

Campaign: Individual Pitch

Importance of Campaign to UM

- ...the key not only to UM's future quality
- ...but to its capacity to lead higher education into the next century
- ...UM is redefining the nature of the "public" university
 - ...still the Jeffersonian ideal
 - ...but no longer simply a state, but rather a national or even world university
 - ...and no longer state-supported, but supported by a broad portfolio of constituents...
 - ...with particular emphasis on strong private support.

Importance of Mr/Mrs xxx to UM

- ...past involvement
 - ...philanthropy
- ... through present involvement
- ...and to this campaign

Forces Compelling Change

- Forces Compelling Change
 - Demographics
 - Internationalization
 - Knowledge
- Unique Role of Universities
 - Knowledge Sources
 - Knowledgeable People

The Capacity for Change...and for Leadership

- Changes in University Financing
 - But other aspects have changed considerably.
 - When you attended UM,
 - taxes paid 80% of the cost...now down to 15%
 - In fact, over last year
 - ...tuition > state support
 - ...federal > state support
 - Another way to look at it: academic activities of UM
 - ...25% state support
 - ...25% federal support
 - ...50% private support
 - In a sense, UM has become first of the great
 - ...privately financed public universities
 - ...federally financed state universities

What to do?...

- Cost containment
 - Whitaker Task Force
 - Michigan politics
 - Investment policies
- Key Challenge for 1990s
 - Build up the 4th leg of support...
 - ...private > state
 - How?
 - ...double annual giving
 - ...from \$90 M/y to \$150 to \$200 M/y
 - ...triple endowment income
 - ...from \$30 M/y to \$100 M/y

Note:

- UM endowment: \$14,000/student
- Ivys: \$200 K to \$400 K/student
- How do we do this? We need a campaign!

Campaign for the 1990s

- Will focus on:
 - ...people

- ...facilities
- ...programs
- More specifically:
 - ...endowment for students and faculty
 - ...sustained support for programs
 - ...key facilities projects
- Components
 - All schools--a number of subthemes
 - ...Bus Ad: endowment
 - ...Medicine: Cancer & Geriatrics Center
 - Overarching Themes:
 - ...Undergraduate Education
 - "Collective" vs. "Solitary" Learning
 - Community themes
 - ...Student financial aid
 - ...International themes
 - ...Humanities Institute/ Museums
 - ...Performing Arts/ Hill Auditorium/UMS
 - Some Examples:
 - Facilities: Athenaeum
 - Cornerstone of undergraduate education at Michigan
 - ...an undergraduate Rackham
 - People: Michigan Scholars
 - A "merit" scholarship program analogous to Rhodes Scholarships...bringing the most outstanding students from across the nation and around the world to UM
 - Recognize that UM is both the prototype of the American university...and yet also a university of the world
 - The Michigan Scholarships would bring to Ann Arbor the next generation of national and world leadership
 - Programs: Global Change Institute

Key Objectives

- To build a level of personal commitment and support to UM comparable to that of the leading private universities
 - ...Harvard, Stanford, Cornell
- Absolutely critical to our future...
 - ...to our capacity to continue to provide outstanding students from all backgrounds with the opportunities each of us enjoyed
 - ...to our capacity to serve a changing nation and a changing world.

Personal Objective

- ...to see if we can with him to find a project sufficiently compelling that he would make the leadership gift of the Campaign
- ...initial thoughts
- ...more to the point, we would like to see a gift over the 1990s that would place him at the top of the list of university philanthropists

Impact

- ...clearly would have great impact on the University
- ...clearly would establish AI as the leader in private support of higher education
- ...clearly would trigger similar commitments by others...and lead to the success of the campaign

Mechanisms

- Recognize that a leadership gift of this magnitude may require unusual flexibility and/or mechanisms

Timing

...commitment through the 1990s...

...the earlier, the better for the campaign

...and for Al's involvement

A foundation with UM as sole member?

...similar to Morehead Foundation at UNC

A bequest?

...wouldn't help for campaign

...he wouldn't be able to enjoy it