Yale Alumni Talk

Title:
"If Harvard is the Michigan of the East, then what is Yale?...

Background
Yale, Caltech
UM: 20 years in trenches -- faculty, dean, provost
Yale, Harvard: daughters...
UM Strategic planning effort

Hypothesis
1. These three institutions, and indeed, most major research universities are not only quite similar, but converging over time to "national universities".
2. To this point in time, perhaps the real distinction was that Yale and Harvard were outstanding, comprehensive research universities with an extraordinary commitment to the quality of undergraduate education. By way of contrast, UM was probably more committed to education in the professions. But even that is changing...

The Myth
Yale, Harvard, Princeton:
small
elitist
tradition
private
Ivy League (athletics)
preppy
Michigan
gigantic
quality education for the masses
public
big time athletics
Joe College (fraternities,...)

Fact 1: The UM is known as a "public Ivy"... a "hot" school
1. 18,000 applications for 4,500 positions
2. Drawing from the East...students interested in the "Michigan" experience: a quality education + excitement of comprehensive intellectual environment + big time athletics + fraternities, sororities + cultural + ...
3. Drawing from most prestigious prep schools...
4. Always have competed with Cornell, Northwestern, Penn
   Now competing directly with Yale, Harvard, Princeton, Stanford, MIT
5. In my role as Provost, it is important that one knows the competition.

**Fact 2: Ivy League vs. Big Ten Athletics**

Image #1: Bright fall weekends, 105,000 fans crammed into Michigan Stadium for battle between UM and OSU for Rose Bowl and possible national title, the pagentry, precision, and tradition as the Michigan Marching Band takes the field with "Hail to the Victors"...

Image #2: A typical overcast day in New Haven...10,000 fans sprinkled about Yale Bowl for Yale-Colgate game, the precision of the Yale Marching Band as they scurry about the field to form an "approximate" Y position for "March Down the Field"...and then play for the Saybrook strip

Image #3: Harvard vs. MSU for NCAA Hockey Championship

Image #4: Harvard (and at one time Yale) beating the nation's best crews for the national rowing championship

Image #5: Even in football, Yale almost beat Army... who beat Tennessee, who barely lost to Alabama...

**Fact 3: The Numbers**

Michigan = 2 x Harvard = 3 x Yale

**Fact 4: Comprehensiveness**
UM: 17 schools and colleges
   all major professions and academic disciplines
Yale: 12 schools and colleges -- no engineering, government
Harvard: 10 schools and colleges -- no engineering, music

**Fact 5: Quality**

1. Students

   Note: If you skim off top 1,600 UM freshman (out of 4,500), they exceed Yale and Harvard in SATs, GPAs

2. Faculty
   
   All three institutions draw only from top schools.
   
   Salaries are comparable (H-Y better at top, UM at aP, AP)
   
   But:
   
   H-Y recruit primarily at top...tenure few junior faculty
   
   UM recruits at junior ranks and develops
   
   Note: Strong signs that UM now attracting better faculty
   
   because of this policy, and that H-Y will have to change

3. Programs
   
   Overall ranking of graduate programs:
   
   
   UG: Stanford-Princeton-Michigan...

**Fact 6: Culture**
Students
Myth: Harvard-Yale: Ivy League (elitist/preppy/eastern)
        Michigan: Joe College (high school/midwestern/frat type)
Actual: H-Y: 65% public (many drawn from the "west")
        Michigan: 10% private
Residential Life
H-Y: 90% in houses or colleges
    UM: 30% in dorms (but another 30% in F&S)
Management style
    Yale: highly centralized
    Harvard: Every tub on its own bottom
    UM: moving toward ETOB
Tradition:
    H-350, Y-300, UM-175
    But note: 1 out of every thousand Americans is a Michigan grad!

**Fact 7: Financials**
Myth: Yale-Harvard are privately supported
        Michigan is publically supported
Reality
Notes:
1. All institutions derive 25% from tuition
2. All institutions derive 25% - 30% from federal government
3. All institutions derive 15% from housing
Only differences:
    H-Y: 30% from private gifts and endowment income
    UM: 10% from private gifts; 25% from state
Hence, if we view state support as our endowment income for
    educating instate students essentially "for free"
    But, remember, most private giving to H-Y is really paid by
    Uncle Sam through tax breaks
    Hence, in reality, H-Y just as public as UM (except all from
    feds for H-Y, and half from state for UM)

**Fact 8: Commitment to Undergraduate Education**
The cornerstone of Yale and Harvard: Yale College, Harvard
    College
    ...both institutions draw their strength from a long term
    commitment to the quality of the undergraduate experience
Since WWII, UM focus has been more on the professional schools: Law, Medicine, Engineering, Business,...
Even undergraduate programs were focused in this way...
UM produces more MDs, engineers, dentists,...than any other university in the nation.
But this is changing at UM
Strategic planning process: What, not how!
Conclusion: We must refocus our efforts on the quality of undergraduate education!
Why?
Quality of students -- stewardship for the best
Unique opportunity: quality x breadth x size
Mission Statement:
Building leadership for tomorrow on a foundation of academic excellence!

Conclusions
1. To be sure, Yale, Harvard, and UM are different in many ways: size, selectivity, elitism,...comprehensiveness, culture,...
2. But these institutions are probably more alike than different:
   i) Commitment to academic excellence
   ii) Quality of students and faculty
   iii) Balance between public and private support
   iv) Commitment to producing leaders of our society
   v) Commitment to quality of undergraduate education...
      as well as professions and graduate studies
3. In fact, Yale, Harvard, Michigan...just like Stanford, Berkeley, UCLA, are all converging toward a common nature:
   "national reserach universities:
   characterized by an unusual commitment to academic excellence across the full spectrum of academic and professional disciplines

Q: "If Harvard is the UM of the East, then what is Yale?
A: "Yale is the Michigan of the East as well...just as Michigan is the Yale or Harvard of the West!"
Go Blue (either Old or with Maize...)