Rose Bowl Speeches

Big Ten Dinner of Champions: December 29, 1991

Introduction

After taking year off, it sure feels good to be back in California again for the Rose Bowl!
The warm sunshine in our faces...
...the solid feel of the ground beneath our feet...
...the thrill of driving on Los Angeles freeways...
Looking forward with great excitement to facing an undefeated Washington...
...not only one of the most successful football programs in recent years
...but also one of the finest academic institutions in the nation
This is definitely the right way to start a New Year.

Greetings

Let me begin by conveying to you OFFICIAL GREETINGS from the University of Michigan, from its Regents, its faculty and staff, its students...and of course, from its over 370,000 alumni...
25,000 in California alone...
We are excited indeed to be a participant in the 78th Rose Bowl and the 103rd Tournament of Roses, and we take enormous pride in the accomplishments of the Michigan Football Team, Coach Moeller and his staff, and all of those who worked so long and hard to win the 1989 Big Ten Championship.

The 1991 Football Season

This has been quite a year for Michigan...
Of course, things got off to a somewhat slow start against Boston College...but after Desmond ran back the second half kickoff, Michigan found its stride.
And then, what can you saw about that Notre Dame game...

...and what can you say about that gutsy call by Elvis on fourth and one...or that incredible catch by Desmond that catapulted him into the lead for the Heisman trophy

...I should note that this was a particularly important game for many reasons, not the least was the VIP group of alumni we had in town getting ready for our next fund-raising campaign

...You might also be interested to know that I was able to take an autographed game ball with the 24-14 score on it and present it to our newest alum...President George Bush...two days later!

Of course, Florida State was probably a game many would like to forget...

...particularly that “tomahawk chop”...which is even more annoying that the USC war chant

...yet even in this game there were moments when Michigan almost took control

Iowa was probably the key game of the season

...storming back from an 18 to 7 deficit in the first half to score 29 unanswered points

...and eliminate our principal competition from the race for the Roses

Indiana was next...

...and not easy...

...in fact, it took a great goal line stand to ice the game as the defense really came into its own

The next several games were momentum builders

...Minnesota (52 to 6)

...Purdue (42 to 0)

...Northwestern (59 to 14)
which prepared Michigan for the final two games against Illinois and Ohio State that would determine it all.

The Illinois game was tough...
...played at night and on their turf
...but the defense really dominated in a 20 to 0 victory

And then the big one against Ohio State
...which started off with another incredible call
...the fake field goal
...and once again saw both the offense and defense dominate in an incredible 31 to 3 victory!

What a season
...marching through one of the most difficult schedules in the nation to win a Big Ten championship and the right to play Washington for a possible national championship in the Rose Bowl.
...a Heisman Trophy for Desmond Howard
...the first since Tom Harmon over 50 years ago
...the Butkus Award for Erick Anderson
...and runner-up to the Lombardi and Outland trophies for Greg Skrepenek (a remarkable achievement for an offensive lineman)
...All-American honors for Desmond Howard, Erick Anderson, Greg Skrepenek, Matt Elliott
...and Big Ten honors for many others
...Elvis Grbac setting new records
...with a 67% completion percentage being one of the most impressive
...and, of course, Gary Moeller selected as Big Ten Coach of the Year

And, of course, there were some very special moments that we will always remember
...Desmond’s Heisman pose following his 93 yard punt return against Ohio State
...or Skrepenek’s even more graceful Heisman pose on the Bob Hope show!
But this year’s seniors have accomplished even more
...four consecutive Big Ten Championships
...three Rose Bowls (and a Gator Bowl)
...four wins over Ohio State!

Importance of Intercollegiate Athletics
The University of Michigan has many important traditions that make this institution the place it is... and among the most visible and most important is the role of intercollegiate athletics at Michigan... In recent years there has been a continual stream of concerns about intercollegiate athletics...
...quasi “professional” athletic programs on our campuses--inconsistent with our academic responsibilities... taking advantage of our student athletics... pressure to win at all costs which causes cheating...
...drugs, crime,
And this is extremely important to us at Michigan because of the belief that athletic competition can play such an important role in our fundamental mission: EDUCATION.
While it is customary to think of a college education in terms of classes and labs, we believe it goes beyond that. The experiences provided by athletics provide our students with marvelous opportunities to develop qualities so important later in life...
...dedication
...commitment
...integrity
...leadership
While Mo and his staff are outstanding coaches, to be sure, we view them as well as some of our most gifted educators... teaching our student-athletes some of the most important lessons of life...lessons every bit as lasting as those we teach in the classroom or laboratory.

The University is extremely proud of its athletics program...
...oh, certainly for its success, its winning tradition...
...perhaps even more for its integrity...
...but most of all for the way in which those who lead it...

Jack Weidenback, Peggy Doppes
Gary Moeller, Steve Fisher, Bill Freehan, Red Berenson, and all of our coaches dedicate themselves first and foremost to the education of the young men and women who don the maize and blue.

**Special Nature of Rose Bowl:**

But there is one game left...

and this is perhaps the most important of them all since it will be the marque game of the bowl season in the premier bowl.

It must be said that the Rose Bowl is a very, very special event for those of us from the frigid Midwest.

While you Californians may tend to take the magic of New Year’s Day in Pasadena for granted,...

You must realize that those of us in the Midwest grow up watching the color...excitement...and the warmth of the Rose Bowl on television on dark winter evenings...

...surrounded by snow and ice...

...with the chilling wind and subzero temperature outside.

As Bo used to put it:

“Kids growing up in the Midwest,

playing football in the street, in the snow and the mud, dream of someday being good enough to play in the
In a very real sense, the Rose Bowl has come to be viewed as the crowning symbol of achievement, of excellence, in intercollegiate athletics. But this year there are special elements:

...playing top-ranked Washington in what could be the national championship game

...great matchups like

Steve Entmann against Greg Skrepenek

...the nation’s most exciting player in

Heisman trophy winner Desmond Howard

But, speaking as a president, I would suggest that there is something even more significant about this particular Rose Bowl, since it pits against one another two universities

...whose athletic programs have long been set the pace for both quality and integrity

...but, even more important, which are clearly recognized as two of the finest academic institutions in this nation for the quality of their teaching, research, and public service.

We at Michigan are both thrilled and proud to be able to participate with Washington in the Rose Bowl, the premier sporting event in America.

Congratulations...

Let me conclude with a final note or congratulations...

