Regents,  
its faculty and staff, its students...and of course,  
from its over 370,000 alumni...  
25,000 in California alone...

We are excited indeed to be a participant in the 78th Rose Bowl  
and the 103rd Tournament of Roses,  
and we take enormous pride  
in the accomplishments of the Michigan Football Team,  
Coach Moeller and his staff,  
and all of those who worked  
so long and hard to win the 1989 Big Ten Championship.

#### **The 1991 Football Season**

This has been quite a year for Michigan...

Of course, things got off to a somewhat slow start  
against Boston College...but after Desmond ran back  
the second half kickoff, Michigan found its stride.

And then, what can you say about that Notre Dame game...

...and what can you say about that gutsy call by Elvis  
on fourth and one...or that incredible catch by  
Desmond that catapulted him into the lead for  
the Heisman trophy

...I should note that this was a particularly important  
game for many reasons, not the least was the VIP  
group of alumni we had in town getting ready for  
our next fund-raising campaign

...You might also be interested to know that I was  
able to take an autographed game ball with  
the 24-14 score on it and present it to our  
newest alum...President George Bush...  
two days later!

Of course, Florida State was probably a game many would  
like to forget...

...particularly that "tomahawk chop"  
...which is even more annoying than the USC war chant  
...yet even in this game there were moments when Michigan  
almost took control

Iowa was probably the key game of the season

...storming back from an 18 to 7 deficit in the first half  
to score 29 unanswered points  
...and eliminate our principal competition from the  
race for the Roses

Indiana was next...

...and not easy...  
...in fact, it took a great goal line stand to ice the game  
as the defense really came into its own

The next several games were momentum builders

...Minnesota (52 to 6)

...Purdue (42 to 0)

...Northwestern (59 to 14)

which prepared Michigan for the final two games  
against Illinois and Ohio State that would determine it all.  
The Illinois game was tough...

...played at night and on their turf

...but the defense really dominated in a 20 to 0 victory

And then the big one against Ohio State

...which started off with another incredible call

...the fake field goal

...and once again saw both the offense and defense  
dominate in an incredible 31 to 3 victory!

What a season

...marching through one of the most difficult schedules  
in the nation to win a Big Ten championship  
and the right to play Washington for a  
possible national championship in the Rose Bowl.

...a Heisman Trophy for Desmond Howard

...the first since Tom Harmon over 50 years ago

...the Butkus Award for Erick Anderson

...and runner-up to the Lombardi and Outland trophies  
for Greg Skrepenek (a remarkable achievement  
for an offensive lineman)

...All-American honors for Desmond Howard,  
Erick Anderson, Greg Skrepenek, Matt Elliott

...and Big Ten honors for many others

...Elvis Grbac setting new records

...with a 67% completion percentage being  
one of the most impressive

...and, of course, Gary Moeller selected  
as Big Ten Coach of the Year

And, of course, there were some very special moments  
that we will always remember

...Desmond's Heisman pose following his 93 yard  
punt return against Ohio State

...or Skrepenek's even more graceful Heisman  
pose on the Bob Hope show!

But this year's seniors have accomplished even more  
...four consecutive Big Ten Championships  
...three Rose Bowls (and a Gator Bowl)  
...four wins over Ohio State!

### **Importance of Intercollegiate Athletics**

The University of Michigan has many  
important traditions that make this institution  
the place it is...  
and among the most visible and most important  
is the role of intercollegiate athletics at Michigan...

In recent years there has been a continual stream  
of concerns about intercollegiate athletics...

...quasi "professional" athletic programs on our  
campuses--inconsistent with our academic  
responsibilities  
...taking advantage of our student athletics  
...pressure to win at all costs which causes  
cheating...  
...drugs, crime,

And this is extremely important to us at Michigan because of the  
belief that athletic competition can play such an important  
role in our fundamental mission: EDUCATION.

While it is customary to think of a college education in terms of  
classes and labs, we believe it goes beyond that. The  
experiences provided by athletics provide our students with  
marvelous opportunities to develop qualities so important  
later in life...

...dedication  
...commitment  
...integrity  
...leadership

While Mo and his staff are outstanding coaches, to be sure, we view them as well as some of our most gifted educators... teaching our student-athletes some of the most important lessons of life...lessons every bit as lasting as those we teach in the classroom or laboratory.

The University is extremely proud of its athletics program...

...oh, certainly for its success, its winning tradition...

...perhaps even more for its integrity...

...but most of all for the way in which those who lead it...

Jack Weidenback, Peggy Doppes

Gary Moeller, Steve Fisher, Bill Freehan, Red Berenson,

and all of our coaches dedicate themselves first

and foremost to the education of the young men and

women who don the maize and blue.

### **Special Nature of Rose Bowl:**

But there is one game left...

and this is perhaps the most important of them all

since it will be the marquee game of the bowl season

in the premier bowl.

It must be said that the Rose Bowl is a very, very special event for those of us from the frigid Midwest.

While you Californians may tend to take the magic of

New Year's Day in Pasadena for granted,...

You must realize that those of us in the Midwest grow up

watching the color...excitement...and the warmth of the Rose

Bowl on television on dark winter evenings...

...surrounded by snow and ice...

...with the chilling wind and subzero temperature outside.

As Bo used to put it:

"Kids growing up in the Midwest,

playing football in the street, in the snow and the mud,

dream of someday being good enough to play in the

Rose Bowl.”

In a very real sense, the Rose Bowl has come to be viewed as the crowning symbol of achievement, of excellence, in intercollegiate athletics.

But this year there are special elements:

...playing top-ranked Washington in what could be the national championship game

...great matchups like

Steve Entmann against Greg Skrepenek

...the nation’s most exciting player in

Heisman trophy winner Desmond Howard

But, speaking as a president, I would suggest that there is something even more significant about this particular Rose Bowl, since it pits against one another two universities

...whose athletic programs have long been set the pace for both quality and integrity

...but, even more important, which are clearly recognized as two of the finest academic institutions in this nation for the quality of their teaching, research, and public service.

We at Michigan are both thrilled and proud to be able to participate with Washington in the Rose Bowl, the premier sporting event in America.

**Congratulations...**

Let me conclude with a final note or congratulations...

The Rose Bowl is very special to us at the University since it allows us to recognize and take pride in the accomplishments of those who have brought us to Pasadena...

i) The Michigan Football Team, the players themselves who have met the challenge...both on the field and in the classroom.

Individual players have won awards and honors--

The Heisman stands out

but all the players have earned our gratitude  
and recognition for giving us  
one of the great football seasons in Michigan history  
And it is rally as a team that they have played  
and we are proud of each and every one  
--each is a star in his own right.

- ii) Gary Lewis and the women and men  
of the Michigan Marching Band who have,  
through long hours of practice and work,  
continued the tradition of excellence in what is generally  
regarded as the nation's leading college band.
- iii) All of the students, who participating as cheerleaders,  
managers, or simply as loyal fans, have played important  
roles in building a winning spirit at Michigan
- iv) To Gary Moeller, who is quickly earning his place  
in Michigan football history-
- v) To his fellow football coaches, and the staff of the  
Department of Athletics.
- v) And, of course, perhaps as much as any one else, let me  
congratulate the families that stood behind these students  
and gave them the support so critical to their achievements  
on the field and in the classroom  
...and as well to the wives and families of coaches and staff,  
...and particularly to Ann Moeller...  
since without your support and encouragement,  
this season would simply not have been possible.

