

Major Gifts Address

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 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 words 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-intensive
world nation of 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 evening I would like

to take this opportunity to issue a request...

..."a call to arms"

to activate and energize you as our
alumni and friends

A Call to Arms

We call for your

- your commitment
 - your involvement
 - and, most of all, your loyalty
- to your university, the University of Michigan.

A call for help...

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

...providing to our faculty and staff
encouragement and support

In a very real sense, you as alumni and friends

play the key role in passing the torch...
in passing from one generation to the next
the Michigan traditions of excellence and leadership
which we all cherish so deeply

Concluding Remarks

You know, Michigan is really a very special place....

It is one of only a handful of universities capable
of truly changing not only higher education,
but the nation and the world.

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.