The Rose Bowl is very special to us at the University since it allows us to recognize and take pride in the accomplishments of those who have brought us to Pasadena...

i) The Michigan Football Team, the players themselves who have met the challenge...both on the field and in the classroom. Individual players have won awards and honors--The Heisman stands out
but all the players have earned our gratitude
and recognition for giving us
one of the great football seasons in Michigan history
And it is rally as a team that they have played
and we are proud of each and every one
--each is a star in his own right.

ii) Gary Lewis and the women and men
of the Michigan Marching Band who have,
through long hours of practice and work,
continued the tradition of excellence in what is generally
regarded as the nation's leading college band.

iii) All of the students, who participating as cheerleaders,
managers, or simply as loyal fans, have played important
roles in building a winning spirit at Michigan

iv) To Gary Moeller, who is quickly earning his place
in Michigan football history-

v) To his fellow football coaches, and the staff of the
Department of Athletics.

v) And, of course, perhaps as much as any one else, let me
congratulate the families that stood behind these students
and gave them the support so critical to their achievements
on the field and in the classroom
...and as well to the wives and families of coaches and staff,
...and particularly to Ann Moeller...

since without your support and encouragement,
this season would simply not have been possible.

Concluding Remarks
A final word, then to the players, the coaches,
the band, the students, the families...
In a very real sense the Rose Bowl is your event!
The University of Michigan takes
great pride in your accomplishments.
And now we look forward with eager anticipation
to New Year’s Day in Pasadena...
..a chance at the Roses again
We look forward with eager anticipation to New Year’s Day
...to a meeting between two of the top
college football programs in America...Washington and
Michigan...
in the "Grandaddy of them All"...the 78th Annual Rose Bowl.
Go-Blue!

**Rose Bowl Campaign Luncheon: December 30, 1991**

**Introduction**

Welcome and thank you for joining us today
on the way to the Roses.
I often tell audiences
that it is only now as President
that I can fully appreciate
how much you alumni and friends
mean to the University.

Few others are on the road so much
and so just don’t see how, in city and after city
--and country after country--
you turn out to support your University
especially when Anne and I come out here
to our other home in California.

Few others have the chance to see
how you help us
how you come to our side whenever asked
come forward at the least expected
but most needed moment
with words of encouragement or advice.

Few others can fully appreciate
all countless ways you help us
by standing up for us in the political process,
telling our story to the media
or to friends and colleagues
encouraging an outstanding student
to consider Michigan.

And I more than many others,
because of my travels for the University,
can measure the most important way
you contribute to the University
...by your example...by showing the advantages
of a Michigan education in your lives and work.

We are proud of your achievements
and the way you stand out as leaders
in your communities and in the nation.

You are the best public relations representatives
any university could wish for
and with 370,000 of you
25,000 in California alone
the University makes its presence felt
in every arena of national life.

And we look to you for links
to the worlds you inhabit in government,
commerce, arts and culture,
industry and social welfare.

Of course, the University seeks
and deeply appreciates your financial support.

But believe we know that your contributions
to the University extend far beyond that.

We look to you for imagination and creativity--for vision--
after all, as a public university
we do still get some public support for the basics--
but when it comes to seizing a unique opportunity
or taking a chance on a singular vision
acting quickly to attract a star
or investing in the future
government committees can’t do the job.
Instead, at times such as these,
    we must look to you for counsel
    and criticism when we go wrong.
It is our alumni and friends
    who make the difference for Michigan.
Because of you, Michigan stands out today
    as it has for 175 years
    as a leader in higher education
    as the place where
    leadership for America is prepared.
Since more than most,
    I understand what you mean to Michigan
    I want to thank you personally and right up front.
I know very well that I could not do my job
    without your help.

**It’s been a great year on campus.**
As you know, we are having
    another spectacular year on the playing field
    ...our fourth Big Ten championship in a row
    ...an opportunity to play an undefeated Washington
        for what may be the national championship
    ...Demond Howard’s Heisman trophy...
    ...and all the other awards and honors
    ...a freshman basketball team that came within
        an inch of beating #1 Duke earlier this month
    Wow!....
But our main claim to attention is still academics
    and we have had a pretty spectacular year there, too.
For example, last month it was announced that Michigan
    had moved up 5 places to rank second only to MIT in
    the amount of research it was performing (and I have
    warned Chuck Vest that we’ll blow past them next year
    to become the leading research university in the nation!)
Francis Collins continues his revolutionary work in mapping and identifying genes responsible for devastating diseases such as cystic fibrosis, neurofibromatosis, and breast cancer. In fact in the months ahead they will be performing some of the first clinical trials of gene therapy!

Michigan, in partnership with IBM and MCI, continue to operate and expand the National Research and Education network, the computer network that now links together over 4 million users throughout the world!

Our students and faculty also deeply engaged in using their knowledge to address some of the most critical problems in our society...for example, earlier this fall ABC-TV honored two of our women faculty as ABC “Person of the Week”...

...June Osborn, chair of the President’s Commission on Aids
...Catherine McKinnon, perhaps the foremost legal scholar on the laws governing sexual harassment

The Institute for Social Research is working closely with both the Polish and Russian government to establish counterpart social research institutes that will provide the social science data necessary to enable the transition to free market economies...

...and we are continuing to send scores of MBA students over to work with the business community in Eastern Europe.

It has also been a spectacular year in terms of faculty and student recruitment . Just as an example, let me tell you a bit about our entering students this year. Believe me, our future will be in good hands with the class of 1995. It is a wonder.
This is the largest entering class in our history--4,770 strong.
The number of applications
has tripled over the past 15 years.
We have students from every state this year
but South Dakota--(Rick Shaw will have
to strap on his snow shoes
and make a trip out there
to see what the problem is.)
Let me note an interesting point here:
from out of state than the entire
undergraduate enrollment of any of our peers
...UM: 5,400 out of state
...Stanford 6,000 total
...Harvard 6,000 total
...Yale 5,000 total
We have more undergraduate students
Test scores continue to rank high...
  65% in top 10% of their class
As Juniors in high school, Class of “95 reported
  935 elected to student offices
  850 in student publications
  725 in theater
  1,979 in varsity athletics,
  666 varsity cheer leaders
  1,125 performed in school music group,
    even more had given a public recital
  730 had exhibited works of art,
  255 had written articles for public press
  510 won prize for science work
  644 volunteered in hospitals or clinics,
    1059 volunteered in community program
  846 volunteered in handicap/disadvantaged programs
  524 received awards for community service
2078 held regular part time job
265 started their own businesses.
I think you’ll agree.
Quite an impressive group
They are sure to make us proud.
But when we try to imagine the world they will inhabit,
it is clear that they will need a special kind of education
different in many ways from the one needed by their parents.
Few subjects in these times are of greater importance
than how we should prepare our children for their future.
Because what we do now and in the next few years in education
will help shape our society in 2020, 2030, 2050 and beyond.

**Undergraduate Education at Michigan**

As most of you know, we have spent the last two years
considering how to improve undergraduate education
adapt it to changing world.

We concluded that an educational revolution
isn’t what we need at Michigan.

Many principles of the Michigan curriculum and pedagogy
have served us well --
and will continue to serve new generations.

But we do have to revitalize and renew undergraduate education
we have to change some things we do
perhaps rediscover some things we have lost sight of
and be unafraid to change some fundamentals--
to take full advantage of new knowledge and technology
to strengthen student learning and preparations for a world
transformed.
by science, technology, population shifts,
and internationalization.