### **Concluding Remarks**

A final word, then to the players, the coaches,  
the band, the students, the families...  
In a very real sense the Rose Bowl is your event!  
The University of Michigan takes  
great pride in your accomplishments.  
And now we look forward with eager anticipation

to New Year's Day in Pasadena...

..a chance at the Roses again

We look forward with eager anticipation to New Year's Day

...to a meeting between two of the top

college football programs in America...Washington and Michigan...

in the "Granddaddy of them All"...the 78th Annual Rose Bowl.

Go-Blue!

## **Rose Bowl Campaign Luncheon: December 30, 1991**

### **Introduction**

Welcome and thank you for joining us today  
on the way to the Roses.

I often tell audiences

that it is only now as President

that I can fully appreciate

how much you alumni and friends

mean to the University.

Few others are on the road so much

and so just don't see how, in city and after city

--and country after country--

you turn out to support your University

especially when Anne and I come out here

to our other home in California.

Few others have the chance to see

how you help us

how you come to our side whenever asked

come forward at the least expected

but most needed moment

with words of encouragement or advice.

Few others can fully appreciate

all countless ways you help us

by standing up for us in the political process,

telling our story to the media

or to friends and colleagues

encouraging an outstanding student  
to consider Michigan.

And I more than many others,  
because of my travels for the University,  
can measure the most important way  
you contribute to the University  
...by your example...by showing the advantages  
of a Michigan education in your lives and work.

We are proud of your achievements  
and the way you stand out as leaders  
in your communities and in the nation.

You are the best public relations representatives  
any university could wish for  
and with 370,000 of you  
25,000 in California alone  
the University makes its presence felt  
in every arena of national life.

And we look to you for links  
to the worlds you inhabit in government,  
commerce, arts and culture,  
industry and social welfare.

Of course, the University seeks  
and deeply appreciates your financial support.

But believe we know that your contributions  
to the University extend far beyond that.

We look to you for imagination and creativity--for vision--  
after all, as a public university  
we do still get some public support for the basics--  
but when it comes to seizing a unique opportunity  
or taking a chance on a singular vision  
acting quickly to attract a star  
or investing in the future  
government committees can't do the job.

Instead, at times such as these,  
we must look to you for counsel  
and criticism when we go wrong.

It is our alumni and friends  
who make the difference for Michigan.

Because of you, Michigan stands out today  
as it has for 175 years  
as a leader in higher education  
as the place where  
leadership for America is prepared.

Since more than most,  
I understand what you mean to Michigan  
I want to thank you personally and right up front.  
I know very well that I could not do my job  
without your help.

**It's been a great year on campus.**

As you know, we are having  
another spectacular year on the playing field  
...our fourth Big Ten championship in a row  
...an opportunity to play an undefeated Washington  
for what may be the national championship  
...Demond Howard's Heisman trophy...  
...and all the other awards and honors  
...a freshman basketball team that came within  
an inch of beating #1 Duke earlier this month

Wow!....

But our main claim to attention is still academics  
and we have had a pretty spectacular year there, too.  
For example, last month it was announced that Michigan  
had moved up 5 places to rank second only to MIT in  
the amount of research it was performing (and I have  
warned Chuck Vest that we'll blow past them next year  
to become the leading reseach university in the nation!)

Francis Collins continues his revolutionary work  
in mapping and identifying genes  
responsible for devastating diseases such as  
cystic fibrosis, neurofibromatosis, and breast cancer.  
In fact in the months ahead they will be performing some  
of the first clinical trials of gene therapy!

Michigan, in partnership with IBM and MCI, continue to  
operate and expand the National Research and  
Education network, the computer network that now  
links together over 4 million users throughout the world!

Our students and faculty also deeply engaged  
in using their knowledge to address some of the most  
critical problems in our society...for example, earlier  
this fall ABC-TV honored two of our women faculty as  
ABC "Person of the Week" ...

...June Osborn,  
chair of the President's Commission on Aids  
...Catherine McKinnon,  
perhaps the foremost legal scholar  
on the laws governing sexual harassment

The Institute for Social Research is working closely  
with both the Polish and Russian governmentst  
to establish counterpart social research institutes  
that will provide the social science data necessary to  
enable the transition to free market economies...  
...and we are continuing to send scores of MBA students  
over to work with the business community in Eastern Europe.

It has also been a spectacular year in terms  
of faculty and student recruitment .

Just as an example, let me tell you a bit  
about our entering students this year.

Believe me, our future will be in good hands  
with the class of 1995. It is a wonder.

This is the largest entering class in our history--4,770 strong.

The number of applications

has tripled over the past 15 years.

We have students from every state this year

but South Dakota--(Rick Shaw will have

to strap on his snow shoes

and make a trip out there

to see what the problem is.)

Let me note an interesting point here:

from out of state than the entire

undergraduate enrollment of any of our peers

...UM: 5,400 out of state

...Stanford 6,000 total

...Harvard 6,000 total

...Yale 5,000 total

We have more undergraduate students

Test scores continue to rank high...

65% in top 10% of their class

As Juniors in high school, Class of '95 reported

935 elected to student offices

850 in student publications

725 in theater

1,979 in varsity athletics,

666 varsity cheer leaders

1,125 performed in school music group,

even more had given a public recital

730 had exhibited works of art,

255 had written articles for public press

510 won prize for science work

644 volunteered in hospitals or clinics,

1059 volunteered in community program

846 volunteered in handicap/disadvantaged programs

524 received awards for community service

2078 held regular part time job  
265 started their own businesses.

I think you'll agree.

Quite an impressive group  
They are sure to make us proud.  
But when we try to imagine the world they will inhabit,  
it is clear that they will need a special kind of education  
different in many ways from the one needed by their parents.  
Few subjects in these times are of greater importance  
than how we should prepare our children for their future.  
Because what we do now and in the next few years in education  
will help shape our society in 2020, 2030, 2050 and beyond.

### **Undergraduate Education at Michigan**

As most of you know, we have spent the last two years  
considering how to improve undergraduate education  
adapt it to changing world.  
We concluded that an educational revolution  
isn't what we need at Michigan.  
Many principles of the Michigan curriculum and pedagogy  
have served us well --  
and will continue to serve new generations.  
But we do have to revitalize and renew undergraduate education  
we have to change some things we do  
perhaps rediscover some things we have lost sight of  
and be unafraid to change some fundamentals--  
to take full advantage of new knowledge and technology  
to strengthen student learning and preparations for a world  
transformed.  
by science, technology, population shifts,  
and internationalization.  
In one way there is nothing really new in this.  
Michigan has been the source of educational leadership  
for America for 175 years  
during periods of dramatic change

from frontier to agrarian society  
and from agrarian to industrial society.

