Alumni Talk 6.0 Introduction Excitement

Extraordinary "Go Blue" Michigan spirit is alive and well... as evidenced by events of the past several months Solar Car Race

ii) A team of over 100 Michigan students won the solar car race from Florida to Michigan, thereby earning the right to represent the United States in the world competition in Australia this fall.

They then went on to finish 3rd in the world...behind factory teams from Switzerland and Honda.

An extraordinary performance...for a group of students. But, even more to the point, they helped to develop a technology that may have great impact on our society.

Genetic Medicine

Francis Collins, Howard Hughes Medical Research Institute Applications of molecular genetics to medicine

- i) Discovery and cloning of gene responsible for cystic fibrosis
- ii) Discovery of the gene responsible for neurofibromatosis...Elephant's Man disease
- iii) How to inject normal genetic material into a cystic fibrosis gene and cure it
- iv) Identified gene responsible for body's inability to handle chloresterol

What an esxtraoridinary contribution!

Note: 40 years ago, Michigan conducted the clinical trials for the Salk Vaccine...
Jonas Salk was a faculty member at UM!

An example of how Michigan research has great impact on our society!

had won MacCarther prize--the key prize used to acknowledge creativity and excellence. They were -joined by a third former Michigan faculty member, Tom Holt, now a visiting faculty member at the University. No other University won more than one.

Computer Network

NSFnet, the major computer network, operated by the University in collaboration with IBM and MCI, passed the milestone of linking together over one million users in the U.S. and around the world...at over 500 sites.

The next stage, the National Research and Education Network or NREN, now stands poised to continue this momentum in the year ahead with strong support building both in the White House and in Congress.

Today in Washington, UM, IBM, and MCI are announcing the formation of a new nonprofit corporation to manage this "interstate highway system" for information transfer.

Note that when Sunrunner was racing through the outback of Western Australia, we were in daily contact through E-mail on the network

World's most powerful laser

Michigan scientists announced the development of the world's most powerful laser--with power equivalent to 40 times the electrical generating capacity of the U.S. (I should note that the science of holography was invented at Michigan!)

And, a week ago, it was announced that Michigan had been selected as a national center for laser research by the National Science Foundation.

International Activities

Teams of Michigan business students spent the summer in Poland, and Soviet Armenia helping these rapidly changing nations in their transition to capitalism.

Bob Zaconc announced an agreement in which ISR would help Poland build a counterpart research institute in the social sciences in Warsaw... and now negotiating a similar institute in Moscow.

And the President lent his daughter to Hungary for two years as a Peace Corps volunteer...

Tidbits

A Michigan paleontologist discovered a fossil demonstrating that whales once had hind legs and feet!

The opening of the new Child and Maternal Health Care Center... a \$100 million medical care facility dedicated to providing the best pediatric and obstetrics care in the world... and dedicated by the U.S. Surgeion General, Dr. Tony Novello, a former Mcihgain resident!

Athletics--American gladiator competition

And while not much happens in athletics during the summer, one of our women engineering students won the American Gladiator competition... and one of our alumni--and a former Regent--

Bob Nederlander, succeeded George Steinbrenner as managing owner of the New York Yankees. (The second Michigan contribution to the American Baseball League this year...we lent Bo to run the Tigers last spring!!!)

And UM football won its 3rd Big Ten championship in a row with that great last second victory over Ohio State.

Not a bad year thus far! But then, it was rather typical for this remarkable university.

It provided a healthy and happy reminder that the real business of the University is in the very capable hands of our faculty and students and, as always, they are doing us proud.

Broader Impact

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...

What is Michigan

But just what is this institution,

this force that has had such an impact on our lives? Traditional Images:

When we hear the words...

"The University of Michigan",

But there are some very special images of Michigan Michigan Athletics

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...

Or those extraordinary performances...and great pride...

Anthony Carter's last second touchdown against Indiana...

Rumeal Robinson stepping to the line in Seattle with 3 seconds left in overtime and calmly sinking two three throws to win the national championship against Seton Hall...and cap a Cindrella story for

Seve Fisher

Jim Abbott's performance with the Michgian baseball team.

The Caring Michigan

With one of the world's great medical centers...

Serving over 750,000 patients a year...

Pioneering medical research capable of improving the lives of millions...the Salk vaccine...cystic fibrosis

Silicon Valley East

closely with Michigan industry and government to build the high-tech infrastructure to create new companies and new jobs to strengthen and diversity our existing industrial base...

...with exotic new technologies such as integrated manufacturing systems machine intelligence optoelectronics computer networks

...a new \$5 B infrastructure in the southeastern Michigan Michigan area

Or the Michigan which attracts to its 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

Michigan of the Big Chill...

The tradition of student involvement helping to awaken the conscience of a nation...

The Teachins of the 1960s against the war in Vietnam EarthDay in the 1970s to raise concerns about the environment

Our celebration of Martin Luther King Day each year, with an educational experience involving thousands to highlight the importance of tolerance and mutual understanding

Michigan of the Arts

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

Michiga, the University of the World...

Long reknown as a truly international center of learning...

Whether it be through our great area studies programs

the China Center, producing advisors to presidents...

Japanese Studies, Southeast Asian Studies

Russian and Eastern European Studies...