In one way there is nothing really new in this.
Michigan has been the source of educational leadership
for America for 175 years
during periods of dramatic change
from frontier to agrarian society
and from agrarian to industrial society.
Now once again we are setting the pace of educational change
this time from an industrial society to one based on information.
But given the scope of change in our time--
in society, economy, culture, population, in knowledge itself--
The challenge is greater and, I believe, different than before.
The question before us as citizens and educators is:
How do we educate our youth to prepare
for a world of accelerating and permanent state of change?
What do our students--all students-- need to know
to be productive professionals and responsible citizens
in a world that is internationalized
and in which the growth of knowledge is exponential
--in some fields doubling every four or five years?
Actually, when we think and debate about curriculum,
about pedagogy, about the knowledge and skills
needed for productive life in the 21st century,
it is really a way of talking about
and shaping our future as a society.
We are really asking ourselves
what kind of society we want to become...
what kind of leaders we want to follow after us.
Because the young people we are teaching today
in just a few years will be leading our society
in politics, commerce, the arts, education--in every walk of life
at least as many alums then as now---370,000 strong.
We are setting our educational sights high
and just about everyone on campus
is involved in thinking about our future direction.
We are by no means finished
but I want to share some preliminary findings of our review:
The recipe for a great undergraduate education is surprisingly
simple:
...ambitious and inspired students working with
...an expert and dedicated faculty
...in a setting, curricular and physical
...that brings out the best in both.
The University excels in many of these characteristics
...the study body is of the first quality,
    motivated and dedicated to
    a complete educational experience
...the faculty are world-renowned as scholars and teachers
    in their disciplines
...the setting is complex in both its physical layout
    and in its diversity of offerings for students
But something is missing
...an entrance to this vast and rich educational setting.
As students enter the University for their UG experience,
    they are immediately thrown into the complexity of
    a large and decentralized learning environment.
They do not pass through a self-contained physical environment
    or program that introduces them
    to the resources of the University
    and to the potential they have
    to explore the world of ideas and knowledge.
Hence, a key priority of the upcoming campaign
    will be a new campus...the Gateway Campus...
    aimed at enhancing the quality
    of the first two years of the undergraduate experience.
We are already putting some of the pieces into place.
The Gateway Campus offers an opportunity
    to create an undergraduate
    faculty that spans the disciplinary units
    that will teach in it.
The Center for Undergraduate Education,
    to be housed in the Gateway Campus,
is meant to break the barriers separating the disciplines and to encourage courses and interaction among students and faculty that will contribute to a student’s general education...not to disciplinary specialization.

The buildings that house this function will not only enable such courses in classroom facilities, they will also emphasize the totality of the educational experience, utilizing classrooms surrounding by study areas, work spaces, and varied programs and services that are both attractive to and needed by younger students.

A unique feature of the Gateway Campus will be its objective of introducing students at the earliest opportunity to the University’s rich resources of cultural and physical collections. To this end, we intend to integrate the present Kelsey Museum of Archaeology and the Museum of Art into a structure that will be the center of the Gateway Campus, thereby exposing students to important collections of cultural artifacts and works of art. These resources, coupled with the collections of the adjacent Museum of Natural History, will provide an intellectual gateway symbolizing the wholeness of knowledge to entering students. Further, this unique integration of our principal exhibit museums with the focal point of undergraduate education will provide unusual resources to the University and the broader community by virtue of the accessible location and design.

As a cornerstone of the Campaign, the Gateway Campus is not only
set of structures and programs, but it will become a vital passageway
inviting both students and community members to experience and enjoy the resources of a great teaching and research university.

**Michigan Comes into Its Own**

In the next few years, I think Michigan will come fully into its own in undergraduate education as a result of the educational directions and renewal we are inaugurating.

But there is another reason for Michigan undergraduate education to set the pace for our nation.

No more apologies or defensiveness about the fact that we are a large and comprehensive research university when we talk about what we offer to our undergraduate students.

Why? Let me note just a few reasons--

First and foremost,

we believe that to best prepare our students to face...indeed, to lead...a world of change,

we must enable them to “learn how to learn”...

that is, to develop the capacity to learn for the rest of their lives.

And who is better prepared to teach this critical skill that those who have committed their lives to continual learning...

those faculty committed to lifelong learning.

through research and scholarship.

Indeed, I believe this is the most important justification for the unique educational experience provided by a research university, since the faculty of these institutions are uniquely prepared to teach students the skill of lifelong learning!
• Because increasingly, our unmatched breadth and depth of academic and professional fields will be recognized as the foundation for the best undergraduate learning. There is already plenty of evidence that we are successful educators of undergraduates. But our relative advantage will increase. Michigan is right at the center of most exciting times in the history of knowledge with a faculty on the cutting edge of advances that call upon the combined technology, methods and principles of many disciplines and professions—global warming, international finance, human genome, all pull together faculty and students from across the University to focus on some of the largest and most complex problems—theoretical and practical—facing life on this planet...and beyond!

• Vast array of courses and areas of specialization available to undergraduates and active scholars are constantly bringing the latest advances in knowledge into the classroom

• The size of our student body, rather than being a liability, brings us a range of talent and diversity of background and experience that is increasingly understood as a valuable educational asset since our students in many ways teach each other. Note: I am convinced that one of the most valuable educational opportunities for students in last several years was the Sunrunner project—

• Our international leadership in information technology
the infrastructure for our research enterprise, is supporting some exciting breakthroughs in the effectiveness of our teaching Coffin, Kleinsmith/Biology, Chemistry Helping us find new ways to teach the basics so that faculty can concentrate on higher order learning--critical thinking, rigorous analysis

• Other infrastructure such as libraries, museums, facilities also contributes to undergraduate learning

• Our national international reach and connections will be the base for more international learning and work experience for undergraduates--education enriched by a continual flow of people and ideas from across America and the globe

• Our very size and complexity reflect the reality of the world our students will soon enter--giving them a major learning advantage.

• A commitment to serve the public interest as a public institution--which instills a sense of civic responsibility in students and also affords opportunities for practical experience and problem solving through student service activities.

• Perhaps most importantly, we have an unwavering commitment to academic excellence which is the cornerstone of the research enterprise--both an inspiration and anchor for our undergraduates a standard to aspire to--to do the very best of which you are capable whether in the classroom, the lab, the stage or concert hall, or the playing field.

Research of Michigan’s magnitude generates excitement, attracts the best faculty and students and now we are finding ways to involve
many more undergraduates in this research.

As advances in knowledge and technology
give us the tools to tackle large and complex problems,
Michigan’s flexibility and breadth and
are creating a powerful new synergy for taking on
some of the largest and most complex problems
facing humanity and our planet--
global warming, international finance, the human gnome, --
we are opening up boundless possibilities for inquiry
that call upon the knowledge and methods
of academic disciplines and professional practice.
We intend to give undergrads much more opportunity
for direct involvement in this pathbreaking research.