Now once again we are setting the pace of educational change  
this time from an industrial society to one based on information.

But given the scope of change in our time--

in society, economy, culture, population, in knowledge itself--

The challenge is greater and, I believe, different than before.

The question before us as citizens and educators is:

How do we educate our youth to prepare

for a world of accelerating and permanent state of change?

What do our students--all students-- need to know

to be productive professionals and responsible citizens

in a world that is internationalized

and in which the growth of knowledge is exponential

--in some fields doubling every four or five years?

Actually, when we think and debate about curriculum,

about pedagogy, about the knowledge and skills

needed for productive life in the 21st century,

it is really a way of talking about

and shaping our future as a society.

We are really asking ourselves

what kind of society we want to become...

what kind of leaders we want to follow after us.

Because the young people we are teaching today

in just a few years will be leading our society

in politics, commerce, the arts, education--in every walk of life

at least as many alums then as now---370,000 strong.

We are setting our educational sights high

and just about everyone on campus

is involved in thinking about our future direction.

We are by no means finished

but I want to share some preliminary findings of our review:

The recipe for a great undergraduate education is surprisingly  
simple:

...ambitious and inspired students working with  
...an expert and dedicated faculty  
...in a setting, curricular and physical  
...that brings out the best in both.

The University excels in many of these characteristics

...the study body is of the first quality,  
    motivated and dedicated to  
    a complete educational experience  
...the faculty are world-renowned as scholars and teachers  
    in their disciplines  
...the setting is complex in both its physical layout  
    and in its diversity of offerings for students

But something is missing

...an entrance to this vast and rich educational setting.

As students enter the University for their UG experience,  
    they are immediately thrown into the complexity of  
    a large and decentralized learning environment.

They do not pass through a self-contained physical environment  
    or program that introduces them  
    to the resources of the University  
    and to the potential they have  
    to explore the world of ideas and knowledge.

Hence, a key priority of the upcoming campaign  
    will be a new campus...the Gateway Campus...  
    aimed at enhancing the quality  
    of the first two years of the undergraduate experience.

We are already putting some of the pieces into place.

The Gateway Campus offers an opportunity  
    to create an undergraduate  
    faculty that spans the disciplinary units  
    that will teach in it.

The Center for Undergraduate Education,  
    to be housed in the Gateway Campus,

is meant to break the barriers separating the disciplines and to encourage courses and interaction among students and faculty that will contribute to a student's general education ...not to disciplinary specialization.

The buildings that house this function will not only enable such courses in classroom facilities, they will also emphasize the totality of the educational experience, utilizing classrooms surrounding by study areas, work spaces, and varied programs and services that are both attractive to and needed by younger students.

A unique feature of the Gateway Campus will be its objective of introducing students at the earliest opportunity to the University's rich resources of cultural and physical collections. To this end, we intend to integrate the present Kelsy Museum of Archaeology and the Museum of Art into a structure that will be the center of the Gateway Campus, thereby exposing students to important collections of cultural artifacts and works of art. These resources, coupled with the collections of the adjacent Museum of Natural History, will provide an intellectual gateway symbolizing the wholeness of knowledge to entering students. Further, this unique integration of our principal exhibit museums with the focal point of undergraduate education will provide unusual resources to the University and the broader community by virtue of the accessible location and design.

As a cornerstone of the Campaign, the Gateway Campus is not only a

set of structures and programs, but it will become a vital passageway inviting both students and community members to experience and enjoy the resources of a great teaching and research university.

### **Michigan Comes into Its Own**

In the next few years, I think Michigan will come fully into its own in ug education as a result of the educational directions and renewal we are inaugurating.

But there is another reason for Michigan undergraduate education to set the pace for our nation.

No more apologies or defensiveness about the fact that we are a large and comprehensive research university when we talk about what we offer to our undergraduate students.

Why? Let me note just a few reasons--

First and foremost, we believe that to best prepare our students to face...indeed, to lead...a world of change, we must enable them to "learn how to learn" ... that is, to develop the capacity to learn for the rest of their lives.

And who is better prepared to teach this critical skill than those who have committed their lives to continual learning... those faculty committed to lifelong learning through research and scholarship.

Indeed, I believe this is the most important justification for the unique educational experience provided by a research university, since the faculty of these institutions are uniquely prepared to teach students the skill of lifelong learning!

- Because increasingly, our unmatched breadth and depth of academic and professional fields will be recognized as the foundation for the best undergraduate learning. There is already plenty of evidence that we are successful educators of undergraduates. But our relative advantage will increase.

Michigan is right at the center of most exciting times in the history of knowledge with a faculty on the cutting edge of advances that call upon the combined technology, methods and principles of many disciplines and professions-- global warming, international finance, human genome, all pull together faculty and students from across the University to focus on some of the largest and most complex problems --theoretical and practical-- facing life on this planet...and beyond!

- Vast array of courses and areas of specialization available to undergraduates and active scholars are constantly bringing the latest advances in knowledge into the classroom
- The size of our student body, rather than being a liability , brings us a range of talent and diversity of background and experience that is increasingly understood as a valuable educational asset since our students in many ways teach each other. Note: I am convinced that one of the most valuable educational opportunities for students in last several years was the Sunrunner project--
- Our international leadership in information technology

the infrastructure for our research enterprise,  
is supporting some exciting breakthroughs  
in the effectiveness of our teaching  
Coffin, Kleinsmith/Biology, Chemistry  
Helping us find new ways to teach the basics  
so that faculty can concentrate on  
higher order learning--critical thinking,rigorous analysis

- Other infrastructure such as libraries, museums,  
facilities also contributes to undergraduate learning
  - Our national international reach and connections  
will be the base for more international learning  
and work experience for undergraduates--  
--education enriched by a continual flow  
of people and ideas from across America and the globe
  - Our very size and complexity reflect the reality  
of the world our students will soon enter  
--giving them a major learning advantage.
  - A commitment to serve the public interest  
as a public institution--  
which instills a sense of civic responsibility in students  
and also affords opportunities for practical experience  
and problem solving through student service activities.
  - Perhaps most importantly, we have an unwavering commitment  
to academic excellence which is the cornerstone  
of the research enterprise--both an inspiration  
and anchor for our undergraduates  
a standard to aspire to  
--to do the very best of which you are capable  
whether in the classroom, the lab,  
the stage or concert hall, or the playing field.
- Research of Michigan's magnitude generates excitement,  
attracts the best faculty and students  
and now e are finding ways to involve

many more undergraduates in this research.

As advances in knowledge and technology

give us the tools to tackle large and complex problems,  
Michigan's flexibility and breadth and

are creating a powerful new synergy for taking on  
some of the largest and most complex problems  
facing humanity and our planet--

global warming, international finance, the human genome, --

we are opening up boundless possibilities for inquiry  
that call upon the knowledge and methods  
of academic disciplines and professional practice.

We intend to give undergrads much more opportunity  
for direct involvement in this pathbreaking research.