...or sending students and faculty throughout

the world...to Poland, USSR, Africa...to serve.

Michigan the University of outer space...

... Apollo 15...the Michigan mission to the moon...

...which not only established the first UM Club in space...

...but named a crater after Michigan on the moon.

Michigan as the unifying force in our families...

Camp Michigania...

the scores of alumni travel programs...

Michigan, the educator

In a very real sense, UM has been throughout its history the truest realization of the Jeffersonian vision of the pubic university.

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

And providing through its graduates and its scholarship and service, leadership for a nation and a world.

It is important to note these different perspectives of

the University because all too often we tend to think of these marvelous and complex institutions in one-dimensional images that reflect only our particular interests or needs of the moment...

...when we read about student unrest on our campus...

...or suffer painful last second losses against Notre Dame, MSU, or lowa

...or open the tuition bill for our son or daughter...

In fact, perhaps the best way to think of a university

is to recognize that our primary role is

"to invent the future"...

...through the knowledge discovered on our campuses...

...and the graduates we educate that can carry forth this knowledge and apply it to society.

Michigan's Unique Character

Michigan is the prototype, the flagship, of the large,

comprehensive, public research university which

has served America so well in the 20th Century

With a serious 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 activism of students and faculty

liberal spirit, progressive vision

Extraordinary array of extracurricular activities

performing arts

intercollegiate athletics

Ann Arbor, itself!!!

The embodiment of the hopes and dreams,

commitment and stewardship of eight generations

of Michigan alumni!

Themes of the Future

Can we capture the essence of the University in a single word?

learning? excellence? LEADERSHIP

And, of course, this is UM'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!

Particularly critical during a period of great change for America

Leadership for a Time of Change

Changes have been extraordinary

Suppose, a year ago, I would have predicted...

...end of communism in Europe

...destruction of Berlin Wall and

unification of Germany

...a World Series between the Giants and Athletics...

...halted by an earthquake

...And then predicted that Bo Schembechler would be

president of the Detroit Tigers

You would have thought I was nuts!

Other changes

...internationalization

...demographics

...age of knowledge

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

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.

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.

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...

- 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.
- 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

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

Resources for Excellence

Another reason--the changing nature of University financing Example: When you attended UM, state taxes paid 80% of cost of your education.

Today, state support has dropped to less than 15%. Last year:

tuition (\$300 M) > state (\$250 M) federal (\$258 M) > state (\$250 M)

NOTE: If \$144 M of federal health care is included... ...then federal (\$402 M) .> state (\$250 M)

First of

privately financed public universities federally financed state universities

The challenge for 1990s...

To increase private support to a level comparable to state support

More precisely, to increase

- i) private giving
- ii) income on endowment

Targets:

Private giving: \$80 M/y

(ranks only 24th...4th among publics) Goal: \$150 - 200 M/y in 1990 dollars

Endowment: \$450 M

(ranks only 29th...5th among publics) (very low for an institution our size... ...UM: \$12,000 per student

...Top Privates: \$200 K to \$300 K per student!

Goal: \$2 B

(Note this requires both endowment giving and wise investment)

Campaign

Key: A campaign level of intensity

Steps:

- 1) President's Advisory Council
- 2) Feasibilty Study
- 3) Goal: \$700M

(largest in history of public institutions ...but well within reach of many privates)

4) Nuclear fund phase

Other steps

- 1) Investment policies
- 2) Cost management

Summary

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

A personal note here:

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

We did so, in part, because Michigan had what was clearly the best department in the world in my particular field of interest, nuclear engineering.

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

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

I 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

A challenge...but also appropriate for Michigan UM is blazing a new path

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 begin this great adventure of determining

the nature of the university capable of serving a new century.

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Let me call on you to once again demonstrate that
           unique Michgan spirit...
           ...that "Go Blue" spirit...
           ...that makes the Univerrsity of Michigan...
           ...in the words of the greatest College fight song in America
           ...the "Leaders and best"!
Short Leadership Talk: "The Leaders and Best"
     Impact
           Throughout its history, UM has served as a
                source of leadership for the nation and the world
                      CEOs...2nd only to Harvard
                      Higher education...12 presidents in past decade alone
                      Public Office...President Gerald Ford
           In a very real sense, UM has been throughout its history
                the truest realization of the Jeffersonian vision
                of the public university---dedicated to
                "providing an uncommon education for the common man".
           And providing through its graduates, its research, and its service,
                leadership for a nation and a world.
           In a very real sense, leadership is both
                the heritage and the destiny of the University.
     Character
           Michigan is an institution with an extraordinary capacity
                to touch--and to change--the lives of us all.
           Yet, what gives the University this remarkable character
                to serve and to lead?
                ...its long tradition of excellence?
                ...the quality of the students, faculty, and staff attracted to Ann Arbor
                ...that "Go-Blue", "go for it" spirit that so enlivens
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- ...involvement in...
- ...loyalty to, pride in, and love for...the University shared by our many alumni and friends, who, through their generous support, provide the margin of excellence for the University.

its activiti

This evening we are gathered both to honor and to thank a number of friends who have

- ...through their generosity and involvement
- ...had great impact on your University
- ...who have served as true leaders in their generous support.