• The research is also generating new curriculum
  --global change course will be offered next year
  and this is just the beginning.

• And, of course, graduate students and faculty
  are energized by the intellectual excitement
  being generated--this is what will continue to attract
  the best and the brightest to us.

Thanks also to our research orientation,
we are rapidly evolving a more collaborative approach
to learning in which students and faculty
from a variety of fields and levels
all have an opportunity to participate in
and contribute to in knowledge.

I don’t want to suggest that a Michigan education
will be the best choice for every student in the future.
It won’t.
It never has been.

But for those with the ability and drive
--with that special Michigan spirit--
the will to be leaders
the Michigan educational opportunity
will be second to none in the world.

**Keeping Opportunity Alive for new Generations**

Equally important for Michigan is
how to keep the door of opportunity open
during this time when the public commitment
to invest in the future through educational excellence
I worry about how we can continue to compete
for top students from out of state
because we don’t have enough financial aid
to compete with private institutions.

When most of you attended UM,
state taxes paid 80% of the cost of your education.

Today the state pays less than
25% of the tab for Michigan residents
...and, of course, nothing for students from out of state.

Indeed, in the past two decades, the State of Michigan
has fallen from from 6th to 37th place
in state funding for higher education.

And, while federal support has increased for research,
albeit accompanied at times by a good deal of grief,
federal support for student financial aid has all but
disappeared except for the most severely underprivileged
because of the near silent but historic
shift of public policy in which education
has come to be regarded as just another consumer item
rather than as an essential investment in our country’s future.

This has forced us along with most other public institutions
to rely increasingly on tuition for revenue.

In fact, as many of you know we made history two years ago
(not the kind we prefer to make)
When, for the first time in our history,
tuition revenue exceeded our state appropriation.
our state appropriation as a percentage of our budget. Ironically enough, in that same year, again for the first time federal support exceeded state support as well. In a strange sense, two years ago Michigan became the first of ...the great public universities to become privately financed ...and the first of ...the great state universities to become federally financed

More specifically, state support has fallen to the point today where the revenue portfolio for the University’s academic programs is now

...25% state appropriation
...30% tuition and fees
...30% federal support
...15% private support and income on endowment

In one sense this is a somewhat better balanced portfolio than the 80% state, 20% tuition and other...balance of your times

But, unfortunately, it has arisen more from the erosion of state support than from growth in the other areas.
And the problem isn’t just with the state of Michigan. Many states, including California, have made drastic cuts to higher education. As a society, we are not balancing the needs of today with those of the future. This has drastic consequences for the nation’s young people. and for our universities.

At Michigan, as a public institution, we have always stood for opportunity. a significant number our students are the first of their families to attend college.

We are struggling to increase the amount of financial aid available but we are having a hard time when it comes to our out of state students.
But you all know that it is our mix of students
that is so critical to the education we provide.
We are therefore going all out
to make sure that we can provide the support
needed by non Michigan residents
as an educational necessity as well as
to serve the interests of our nation’s future

Aims of a UM education

What is the aim of undergraduate education at Michigan?
Is it to prepare our students for a career
as doctors, lawyers, engineers, teachers
--even investment bankers?
Well, we will do our best, but that is not our real mission.

The challenges I have discussed today
suggest that the principal focus of an undergraduate education
appropriate for the twenty-first century
will be the goal of liberal learning, that is,
a liberal education as the preparation for a lifetime of learning
and for leadership in the first half of the next century
--a new millennium.

At a meeting not long ago, Dr. Frank Rhodes, President of Cornell,
rephrased a passage from the poet Robert Browning
"Ah, but a man's reach should exceed his grasp,
or what's a heaven for?" to apply to undergraduate education:
"Ah, but a student's reach should exceed his grasp,
or what's a college for?"

Let me suggest that this great intellectual banquet
offered by our research universities should stimulate
our undergraduates to reach; but beyond that,
it should also give them something on occasion to grasp!

What is the role of the comprehensive research university
in undergraduate education? Let me borrow the answer
from Emerson's Phi Beta Kappa address
at Harvard a century and a half ago:
"Colleges have their indispensable office, to teach elements. But they can only serve us when they aim not to drill but to create; when they gather from far every ray of various genius to their hospitable halls, and by the concentrated fires, set the hearts of their youth on flame."
And, that is our real purpose. To ignite the intellectual fires within each of our students. With your help we will succeed in stimulating in our undergraduates a spirit of liberal learning, a spirit that will be with them for the rest of their lives --that will help shape our country’s future.

Conclusion
The sheer force and scope of change can at times overwhelm us Understandably, we feel helpless to affect our future But there is one place where we can be certain that what we do will make a difference. When we talk about teaching Michigan students now and in coming years we are talking about ways we can directly influence the world of our children and their children. In 2025-2050 Michigan students of the class of 1995 and after will be leaders at the peak of their productivity and influence in every walk of life across America and the globe --perhaps on other planets. What we do now to help these students to prepare will make a difference. Michigan has always made a difference!

Final Word
It is hard to find enough ways to express
my appreciation and thanks to you
for your interest in your University.
We owe you so much for your generosity and commitment.
I hope you get something back
when you see and hear about our students
and know that you are doing for them
what an earlier generation did for you and yours.

Michigan is not just a place or an institution,
it is a bond of faith that unites families and friends
it links generations, and bridges boundaries and continents,
differences of status or profession,
nationality, background, origin or belief.

This huge extended Michigan family is held together
by an unbounded faith in educational excellence,
not for its own sake alone, but serving the public good.

No other institution can rival the power of that faith
to move mountains to make the world better.
I know we are asking a lot of you and of ourselves, as well,
as we think about launching a new Campaign.

Michigan always does ask a lot of its people--
asks them to go all out and be the best,
do their best--whether they are
our students, faculty, staff or alumni.

We are an awesome force for good in the world
when we all work together for our University.

One of the first things we are asking for is your help
to win the big one on Wednesday.
Some misguided journalists say the odds are against us.
But I have watched this team over the season
and I can tell you they are never better
than against tough odds.

This is one of the finest teams in our entire history.
Its members have been showered with awards
   including the crowing achievement
   the Heisman Trophy to Desmond Howard
   as the outstanding player this year in College football.
They are scholar athletes---tough competitors every one
   --all stars in their own right and they all reflect credit
   on Michigan for their character as well as for their play.
So what they will probably need from you on Wednesday
   is that extra boost of spirit
   and some powerful prayers in the tight spots.
But....a word to the wise..... get out your uniforms
   and stay in practice
   just in case we need to put you in
   there in a tight spot.
With you on our side
I’ve no doubt we’ll win the Roses.
Many thanks.
Go Blue!
Kiwanis Kickoff Luncheon: December 31, 1991

Introduction

Well, I gotta tell ya...

