

## Medical Center, Reception

### Thanks

Anne and I would like to take this opportunity to thank all of you for  
<,- **this event...**

#### The Past

This December will mark the ><th year

<,- **,since my family and I first arrived here from Pasadena.**

When we left Pasadena it was sunny and in, the high 8<s.  
However, as we stepped off the plane, in, Metro into, snm□  
and subzero temperatures, with no, warm clothing  
and children who had never seen snow, we wondered  
whether we have made the right choice.

Two decades of service as a faculty member in  
this University is testimony to the fact that we've  
become hooked on Michigan. We have found our  
warmth through friends and colleagues...indeed  
we now feel like native Michiganders!

And we have found this University to be a truly  
extraordinary place for teaching, learning, and living...  
for scholarship and for service.

### The Present

To be chosen as the 11th President of the  
University is a formidable responsibility to  
the people of this state and the nation.

But it is also a bit intimidating, since Anne and I  
will be following in the footsteps of some truly  
extraordinary people...

Vivian and Harold Shapiro

Sally and Bob Fleming

Alene and Allen Smith

Ann and Harlan Hatcher

The University is a meritocracy...

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

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

Red Duke:

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

Hence, I would like to thank

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

### To the staff

While the primary functions of the university,  
teaching and research, appear at first glance to  
involve primarily faculty and students,

We all know that these complex and remarkable  
institutions depend just as heavily on the talents  
and dedication of our staff.

Hence, I believe it appropriate to challenge you as  
well, to serve with imagination, pride, and competence.

To encourage you to be always alert to better ways  
for the institution to accomplish its goals---

And to convey to you my personal conviction that  
the fundamental values of an academic community  
simply cannot be sustained without your valued  
and frequently valiant efforts.

## **The Future**

Each presidency of this University has had a theme...  
and, as many of you know,

As a scientist and an engineer, I tend to be a futurist...and in this sense, it is not surprising that my theme for the University is a theme of the future.

A vision in which the University of Michigan continues its strong heritage of leadership...

By developing a model of what higher education must be to serve Michigan and the nation in the century ahead...

A mission of building a University for the 21st Century.

My crystal ball suggests a future of great challenge and responsibility...

but also a future of great opportunity and excitement...

But then I always remember that old saying...

"The best way to predict the future is to invent it!"

And isn't that, after all, just the role of a University...  
the job of inventing the future.