- The research is also generating new curriculum  
--global change course will be offered next year  
and this is just the beginning.
- And, of course, graduate students and faculty  
are energized by the intellectual excitement  
being generated--this is what will continue to attract  
the best and the brightest to us.

Thanks also to our research orientation,

we are rapidly evolving a more collaborative approach  
to learning in which students and faculty  
from a variety of fields and levels  
all have an opportunity to participate in  
and contribute to to in knowledge.

I don't want to suggest that a Michigan education

will be the best choice for every student in the future.

It won't.

It never has been.

But for those with the ability and drive

--with that special Michigan spirit--  
the will to be leaders

the Michigan educational opportunity  
will be second to none in the world.

### **Keeping Opportunity Alive for new Generations**

Equally important for Michigan is  
how to keep the door of opportunity open  
during this time when the public commitment  
to invest in the future through educational excellence

I worry about how we can continue to compete  
for top students from out of state  
because we don't have enough financial aid  
to compete with private institutions.

When most of you attended UM,  
state taxes paid 80% of the cost of your education.

Today the state pays less than  
25% of the tab for Michigan residents  
...and, of course, nothing for students from out of state.

Indeed, in the past two decades, the State of Michigan  
has fallen from from 6th to 37th place  
in state funding for higher education.

And, while federal support has increased for research,  
albeit accompanied at times by a good deal of grief,  
federal support for student financial aid has all but  
disappeared except for the most severely underprivileged  
because of the near silent but historic  
shift of public policy in which education  
has come to be regarded as just another consumer item  
rather than as an essential investment in our country's future.

This has forced us along with most other public institutions  
to rely increasingly on tuition for revenue.

In fact, as many of you know we made history two years ago  
(not the kind we prefer to make)

When, for the first time in our history,  
tuition revenue exceeded our state appropriation.

our state appropriation as a percentage of our budget.  
Ironically enough, in that same year, again for the first time  
federal support exceeded state support as well.

In a strange sense, two years ago Michigan became the first of  
...the great public universities to become privately financed  
...and the first of

...the great state universities to become federally financed

More specifically, state support has fallen to the point today  
where the revenue portfolio for the University's academic  
programs is now

...25% state appropriation

...30% tuition and fees

...30% federal support

...15% private support and income on endowment

In one sense this is a somewhat better balanced portfolio  
than the 80% state, 20% tuition and other...balance of your times

But, unfortunately, it has arisen more from  
the erosion of state support  
than from growth in the other areas.

And the problem isn't just with the state of Michigan.

Many states, including California,  
have made drastic cuts to higher education.

As a society, we are not balancing the needs  
of today with those of the future.

This has drastic consequences for the nation's young people.  
and for our universities.

At Michigan, as a public institution,  
we have always stood for opportunity.  
a significant number our students are  
the first of their families to attend college.

We are struggling to increase  
the amount of financial aid available  
but we are having a hard time  
when it comes to our out of state students.

But you all know that it is our mix of students  
that is so critical to the education we provide.

We are therefore going all out  
to make sure that we can provide the support  
needed by non Michigan residents  
as an educational necessity as well as  
to serve the interests of our nation's future

Aims of a UM education

What is the aim of undergraduate education at Michigan?

Is it to prepare our students for a career  
as doctors, lawyers, engineers, teachers  
--even investment bankers?

Well, we will do our best, but that is not our real mission.

The challenges I have discussed today

suggest that the principal focus of an undergraduate education  
appropriate for the twenty-first century  
will be the goal of liberal learning, that is,  
a liberal education as the preparation for a lifetime of learning  
and for leadership in the first half of the next century  
--a new millennium.

At a meeting not long ago, Dr. Frank Rhodes, President of Cornell,  
rephrased a passage from the poet Robert Browning

"Ah, but a man's reach should exceed his grasp,  
or what's a heaven for?" to apply to undergraduate education:  
"Ah, but a student's reach should exceed his grasp,  
or what's a college for?"

Let me suggest that this great intellectual banquet  
offered by our research universities should stimulate  
our undergraduates to reach; but beyond that,  
it should also give them something on occasion to grasp!

What is the role of the comprehensive research university  
in undergraduate education? Let me borrow the answer  
from Emerson's Phi Beta Kappa address

at Harvard a century and a half ago:  
"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 on flame."

And, that is our real purpose.

To ignite the intellectual fires within each of our students.  
With your help we will succeed in stimulating  
in our undergraduates a spirit of liberal learning,  
a spirit that will be with them for the rest of their lives  
--that will help shape our country's future.

### **Conclusion**

The sheer force and scope of change  
can at times overwhelm us  
Understandably, we feel helpless to affect our future  
But there is one place where we can be certain  
that what we do will make a difference.  
When we talk about teaching Michigan students  
now and in coming years we are talking about ways  
we can directly influence the world  
of our children and their children.  
In 2025-2050 Michigan students of the class of 1995  
and after will be leaders at the peak  
of their productivity and influence  
in every walk of life across America and the globe  
--perhaps on other planets.  
What we do now to help these students to prepare  
will make a difference.  
Michigan has always made a difference!

### **Final Word**

It is hard to find enough ways to express  
my appreciation and thanks to you  
for your interest in your University.

We owe you so much for your generosity and commitment.

I hope you get something back  
when you see and hear about our students  
and know that you are doing for them  
what an earlier generation did for you and yours.

Michigan is not just a place or an institution,  
it is a bond of faith that unites families and friends  
it links generations, and bridges boundaries and continents,  
differences of status or profession,  
nationality, background, origin or belief.

This huge extended Michigan family is held together  
by an unbounded faith in educational excellence,  
not for its own sake alone, but serving the public good.

No other institution can rival the power of that faith  
to move mountains to make the world better.

I know we are asking a lot of you and of ourselves, as well,  
as we think about launching a new Campaign.

Michigan always does ask a lot of its people--  
asks them to go all out and be the best,  
do their best--whether they are  
our students, faculty, staff or alumni.

We are an awesome force for good in the world  
when we all work together for our University.

One of the first things we are asking for is your help  
to win the big one on Wednesday.

Some misguided journalists say the odds are against us.

But I have watched this team over the season  
and I can tell you they are never better  
than against tough odds.

This is one of the finest teams in our entire history.

Its members have been showered with awards  
including the crowing achievement  
the Heisman Trophy to Desmond Howard  
as the outstanding player this year in College football.  
They are scholar athletes---tough competitors every one  
--all stars in their own right and they all reflect credit  
on Michigan for their character as well as for their play..  
So what they will probably need from you on Wednesday  
is that extra boost of spirit  
and some powerful prayers in the tight spots.  
But....a word to the wise..... get out your uniforms  
and stay in practice  
just in case we need to put you in  
there in a tight spot.  
With you on our side  
I've no doubt we'll win the Roses.  
Many thanks.  
Go Blue!

## **Kiwanis Kickoff Luncheon: December 31, 1991**

### **Introduction**

Well, I gotta tell ya...

It sure feels good to be back in California  
for New Year's Day

After playing in the 1989 and 1990 Rose Bowls,  
I suppose that playing Ole Miss in the  
Gator Bowl last year was at least a change...  
but we really missed you folks!