It sure feels good to be back in California
for New Year’s Day

After playing in the 1989 and 1990 Rose Bowls,
I suppose that playing Ole Miss in the
Gator Bowl last year was at least a change...
but we really missed you folks!

It’s nice to have an excuse to leave behind the Michigan Winter
and feel the warm sunshine in our faces...
and the warm California hospitality of our hosts
...the thrill of driving on Los Angeles freeways...

Looking forward with great excitement to facing
an undefeated Washington...
...not only one of the most successful football programs
in recent years
...but also one of the finest academic institutions in
the nation

In what is certainly the premier sporting event
in America today...the Granddaddy of them all
...the Rose Bowl!

Greetings

It gives me great pleasure to convey to you

OFFICIAL GREETINGS
from the University of Michigan, from its Regents,
its faculty and staff, its students
...and of course, from its over 370,000 alumni...
including 25,000 in California alone...

We are excited and delighted to be a participant
in the 78th Rose Bowl
and the 103rd Tournament of Roses.

Let me also convey congratulations and thanks to the two teams
that are the reason for this event:
The Washington Huskies and the Michigan Wolverines
...To the players, the coaches, managers and trainers...
...To the bands, cheerleaders, students, and others who have worked so long and hard to win the championships of the Big Ten and the Pac Ten conferences and the trip to Pasadena.

We want to express our appreciation to the Tournament of Roses Committee and those thousands of dedicated people who work so hard throughout the year to create this magnificent pageant now seen around the world and who sponsor the Rose Bowl which is the thrill of a lifetime for our student athletes and which gives so much pleasure and to sports fans everywhere along with some of the tenser moments of high drama for Michigan fans.

And I would particularly like to thank the Kiwanis of Pasadena... and the members of Kiwanis Clubs throughout the United States both for their sponsorship of this Kickoff Luncheon... and for their generous support of medical care and research in children’s hospitals across the nation.

The 1991 Football Season
This has been quite a year for Michigan athletics We faced perhaps the most difficult schedule in history which included 6 bowl-bound teams Notre Dame, Florida State, Iowa, Indiana, Illinois, and Ohio State...beginning In September in our game against Notre Dame with Desmond Howard’s spectacular catch in the corner of the endzone on Elvis Grbac’s
incredible 4th and one call.
...The march through the Big Ten was particularly tough...with most of the key games on the road...
...Iowa, MSU, Minnesota, Illinois
Finishing up with a 31 to 3 win over our traditional rival, Ohio State
to win our 4th Big Ten Championship in a row
Of course, although the regular season ended, the excitement didn’t...
...as Desmond Howard was selected as this year’s Heisman Trophy winner by the largest winning margin in history...joining the great Tom Harmon, Michigan’s other Heisman winner.
...Erick Anderson’s selection as this year’s Butkus trophy winner
...and Greg Skrepenek, who finished as runnerup to Washington’s Steve Entmann for the Outland and Lombardi trophy
(I got to tell you that Greg had the last word, however...how many of you caught his graceful imitation of the Heisman trophy pose on the Bob Hope Christmas Special?!!!)
The seniors on this year’s Michigan team have had quite a run during their 4 years...
...four consecutive Big Ten Championships
...three Rose Bowls (and a Gator Bowl)
...four wins over Ohio State!

Special Nature of Rose Bowl:
But there is one game left...
and this is perhaps the most important of them all since it will be the marque game of the bowl season in the premier bowl.
It must be said that the Rose Bowl is a very, very special event for those of us from the frigid Midwest. While you Californians may tend to take the magic of New Year’s Day in Pasadena for granted,...

You must realize that those of us in the Midwest grow up watching the color...excitement...and the warmth of the Rose Bowl on television on dark winter evenings...
...surrounded by snow and ice...
...with the chilling wind and subzero temperature outside.

As Bo used to put it...

“Kids growing up in the Midwest,
playing football in the street, in the snow and the mud,
dream of someday being good enough to play in the Rose Bowl.”

In a very real sense, the Rose Bowl has come to be viewed as the crowning symbol of achievement--of excellence--in intercollegiate athletics.

But this year there are special elements:
...playing top-ranked Washington in what could be the national championship game
...great matchups like Steve Entmann against Greg Skrepenek
...the nation’s most exciting player in Heisman trophy winner Desmond Howard

But, speaking as a president, I would suggest that there is something even more significant about this particular Rose Bowl, since it pits against one another two universities...whose athletic programs have long been set the pace for both quality and integrity
...but, even more important, which are clearly recognized as two of the finest academic institutions in this nation for the quality of their teaching,
research, and public service.

We at Michigan are both thrilled and proud to be able to participate with Washington in the Rose Bowl, the premier sporting event in America.

**Importance of Intercollegiate Athletics**

And this is extremely important to us at Michigan because of the belief that athletic competition can play such an important role in our fundamental mission: EDUCATION.

While it is customary to think of a college education in terms of classes and labs, we believe it goes beyond that. The experiences provided by athletics provide our students with marvelous opportunities to develop qualities so important later in life...

...dedication
...discipline
...commitment
...integrity
...leadership

While Coach Moeller and his staff are outstanding coaches, to be sure, they are also some of our most gifted educators... teaching our student-athletes some of the most important lessons of life...lessons every bit as lasting as those we teach in the classroom or laboratory--because they are lessons that build character.

The University is extremely proud of its athletics program...

...oh, certainly for its success, its winning tradition...
...but even more for its integrity...
...and most of all for the way in which those who lead it...

“Mo” Moeller, Steve Fisher, Jack Weidenbach...
and all of our coaches dedicate themselves first and foremost to the education of the young men and women who don the maize and blue.
Concluding Remarks

And, in a similar vein, we view the Rose Bowl, its long tradition of excellence, of quality, as an opportunity for our students—who also happen to be outstanding athletes—to demonstrate to America and the world all that is right with intercollegiate athletics today.

We look forward with eager anticipation to New Year’s Day...to a meeting between two of the greatest college football programs in America...USC and Michigan...in the "Grandaddy of them All"...the 76th Annual Rose Bowl.

Go Blue!

Team Brunch: December 28, 1991

Congratulations

First, congratulations once again on a spectacular season.
You really gave us all one for the history books.
Fifty years from now, a Michigan President will be standing here congratualting the team urging them on to victory in the Rose Bowl and she will be talking about your team and each one of you players as the measure of excellence.

Importance of Rose Bowl

There is something very special about the Rose Bowl...just as there is about Michigan football.
In places such as Michigan and Ohio, football fans and players grow up watching the Rose Bowl on television, on dark winter evenings, when it is frigid and windy and the streets and yards are covered with ice and snow.
From this perspective, the Rose Bowl sometimes seems almost surreal. It is played three time zones away in Pasadena on thick grass, usually before 100,000 fans who watch in their shirtsleeves.

As Bo put it...
“Kids growing up in the Midwest, playing football
in the street, in the snow and the mud, dream of
someday being good enough to play in the
Rose Bowl.”

