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
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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 Al 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