It's nice to have an excuse to leave behind the Michigan Winter  
and feel the warm sunshine in our faces...

and the warm California hospitality of our hosts  
...the thrill of driving on Los Angeles freeways...

Looking forward with great excitement to facing  
an undefeated Washington...

...not only one of the most successful football programs  
in recent years

...but also one of the finest academic institutions in  
the nation

In what is certainly the premier sporting event

in America today...the Granddaddy of them all  
...the Rose Bowl!

### **Greetings**

It gives me great pleasure to convey to you

OFFICIAL GREETINGS

from the University of Michigan, from its Regents,  
its faculty and staff, its students

...and of course, from its over 370,000 alumni...  
including 25,000 in California alone...

We are excited and delighted to be a participant

in the 78th Rose Bowl

and the 103rd Tournament of Roses.

Let me also convey congratulations and thanks to the two teams

that are the reason for this event:

The Washington Huskies and the Michigan Wolverines

...To the players, the coaches, managers and trainers...

...To the bands, cheerleaders, students, and others who

have worked so long and hard to win the championships

of the Big Ten and the Pac Ten conferences

and the trip to Pasadena

We want to express our appreciation to the Tournament of Roses

Committee and those thousands of dedicated people

who work so hard throughout the year

to create this magnificent pageant

now seen around the world

and who sponsor the Rose Bowl

which is the thrill of a lifetime for our student athletes.

and which gives so much pleasure and to sports fans

everywhere

along with some of the tenses moments of high drama for

Michigan fans.

And I would particularly like to thank

the Kiwanis of Pasadena...

and the members of Kiwanis Clubs throughout

the United States both for their sponsorship

of this Kickoff Luncheon...

and for their generous support of medical care and research

in children's hospitals across the nation

### **The 1991 Football Season**

This has been quite a year for Michigan athletics

We faced perhaps the most difficult schedule in history

which included 6 bowl-bound teams

Notre Dame, Florida State, Iowa,

Indiana, Illinois, and Ohio State

...beginning In September in our game against Notre Dame

with Desmond Howard's spectacular catch

in the corner of the endzone on Elvis Grbac's

incredible 4th and one call.

...The march through the Big Ten was particularly tough...with most of the key games on the road...  
...Iowa, MSU, Minnesota, Illinois

Finishing up with a 31 to 3 win over our traditional rival, Ohio State to win our 4th Big Ten Championship in a row

Of course, although the regular season ended, the excitement didn't...

...as Desmond Howard was selected as this year's Heisman Trophy winner by the largest winning margin in history...joining the great Tom Harmon, Michigan's other Heisman winner.

...Erick Anderson's selection as this year's Butkus trophy winner

...and Greg Skrepenek, who finished as runnerup to Washington's Steve Entmann for the Outland and Lombardi trophy (I got to tell you that Greg had the last word, however...how many of you caught his graceful imitation of the Heisman trophy pose on the Bob Hope Christmas Special?!!!)

The seniors on this year's Michigan team have had quite a run during their 4 years...

...four consecutive Big Ten Championships  
...three Rose Bowls (and a Gator Bowl)  
...four wins over Ohio State!

### **Special Nature of Rose Bowl:**

But there is one game left...

and this is perhaps the most important of them all since it will be the marquee game of the bowl season in the premier bowl.

It must be said that the Rose Bowl is a very, very special event for those of us from the frigid Midwest. While you Californians may tend to take the magic of New Year's Day in Pasadena for granted,...

You must realize that those of us in the Midwest grow up watching the color...excitement...and the warmth of the Rose Bowl on television on dark winter evenings...  
...surrounded by snow and ice...  
...with the chilling wind and subzero temperature outside.

As Bo used to put it...

"Kids growing up in the Midwest, playing football in the street, in the snow and the mud, dream of someday being good enough to play in the Rose Bowl."

In a very real sense, the Rose Bowl has come to be viewed as the crowning symbol of achievement--of excellence--in intercollegiate athletics.

But this year there are special elements:

...playing top-ranked Washington in what could be the national championship game

...great matchups like

Steve Entmann against Greg Skrepenek

...the nation's most exciting player in

Heisman trophy winner Desmond Howard

But, speaking as a president, I would suggest that there is something even more significant about this particular Rose Bowl, since it pits against one another two universities  
...whose athletic programs have long been set the pace for both quality and integrity  
...but, even more important, which are clearly recognized as two of the finest academic institutions in this nation for the quality of their teaching,

research, and public service.

We at Michigan are both thrilled and proud to be able to participate with Washington in the Rose Bowl, the premier sporting event in America.

### **Importance of Intercollegiate Athletics**

And this is extremely important to us at Michigan because of the belief that athletic competition can play such an important role in our fundamental mission: EDUCATION.

While it is customary to think of a college education in terms of classes and labs, we believe it goes beyond that. The experiences provided by athletics provide our students with marvelous opportunities to develop qualities so important later in life...

...dedication

...discipline

...commitment

...integrity

...leadership

While Coach Moeller and his staff are outstanding coaches, to be sure,

they are also some of our most gifted educators...

teaching our student-athletes some of the most important lessons of life...lessons every bit as lasting as those we teach in the classroom or laboratory--because they are lessons that build character.

The University is extremely proud of its athletics program...

...oh, certainly for its success, its winning tradition...

...but even more for its integrity...

...and most of all for the way in which those who lead it...

"Mo" Moeller, Steve Fisher, Jack Weidenbach...

and all of our coaches dedicate themselves first and foremost to the education of the young men and women who don the maize and blue.

## **Concluding Remarks**

And, in a similar vein, we view the Rose Bowl, its long tradition of excellence, of quality, as an opportunity for our students--who also happen to be outstanding athletes--to demonstrate to America and the world all that is right with intercollegiate athletics today.

We look forward with eager anticipation to New Year's Day ...to a meeting between two of the greatest college football programs in America...USC and Michigan... in the "Granddaddy of them All"...the 76th Annual Rose Bowl.

Go Blue!

## **Team Brunch: December 28, 1991**

### **Congratulations**

First, congratulations once again on a spectacular season.

You really gave us all one for the history books.

Fifty years from now, a Michigan President will be standing here congratulating the team urging them on to victory in the Rose Bowl and she will be talking about your team and each one of you players as the measure of excellence.

### **Importance of Rose Bowl**

There is something very special about the Rose Bowl... just as there is about Michigan football.

In places such as Michigan and Ohio, football fans and players grow up watching the Rose Bowl on television, on dark winter evenings, when it is frigid and windy and the streets and yards are covered with ice and snow.

From this perspective, the Rose Bowl sometimes seems almost surreal. It is played three time zones away in Pasadena on thick grass, usually before 100,000 fans who watch in their shirtsleeves.

As Bo put it...

“Kids growing up in the Midwest, playing football  
in the street, in the snow and the mud, dream of  
someday being good enough to play in the  
Rose Bowl.”

It is also fitting that we are playing Washington...a school  
with a competitive football tradition almost--but I hope not quite--  
as strong as  
Michigan's.