It is also fitting that we are playing Washington...a school
with a competitive football tradition almost--but I hope not quite--as strong as
Michigan's.

One of the things you have that they don’t
is the Michigan family behind them--350k strong--
and every one a fanatic--It’s got to be a help in the crunch.

Role of Football

We are intensely proud of our student athletes
Michigan is unique in its combination of
world-class academic programs...and its
winning tradition in athletics...
...If you compare the two top ten lists...
   the top ten universities in academic quality...
   and the top ten athletic programs in football...
You will find only one name on both lists...Michigan.

Mention that football is important for many reasons...
i) Obviously its tradition
ii) Its role in your education
   It has sometimes been said that the purpose
      of a college education is to learn the art of life...
      And in this, we believe our student athletes have
      a certain edge, since they benefit
      from a full-range of experiences on our campus,
      from the intellectual to the athletic to the cultural...
iii) But also for its unifying nature...
       pulling together not just the students, faculty, and staff
       of the University...but uniting them with those hundreds
       of thousands of Michigan alumni who glory in
       the maize and blue.
Let me make one final comment...

Among the many lessons that football is able to teach, perhaps none is as important as the importance of working together as a team...

Individual commitment and achievement, is essential, and certainly this year the team every member of the team has been outstanding

But your success this past fall was due to an extraordinary team effort.

A team that includes the players, coaches, managers, trainers...and many others.

Hence, in closing, let me convey congratulations once more...

Congratulations

Be sure to use the opportunity to personally contratulate the team...the players...the coaches...the trainers and staff

Be as personable as possible...point out how that the University takes great pride and interest in intercollegiate athletics.

You as players are first and foremost students...albeit with exceptional athletic ability...

You as coaches are really faculty members...teachers...

And now on to the Rose Bowl...

and the chance to win it all!

And even though we may be outnumbered by Washington fans in the Stadium

and maybe out pom-pom'ed...

you should know that most of the millions of fans watching this game are rooting for a Michigan victory.

Go Blue!!

Tournament of Roses Directors’ Dinner: December 30, 1991

Introduction

It sure feels good to be back in California for New Year’s Day
After playing USC in the 1989 and 1990 Rose Bowls, last year’s experience of beating Mississippi in the Gator Bowl just wasn’t the same! We really missed you folks...
...and the extraordinary hospitality that characterizes the Tournament of Roses. We also missed those very special features of the Southland...
...Los Angeles freeways
...the solid feel of the ground beneath our feet (Although I must confess that we didn’t miss the that USC war chant...although, as we found out earlier this fall, the Florida State “tomahawk chop” chant is even more annoying!)
Now this is the right way to start a year!
Looking forward with great excitement to facing an undefeated Washington...
...not only one of the most successful football programs in recent years
...but also one of the finest academic institutions in the nation
In what is certainly the premier sporting event in America today...the Granddaddy of them all
...the Rose Bowl!

Greetings
It gives me great pleasure to convey to you OFFICIAL GREETINGS from the University of Michigan, from its Regents, its faculty and staff, its students...and of course, from its over 350,000 alumni...
25,000 in California alone...
We are indeed excited and proud to be a participant in the 76th Rose Bowl and 101th Tournament of Roses.

Congratulations
It gives me great pleasure to convey to you

OFFICIAL GREETINGS
from the University of Michigan, from its Regents,
its faculty and staff, its students
...and of course, from its over 370,000 alumni...
including 25,000 in California alone...

We are excited and delighted to be a participant
in the 78th Rose Bowl
and the 103rd Tournament of Roses.

Let me also convey congratulations and thanks to the two teams
that are the reason for this event:
The Washington Huskies and the Michigan Wolverines
...To the players, the coaches, managers and trainers...
...To the bands, cheerleaders, students, and others who
have worked so long and hard to win the championships
of the Big Ten and the Pac Ten conferences
and the trip to Pasadena

We want to express as well our appreciation and
congratulations to the members of the Tournament of
Roses Committee and the thousands of individuals
who worked so hard throughout the year to make this
event what it has become...the most spectacular and
most important pageant and sporting event in the nation.

Special Nature of Rose Bowl:
It must be said that the Rose Bowl is a very, very special
event for those of us from the frigid Midwest.

While you Californians may tend to take the magic of
New Year’s Day in Pasadena for granted,...

You must realize that those of us in the Midwest grow up
watching the color...excitement...and the warmth of the Rose
Bowl on television on dark winter evenings...
...surrounded by snow and ice...
...with the chilling wind and subzero temperature outside.
As Bo Schembechler used to put it...
“Kids growing up in the Midwest,
playing football in the street, in the snow and the mud,
dream of someday being good enough to play in the
Rose Bowl.”

In a very real sense, the Rose Bowl has come
to be viewed as the crowning symbol of achievement,
of excellence, in intercollegiate athletics.

So, too, it is a great honor to play Washington, a school with one of
the great traditions in college football history...
...in addition to its great academic reputation.

Michigan and Washington...two of the great football programs
in the nation,
Yet, even more significantly, two of this nation’s great
universities...conducting programs across the full
spectrum of intellectual disciplines and professions
that rank among the best in the world.

A Personal Homecoming
Of course, returning to Pasadena is always a special
thrill for Anne and I since it is a homecoming
of a sort for us...

As many of you know, Pasadena used to be our
home during the 1960s when I was studying
for my doctorate at Caltech...and then later
as a member of the research faculty of the
Institute.

Anne’s first job was as a department manager in
J.W. Robinson’s over on Colorado Blvd

Both of our daughters are native Pasadeneans...
both being born in Huntington Memorial Hospital
(although they are spending this New Years
coloring through Europe where my daughter Kathy
has been a Peace Corps Volunteer in Hungary
When we left the warmth of the West for Michigan some 20 years ago, we always key that we would return some day... but we suspect it would be to visit Caltech... not to lead troops into battle over in the Arroyo Seco on New Year’s Day.

In fact, in all my years as a student at Caltech, the closest I ever got to the Rose Bowl was peering over the crowd along Colorado Boulevard at the Rose Parade.

But, thanks to Michigan, we now have a chance to come back fairly often

**A Heady Experience**

I must confess that it has been quite a heady experience for an ex-Yale football player and Caltech graduate to be President of a university with Michigan’s tradition of excellence in intercollegiate athletics...

In the past four years...

..Four Big Ten football championships...

...two Rose Bowls

...an NCAA basketball championship

...most recently even a Heisman trophy!

Ah, must be the Caltech connection...

...since Yale’s prowess on the field has not been overwhelming in recent years...

**A Conspiracy Theory**

In fact, Caltech has been intimately involved in the Rose Bowl--sometimes to the dismay of the Tournament of Roses committee, I suspect.

One of the more interesting traditions of the Rose Bowl has been the annual Caltech prank...

Each year, Caltech students try to outdo themselves...

