

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 cholesterol

What an extraordinary 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 Zacon 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. Surgeon General, Dr. Tony Novello, a former Michigan 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,

Michigan, 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 Iowa
 ...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?

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 labor...

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...

- 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

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) Feasibility 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.

Let me call on you to once again demonstrate that
unique Michigan spirit...
...that "Go Blue" spirit...
...that makes the University 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

its activities

...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.

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.