One of the things you have that they don't  
is the Michigan family behind them--350k strong--  
and every one a fanatic--It's got to be a help in the crunch.

### **Role of Football**

We are intensely proud of our student athletes  
Michigan is unique in its combination of  
world-class academic programs...and its  
winning tradition in athletics...

...If you compare the two top ten lists...

the top ten universities in academic quality...

and the top ten athletic programs in football...

You will find only one name on both lists...Michigan.

Mention that football is important for many reasons...

i) Obviously its tradition

ii) Its role in your education

It has sometimes been said that the purpose

of a college education is to learn the art of life...

And in this, we believe our student athletes have

a certain edge, since they benefit

from a full-range of experiences on our campus,

from the intellectual to the athletic to the cultural...

iii) But also for its unifying nature...

pulling together not just the students, faculty, and staff

of the University...but uniting them with those hundreds

of thousands of Michigan alumni who glory in

the maize and blue.

**Let me make one final comment...**

Among the many lessons that football is able to teach, perhaps none is as important as the importance of working together as a team...

Individual commitment and achievement, is essential, and certainly this year the team every member of the team has been outstanding

But your success this past fall was due to an extraordinary team effort.

A team that includes the players, coaches, managers, trainers...and many others.

Hence, in closing, let me convey congratulations once more...

**Congratulations**

Be sure to use the opportunity to personally congratulate the team...the players...the coaches...the trainers and staff

Be as personable as possible...point out how that the University takes great pride and interest in intercollegiate athletics.

You as players are first and foremost students...albeit with exceptional athletic ability...

You as coaches are really faculty members...teachers...

**And now on to the Rose Bowl...**

and the chance to win it all!

**And even though we may be outnumbered by Washington fans in the Stadium**

and maybe out pom-pom'ed...

you should know that most of the millions of fans watching this game are rooting for a Michigan victory.

**Go Blue!!!**

**Tournament of Roses Directors' Dinner: December 30, 1991**

**Introduction**

It sure feels good to be back in California for New Year's Day

After playing USC in the 1989 and 1990 Rose Bowls,  
last year's experience of beating Mississippi  
in the Gator Bowl just wasn't the same!

We really missed you folks...

...and the extraordinary hospitality  
that characterizes the Tournament of Roses.

We also missed those very special features of the  
Southland...

...Los Angeles freeways

...the solid feel of the ground beneath our feet

(Although I must confess that we didn't miss the  
that USC war chant...although, as we found out  
earlier this fall, the Florida State "tomahawk chop"  
chant is even more annoying!)

Now this is the right way to start a year!

Looking forward with great excitement to facing  
an undefeated Washington...

...not only one of the most successful football programs  
in recent years

...but also one of the finest academic institutions in  
the nation

In what is certainly the premier sporting event  
in America today...the Granddaddy of them all  
...the Rose Bowl!

### **Greetings**

It gives me great pleasure to convey to you

OFFICIAL GREETINGS from the University of Michigan,  
from its Regents, its faculty and staff, its students

...and of course, from its over 350,000 alumni...

25,000 in California alone...

We are indeed excited and proud to be a participant in  
the 76th Rose Bowl and 101th Tournament of Roses.

### **Congratulations**

It gives me great pleasure to convey to you

OFFICIAL GREETINGS

from the University of Michigan, from its Regents,  
its faculty and staff, its students

...and of course, from its over 370,000 alumni...

including 25,000 in California alone...

We are excited and delighted to be a participant

in the 78th Rose Bowl

and the 103rd Tournament of Roses.

Let me also convey congratulations and thanks to the two teams

that are the reason for this event:

The Washington Huskies and the Michigan Wolverines

...To the players, the coaches, managers and trainers...

...To the bands, cheerleaders, students, and others who

have worked so long and hard to win the championships

of the Big Ten and the Pac Ten conferences

and the trip to Pasadena

We want to express as well our appreciation and

congratulations to the members of the Tournament of

Roses Committee and the thousands of individuals

who worked so hard throughout the year to make this

event what it has become...the most spectacular and

most important pageant and sporting event in the nation.

**Special Nature of Rose Bowl:**

It must be said that the Rose Bowl is a very, very special

event for those of us from the frigid Midwest.

While you Californians may tend to take the magic of

New Year's Day in Pasadena for granted,...

You must realize that those of us in the Midwest grow up

watching the color...excitement...and the warmth of the Rose

Bowl on television on dark winter evenings...

...surrounded by snow and ice...

...with the chilling wind and subzero temperature outside.

As Bo Schembechler used to put it...

“Kids growing up in the Midwest,  
playing football in the street, in the snow and the mud,  
dream of someday being good enough to play in the  
Rose Bowl.”

In a very real sense, the Rose Bowl has come  
to be viewed as the crowning symbol of achievement,  
of excellence, in intercollegiate athletics.

So, too, it is a great honor to play Washington, a school with one of  
the great traditions in college football history...  
...in addition to its great academic reputation.

Michigan and Washington...two of the great football programs  
in the nation,

Yet, even more significantly, two of this nation's great  
universities...conducting programs across the full  
spectrum of intellectual disciplines and professions  
that rank among the best in the world.

### **A Personal Homecoming**

Of course, returning to Pasadena is always a special  
thrill for Anne and I since it is a homecoming  
of a sort for us...

As many of you know, Pasadena used to be our  
home during the 1960s when I was studying  
for my doctorate at Caltech...and then later  
as a member of the research faculty of the  
Institute.

Anne's first job was as a department manager in  
J.W. Robinson's over on Colorado Blvd

Both of our daughters are native Pasadeneans...  
both being born in Huntington Memorial Hospital  
(although they are spending this New Years  
traveling through Europe where my daughter Kathy  
has been a Peace Corps Volunteer in Hungary

When we left the warmth of the West for  
Michigan some 20 years ago, we always  
knew that we would return some day...  
...but we suspect it would be to visit Caltech  
...not to lead troops into battle over in the  
Arroyo Seco on New Year's Day.

In fact, in all my years as a student at Caltech, the closest  
I ever got to the Rose Bowl was peering over the crowd  
along Colorado Boulevard at the Rose Parade.

But, thanks to Michigan, we now have a chance to come back fairly  
often

### **A Heady Experience**

I must confess that it has been quite a heady experience  
for an ex-Yale football player and Caltech graduate  
to be President of a university with Michigan's  
tradition of excellence in intercollegiate athletics...

In the past four years  
..Four Big Ten football championships...  
...two Rose Bowls  
...an NCAA basketball championship  
...most recently even a Heisman trophy!

Ah, must be the Caltech connection...  
...since Yale's prowess on the field has not  
been overwhelming in recent years...

### **A Conspiracy Theory**

In fact, Caltech has been intimately involved  
in the Rose Bowl--sometimes to the dismay  
of the Tournament of Roses committee,  
I suspect.

One of the more interesting traditions of the Rose Bowl has  
been the annual Caltech prank...