...Rearranging the University of Washington card section so that it flashed a giant “Caltech”
...Or taking over control of the scoreboard with a microprocessor and remote transmitter...
designed to give the score of the MIT-Caltech game!
Of course, not all of the pranks were so successful...
...When we were out four years ago, prank was prematurely foiled when a maintenance worker's walkie-talkie triggered a receiver hidden in the goal posts that released rocket streamers and flags...
...And this past year, a student focused a Fresnel lens on the Rose Bowl from up in the mountains, leading the police to think we were under laser attack.
Hence, with less than 48 hours left before kickoff, I suspect that there are many among you waiting with a sense of dread to see what Caltech students will attempt this year...

And we look forward with eager anticipation
to New Year’s Day in Pasadena... with lots on the line...
Heck, we’ve played so many games in the Rose Bowl this year it should feel like our home turf!
We look forward with eager anticipation to New Year’s Day...to a meeting between two of the greatest college football programs in America...Washington and Michigan...
in the "Grandaddy of them All"...the 78th Annual Rose Bowl.
Go Blue!

Marching Band Rehearsal: December 31, 1991

Introduction
Here we are, back in southern California where we belong...
...getting ready to play Washington in the Rose Bowl.
This has been an incredible season...
What a roll we have been on since Notre Dame!
This team then marched through an obstacle course of one big game after another...
...knowing that it had to win each one in order to repeat as Big Ten Champion...
...facing the toughest teams in the Big Ten on the road...
...Michigan State
...Iowa
...Illinois
...uniting as a true team to overcome injuries that would have decimate and demoralized most teams...
If ever a team truly deserved to be Big Ten Champion it was this team...
Its individual players showered with honors--including the Heisman
And if ever a Michigan team had what it takes to make history, it is this team!

Michigan Memories:
You know, thus far in 1989 Michigan athletics has created

Role of the Michigan Marching Band
Of course, the Wolverines are only one of many great Michigan traditions.
There is another just as distinguished...and requiring just as much talent, dedication, and commitment...
The University of Michigan Marching Band... long known as the finest college marching band in the nation.
Indeed, it was Michigan that essentially invented the college marching band...
...and through leaders such as
...William Revelli
...George Cavendar
...and now Jerry Luchenbach
...have provided the standard against which all other bands are measured.

A word, then, to the members of the Band, to the cheerleaders, and to all of those other students who participate as part of the Michigan tradition...

While much of the national attention is on our varsity teams, it is clear that you have contributed just as much in the way of time, effort, and talent to building and sustaining the Michigan tradition. Indeed, I would venture to say that there are probably as many folks who come to Michigan Stadium to see the Band as to see the Team.

Quite frankly, there is nothing quite like the thrill that runs through the crowd when you high-step onto the field just before kickoff.

**Being a member of the Band or the Cheerleaders**

is truly hard work..

We understand the talent, dedication and commitment required to balance the demands of intercollegiate athletics with the demands of a Michigan education.

A Michigan education is plenty challenging, the additional pressures of participation But, I suspect that later in life most of our students look back upon their experience at Michigan as providing an extraordinary education, in the most compete sense of the word.

The experiences encountered in participation provide our students with marvelous
opportunities to develop qualities so important later in life: dedication, commitment, integrity, leadership.

If, indeed, the purpose of a college education is to learn the art of life...then it is clear that your experiences in the Band have given you a far richer experience that your classroom activities alone.

**The Importance of Excellence**

Further, your dedication, talent, and ability have great impact on the University family.

The key to our University--your University--is its determination to achieve excellence--indeed, leadership--in academics, in teaching and research.

Michigan has always been the flagship of public higher education in America.

UM is a very, very special place.

It is one of only a handful of universities that can truly change not only this nation, but indeed, the world.

And what gives us leadership is our unique Michgian “spirit” our consciousness of our traditions, our ‘go for it’ attitude and the Michigan Marching Band is so much a part of building that spirit.

You help tie us together with the bonds of music--across the generations, across American and the globe--you pull the Michigan family together

fusing new memories to old in that long line of Maize and Blue

**And what makes all of this possible is you--the**

army of maize and blue alumni, 350,000 strong.

**Today, just before the Michigan Wolverines take the field,**

I want to take this opportunity to ask you a favor.

**Because it is your help and support which has**
made Michigan great.

**Today, more than ever, we need**
...your support
...your commitment
...your involvement
...and, most of all, your loyalty.

**We’re pround of you as our alumni**
...we’re proud of our teams
...but most of all, we’re pround of our university!

**And now on to the Rose Bowl...**
A chance to make history
Heck, we’ve played so many games
   in the Rose Bowl this year it should feel
   like our home turf!

**Now let’s go get ‘em...**
...and let’s GO-BLUE!!!!

**Reception Remarks: December 31, 1991**

**Introduction**
Delighted to see this turnout...
Can already feel the excitement beginning to build...

**Less than 24 hours to go...**
  before Michigan is centerstage in the premier event
  in America college sports...the Rose Bowl.
  We’ve been away for a couple of years
  But when we come back, we come back in style!

**So here we are back in Pasadena once again...**
...scheduled to face Washington in the Rose Bowl
on New Year’s Day.

**And it feels great!!!**

**The Rose Bowl is one of those**
great Michigan traditions...
Somehow, Michigan and Roses just seem to go together, don’t they?.

**Yet whether it be football...or education**
...or research...or service, it is indeed the case that a university achieves its greatness through its people...through their talents and abilities...through their involvement and commitment.

Of course the Michigan family goes far beyond our campus... to include our alumni and friends throughout the nation... indeed, throughout the world.

Let me welcome you then to this series of kickoff events for the 1989 Rose Bowl... let me wish you the best for the New Year... and let us all look forward to a big MEECHIGAN victory against Washington on Wednesday

Introduction

Many things change in the world and rarely so much so fast as in the last year or two. But there is a constant amidst all the transformations around us. It is our University and its meaning in the world.
The University of Michigan it is characterized by something beyond education...beyond research, beyond service. The unique character and role of your University, the University of Michigan, can be captured in a single word... the word “leadership”.
...leadership through outstanding teaching and research...leadership through the achievements of our faculty and staff our students, and most important of all, ...leadership through the remarkable achievements of our alumni