Each year, Caltech students try to outdo themselves...  
...Rearranging the University of Washington  
card section so that it flashed a giant "Caltech"

...Or taking over control of the scoreboard with a  
microprocessor and remote transmitter...  
designed to give the score of the MIT-Caltech game!  
Of course, not all of the pranks were so successful...  
...When we were out four years ago, prank was  
prematurely foiled when a maintenance worker's  
walkie-talkie triggered a receiver hidden in the  
goal posts that released rocket streamers and flags...  
...And this past year, a student focused a Fresnel lens  
on the Rose Bowl from up in the mountains,  
leading the police to think we were under laser  
attack.

Hence, with less than 48 hours left before kickoff,  
I suspect that there are many among you waiting  
with a sense of dread to see what Caltech  
students will attempt this year...

**And we look forward with eager anticipation**

to New Year's Day in Pasadena...

with lots on the line...

Heck, we've played so many games

in the Rose Bowl this year it should feel  
like our home turf!

We look forward with eager anticipation to New Year's Day

...to a meeting between two of the greatest  
college football programs in America...Washington and  
Michigan...

in the "Granddaddy of them All"...the 78th Annual Rose Bowl.

Go Blue!

**Marching Band Rehearsal: December 31, 1991**

**Introduction**

Here we are, back in southern California where we belong...

...getting ready to play Washington in the Rose Bowl.

This has been an incredible season...

What a roll we have been on since Notre Dame!

This team then marched through an obstacle  
course of one big game after another...  
...knowing that it had to win each one in  
order to repeat as Big Ten Champion  
...facing the toughest teams in the Big Ten  
on the road...  
...Michigan State  
...Iowa  
...Illinois  
...uniting as a true team to overcome  
injuries that would have decimate and  
demoralized most teams...  
If ever a team truly deserved to be Big Ten Champion  
it was this team...  
Its individual players showered with honors--  
including the Heisman  
And if ever a Michigan team had what it takes to  
make history, it is this team!

**Michigan Memories:**

You know, thus far in 1989 Michigan athletics has created

**Role of the Michigan Marching Band**

Of course, the Wolverines are only one of many great  
Michigan traditions.

There is another just as distinguished...and  
requiring just as much talent, dedication,  
and commitment...

The University of Michigan Marching Band...  
long known as the finest college marching band  
in the nation.

Indeed, it was Michigan that essentially invented the  
college marching band...  
...and through leaders such as

...William Revelli  
...George Cavendar  
...and now Jerry Luchenbach  
...have provided the standard against which all  
other bands are measured.

A word, then, to the members of the Band, to the  
cheerleaders, and to all of those other students  
who participate as part of the Michigan tradition...

While much of the national attention is on our varsity  
teams, it is clear that you have contributed just  
as much in the way of time, effort, and talent  
to building and sustaining the Michigan tradition.  
Indeed, I would venture to say that there are probably  
as many folks who come to Michigan Stadium  
to see the Band as to see the Team.

Quite frankly, there is nothing quite like the thrill  
that runs through the crowd when you high-step  
onto the field just before kickoff.

**Being a member of the Band or the Cheerleaders**

is truly hard work..

We understand the talent, dedication and commitment  
required to balance the demands of inter-  
collegiate athletics with the demands of a  
Michigan education.

A Michigan education is plenty challenging ,  
the additional pressures of participation

But, I suspect that later in life most of our students  
look back upon their experience at Michigan  
as providing an extraordinary  
education, in the most compete sense of  
the word.

The experiences encountered in participation  
provide our students with marvelous

opportunities to develop qualities so important later in life: dedication, commitment, integrity, leadership.

If, indeed, the purpose of a college education is to learn the art of life...then it is clear that your experiences in the Band have given you a far richer experience than your classroom activities alone.

### **The Importance of Excellence**

Further, your dedication, talent, and ability have great impact on the University family.

The key to our University--your University--is its determination to achieve excellence--indeed, leadership--in academics, in teaching and research. Michigan has always been the flagship of public higher education in America.

UM is a very, very special place.

It is one of only a handful of universities that can truly change not only this nation, but indeed, the world.

And what gives us leadership is our unique Michgian "spirit" our consciousness of our traditions, our 'go for it' attitude and the Michigan Marching Band is so much a part of building that spirit.

You help tie us together with the bonds of music--across the generations, across America and the globe--you pull the Michigan family together

fusing new memories to old in that long line of Maize and Blue

**And what makes all of this possible is you--the**  
army of maize and blue alumni, 350,000 strong.

**Today, just before the Michigan Wolverines take the field,**

I want to take this opportunity to ask you a favor.

**Because it is your help and support which has**

made Michigan great.

**Today, more than ever, we need**

...your support

...your commitment

...your involvement

...and, most of all, your loyalty.

**We're proud of you as our alumni**

...we're proud of our teams

...but most of all, we're proud of our university!

**And now on to the Rose Bowl...**

A chance to make history

Heck, we've played so many games

in the Rose Bowl this year it should feel

like our home turf!

**Now let's go get 'em...**

...and let's GO-BLUE!!!

**Reception Remarks: December 31, 1991**

**Introduction**

**Delighted to see this turnout...**

**Can already feel the excitement beginning to build...**

**Less than 24 hours to go...**

before Michigan is centerstage in the premier event  
in America college sports...the Rose Bowl.

We've been away for a couple of years

But when we come back, we come back in style!

**So here we are back in Pasadena once again...**

...scheduled to face Washington in the Rose Bowl  
on New Year's Day.

**And it feels great!!!**

**The Rose Bowl is one of those**

great Michigan traditions...

Somehow, Michigan and Roses just seem to go together, don't  
they?.

**Yet whether it be football...or education**

...or research...or service, it is indeed the case  
that a university achieves  
its greatness through its people...through their talents  
and abilities...through their involvement and commitment.

**Of course the Michigan family**

goes far beyond our campus...  
to include our alumni and friends throughout the nation...  
indeed, throughout the world.

**Let me welcome you then to this series of kickoff events**

for the 1989 Rose Bowl...  
...let me wish you the best for the New Year...  
...and let us all look forward to a big MEECHIGAN victory  
against Washington on Wednesday