Heritage of Leadership

Leadership has been both our University’s heritage and our destiny.
How could it be otherwise?
The University of Michigan was founded
to lead and to serve a society in constant change.
Michigan, a state rich in natural resources
fur, timber, iron, copper--most of all, hardy and resilient people
The University...their university...was
founded by people with unbounded faith in
the power of education to bring progress
and willing to sacrifice for the sake of the future.
Their spirit was captured forever in the words
of the Northwest Ordinance chiseled above Angell Hall:
“Religion, morality, and knowledge being necessary to good
government and the happiness of mankind, schools
and the means of education shall forever be encouraged.”
More than eight generations of citizens, alumni and friends
have built a University known around the world
as the model the prototype of America’s great public
uniwersities.
It is at Michigan that the very concept
of comprehensive public universities developed and flourished--
--one of the most powerful and original
of American social inventions--
joining for the first time a commitment to public service
to the traditional academic mission of excellence
in teaching and research
opening the door of opportunity to every person
--regardless of belief, wealth, nationality, race,
or anything else except the will and ability to achieve.
From the beginning, Michigan has been identified
with the most progressive forces in American life.
Making history is another Michigan tradition.
For while the University of Michigan was not the first of the state
universities, it was the first to free itself from sectarian control,
to be responsible and response to the needs
the true public university, responsible and responsive to
the needs of the people who founded and supported it,
even as it sought to achieve quality equal to that of the most distinguished private institutions.
It was the first major university to enroll women...
...to enroll African Americans...
...to embrace students from every race, creed, and nationality.
In fact, Michigan is perhaps the best realization of the Jeffersonian ideal of the public university...
...an institution committed to providing,
in the words of President Angell
...”an uncommon education for the common man”
This history and tradition are cause for celebration -they give us strength
But we are not leaders because we focus on the past
We are leaders because we keep our eyes fixed firmly on the needs of the future.
In fact, that is what brings us here.
That Go Blue Spirit is Alive and Well...
That extraordinary energy and vitality that has characterized your University is very much alive today...
As manifested in
...those extraordinary Michigan students who built and raced the Sunrunner solar car to the national championships last year and then went on to finish 3rd in the world in the races in the outback of Australia last year...
...or in the work of Francis Collins and his colleagues blazing a path in the exciting new field of genetic medicine...
...achieving the discoveries destined to eliminate tragic diseases such as cystic fibrosis and breast cancer from our world
...or the team of Michigan scientists and engineers that built and manage the National Research and Education Network, the principal computer networks managed from Ann Arbor that now link together over 3 million users throughout the world.
...or the scores of Michigan business students now serving in Eastern Europe and the Soviet Union, helping those peoples to make the transition to a free market economy.
...or the faculty of our School of Education who have recently embarked upon a path breaking teaching certification program aimed at facilitating those who wish to change careers and move into primary and secondary teaching.
Clearly that “Go Blue”, spirit is alive and well and stronger than ever.
in Ann Arbor
And I think you will see plenty of it on the field tomorrow, too!

Most of us spend only a few short years on campus
but those years shape our lives and future directions
In those years we also become members of
the Michigan family linked across generations, across continents
united by that special “spirit” we know is Michigan.

And Ann Arbor becomes forever our home...
at least in our hearts...

What is Michigan?
The prototype, the flagship, of the large, comprehensive, public research university which has served America so well in the 20th Century

With a fundamental 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 engagement of students and faculty and commitment to serving others liberal spirit, progressive vision

The embodiment of the hopes and dreams, commitment and stewardship of eight generations
Challenges before America

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.

Just think of the challenges
which cry out for attention
• the plight of our cities,
  the development of an underclass
  polarization of American society
• greenhouse effect and global change
• international competition
  Pacific Rim or Europe 1992
• health care: cancer, heart disease, AIDS
• new frontiers: outer space
  or spaceship Earth

But the greatest need of all is for leadership
and this is the University of Michigan’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!

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 America 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.

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 afternoon 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
   ...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

Concluding Remarks
   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.

**Let me call on you to demonstrate yet**
again that extraordinary sense of loyalty and pride in your University that has been our key source of strength...

**Let me call on you to show that**
“Go-Blue” spirit that is the key to our heritage and our destiny.

**And now on to the Rose Bowl...**

**Let's make it a spectacular end to what has been a spectacular year.**
**Let's go for it!**
...and let’s GO BLUE!!!

**Pep Rally: December 31, 1991**

**Introduction**
Can already feel the excitement beginning to build...
Less than 24 hours before Michigan will be centerstage in the greatest tradition of college football...the Rose Bowl.
We in the University take enormous pride in what the Michigan Football Team has accomplished...and we take great pride in our players and coaches not just for the way they play-- although on that score we could not ask for more talent or dedication than they have given us this year But also we are proud of their character, their loyalty, their teamwork proud of the way they stand out for Michigan and exemplify our values.
We look forward with eagerness and anticipation to tomorrow. But, really, now, what could be more natural than Michigan in the Rose Bowl...

Michigan and Roses go belong together, don’t they?!

**Introduction**
We’ve been away for a couple of years
but here we are, back in southern California...
...getting ready to play Washington in the Rose Bowl.
This has been an incredible season...
If ever a team truly deserved to be Big Ten Champion
    it was this team...and it is the third time in a row for us.
And if ever a Michigan team had what it takes to
    make history, it is this team!

Your Commitment

Today, just before the Michigan Wolverines take the field,
    I want to take this opportunity to ask you a favor.
And what makes all of this possible is you--the
    army of maize and blue alumni, 350,000 strong.
Because it is your help and support which has
    made Michigan great.
Today, more than ever, we need
    ...your support
    ...your commitment
    ...your involvement
    ...and, most of all, your loyalty.
We’re proud of you as our alumni
    you are out there showing the world what a Michigan education
    is all about--
    ...we’re proud of our teams
    ...but most of all, we’re proud of our university!
And now on to the Rose Bowl...
    A chance to make history
    Heck, we’ve played so many games
        in the Rose Bowl this year it should feel
        like our home turf!
Now let’s go get ‘em...
    ...and let’s GO-BLUE!!!

Pre-Game Pep Rally: January 1, 1992

Introduction
Here we are, back in southern California where we belong...  
...getting ready to play Washington in the Rose Bowl.

**This has been an incredible season...**

If ever a team truly deserved to be Big Ten Champion  
it was this team...and for the third time in a row  
And if ever a Michigan team had what it takes to  
make history, it is this team!

**Michigan Memories:**

You know, thus far in 1989 Michigan athletics has created  
some truly great memories...

**Of course, the Wolverines are only one of many great**  
Michigan traditions.

**The key to our University—your University—is its**  
determination to achieve excellence—indeed,  
leadership—in academics, in teaching and research.

**Michigan has always been the flagship of public higher**  
education in America.  
**UM is a very, very special place.**

**Leadership and excellence...**  
...those are Michigan’s heritage  
...and these are Michigan’s destiny...

**And what makes all of this possible is you—the**  
army of maize and blue alumni, 350,000 strong.

**Today, just before the Michigan Wolverines take the field,**  
I want to take this opportunity to ask you a favor.

**Because it is your help and support which has**  
made Michigan great.

**Today, more than ever, we need**  
...your support  
...your commitment  
...your involvement  
...and, most of all, your loyalty.

**We’re proud of you as our alumni**  
...we’re proud of our teams
...but most of all, we’re pround of our university!

And now on to the Rose Bowl...
   A chance to make history

Now let’s go get ‘em...
   ...and let’s GO-BLUE!!!

WJR Halftime Talk: January 1, 1992
   Comment on game
   Heisman--mention Harmon, too
   Pride in whole team--scholar athletes