**Introduction**

**Many things change in the world**

and rarely so much so fast as in the last year or two.  
But there is a constant amidst all the transformations around us.  
It is our University and its meaning in the world.  
The University of Michigan  
it is characterized by something beyond education  
...beyond research, beyond service.  
The unique character and role of your University,  
the University of Michigan, can be captured in a single word...  
...the word "leadership".  
...leadership through outstanding teaching and research  
...leadership through the achievements of our faculty and staff  
our students, and most important of all,  
...leadership through the remarkable achievements of our alumni  
Heritage of Leadership  
Leadership has been both our University's heritage and our  
destiny.  
How could it be otherwise?  
The University of Michigan was founded

to lead and to serve a society in constant change.  
Michigan, a state rich in natural resources  
fur, timber, iron, copper--most of all, hardy and resilient people  
The University...their university...was  
founded by people with unbounded faith in  
the power of education to bring progress  
and willing to sacrifice for the sake of the future.  
Their spirit was captured forever in the words  
of the Northwest Ordinance chiseled above Angell Hall:  
"Religion, morality, and knowledge being necessary to good  
government and the happiness of mankind, schools  
and the means of education shall forever be encouraged."  
More than eight generations of citizens, alumni and friends  
have built a University known around the world  
as the model the prototype of America's great public  
universities.  
It is at Michigan that the very concept  
of comprehensive public universities developed and flourished--  
-- one of the most powerful and original  
of American social inventions--  
joining for the first time a commitment to public service  
to the traditional academic mission of excellence  
in teaching and research  
opening the door of opportunity to every person  
--regardless of belief, wealth, nationality, race,  
or anything else except the will and ability to achieve.  
From the beginning, Michigan has been identified  
with the most progressive forces in American life.  
Making history is another Michigan tradition.  
For while the University of Michigan was not the first of the state  
universities, it was the first to free itself from sectarian control,  
to be responsible and response to the needs  
the true public university, responsible and responsive to  
the needs of the people who founded and supported it,

even as it sought to achieve quality equal to that of the most distinguished private institutions.  
It was the first major university to enroll women...  
...to enroll African Americans...  
...to embrace students from every race, creed, and nationality.  
In fact, Michigan is perhaps the best realization of the Jeffersonian ideal of the public university...  
...an institution committed to providing,  
in the words of President Angell  
...“an uncommon education for the common man”  
This history and tradition are cause for celebration  
-they give us strength  
But we are not leaders because we focus on the past  
We are leaders because we keep our eyes  
    fixed firmly on the needs of the future.  
In fact, that is what brings us here.  
That Go Blue Spirit is Alive and Well...  
That extraordinary energy and vitality that has characterized your University is very much alive today...  
As manifested in  
...those extraordinary Michigan students who built and raced the Sunrunner solar car to the national championships last year and then went on to finish 3rd in the world in the races in the outback of Australia last year...  
...or in the work of Francis Collins and his colleagues blazing a path in the exciting new field of genetic medicine...  
...achieving the discoveries destined to eliminate tragic diseases such as cystic fibrosis and breast cancer from our world  
...or the team of Michigan scientists and engineers that built and manage the National Research and Education Network, the principal computer networks managed from Ann Arbor that now link together over 3 million users throughout the world.

...or the scores of Michigan business students now serving in Eastern Europe and the Soviet Union, helping those peoples to make the transition to a free market economy.

...or the faculty of our School of Education who have recently embarked upon a path breaking teaching certification program aimed at facilitating those who wish to change careers and move into primary and secondary teaching. ▣

Clearly that "Go Blue", spirit is alive and well  
and stronger than ever. ▣

in Ann Arbor

And I think you will see plenty of it on the field tomorrow, too!

**Most of us spend only a few short years on campus**

but those years shape our lives and future directions

In those years we also become members of

the Michigan family linked across generations, across continents

united by that special "spirit" we know is Michigan.

**And Ann Arbor becomes forever our home...**

at least in our hearts...

**What is Michigan?**

**The prototype, the flagship, of the large,**

comprehensive, public research university which has served America so well in the 20th Century

**With a fundamental commitment to quality**

ranked among the top 10 in virtually everything it does (not just football and basketball)

**Unusual breadth, rich diversity of academic**

disciplines, professional schools, social and cultural activities.....our intellectual pluralism...

**Unusual engagement of students and faculty**

and commitment to serving others  
liberal spirit, progressive vision

**The embodiment of the hopes and dreams,**

commitment and stewardship of eight generations

of Michigan alumni!

## **Challenges before America**

### **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!

### **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.

**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.

**Role of Alumni**

**And, of course, this is where you come in!**

**For 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 afternoon 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  
...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.

**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.

**And now on to the Rose Bowl...**

**Let’s make it a spectacular end to what has been a spectacular year.**

**Let’s go for it!**

...and let’s GO BLUE!!!

**Pep Rally: December 31, 1991**

**Introduction**

Can already feel the excitement beginning to build...

Less than 24 hours before Michigan will be centerstage in the  
greatest tradition of college football...the Rose Bowl.

We in the University take enormous pride in what the

Michigan Football Team has accomplished...and we take  
great pride in our players and coaches  
not just for the way they play--

although on that score we could not ask for more talent  
or dedication than they have given us this year

But also we are proud of their character, their loyalty, their  
teamwork

proud of the way they stand out for Michigan  
and exemplify our values.

We look forward with eagerness and anticipation to tomorrow.

But, really, now, what could be more natural than Michigan  
in the Rose Bowl...

Michigan and Roses go belong together, don’t they?!

**Introduction**

We've been away for a couple of years  
but here we are, back in southern California...

...getting ready to play Washington in the Rose Bowl.

This has been an incredible season...

If ever a team truly deserved to be Big Ten Champion

it was this team...and it is the third time in a row for us.

And if ever a Michigan team had what it takes to  
make history, it is this team!

### **Your Commitment**

Today, just before the Michigan Wolverines take the field,

I want to take this opportunity to ask you a favor.

And what makes all of this possible is you--the

army of maize and blue alumni, 350,000 strong.

Because it is your help and support which has

made Michigan great.

Today, more than ever, we need

...your support

...your commitment

...your involvement

...and, most of all, your loyalty.

We're proud of you as our alumni

you are out there showing the world what a Michigan education  
is all about--

...we're proud of our teams

...but most of all, we're proud of our university!

And now on to the Rose Bowl...

A chance to make history

Heck, we've played so many games

in the Rose Bowl this year it should feel

like our home turf!

Now let's go get 'em...

...and let's GO-BLUE!!!

**Pre-Game Pep Rally: January 1, 1992**

### **Introduction**

Here we are, back in southern California where we belong...  
...getting ready to play Washington in the Rose Bowl.

**This has been an incredible season...**

If ever a team truly deserved to be Big Ten Champion  
it was this team...and for the third time in a row  
And if ever a Michigan team had what it takes to  
make history, it is this team!

**Michigan Memories:**

You know, thus far in 1989 Michigan athletics has created  
some truly great memories...

**Of course, the Wolverines are only one of many great**  
Michigan traditions.

**The key to our University--your University--is its**  
determination to achieve excellence--indeed,  
leadership--in academics, in teaching and research.

**Michigan has always been the flagship of public higher**  
education in America.

**UM is a very, very special place.**

**Leadership and excellence...**

...those are Michigan's heritage  
...and these are Michigan's destiny...

**And what makes all of this possible is you--the**  
army of maize and blue alumni, 350,000 strong.

**Today, just before the Michigan Wolverines take the field,**

I want to take this opportunity to ask you a favor.

**Because it is your help and support which has**  
made Michigan great.

**Today, more than ever, we need**

...your support  
...your commitment  
...your involvement  
...and, most of all, your loyalty.

**We're proud of you as our alumni**

...we're proud of our teams

...but most of all, we're proud of our university!

**And now on to the Rose Bowl...**

A chance to make history

**Now let's go get 'em...**

...and let's GO-BLUE!!!

**WJR Halftime Talk: January 1, 1992**

Comment on game

Heisman--mention Harmon, too

Pride in whole team--scholar athletes