Alumni Talk 6.0

Introduction

Extraordinary “Go Blue” Michigan spirit is alive and well... as evidenced by events of the past several months

Solar Car Race

i) 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 Zaconc 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,
this force that has had such an impact on our lives?

Traditional Images:
When we hear the words...
“The University of Michigan”,
But there are some very special images of Michigan

Michigan Athletics
Ann Arbor on a Saturday afternoon in the fall...
   afternoons in the fall as 105,000 fans cram into
   Michigan stadium to watch the Wolverines...
Or those extraordinary performances... and great pride...
   Anthony Carter’s last second touchdown against Indiana...
   Rumeal Robinson stepping to the line in Seattle with
      3 seconds left in overtime and calmly sinking two
      three throws to win the national championship
      against Seton Hall... and cap a Cinderella story for
      Seve Fisher
   Jim Abbott’s performance with the Michigan baseball team.

The Caring Michigan
With one of the world’s great medical centers...
Serving over 750,000 patients a year...
Pioneering medical research capable of improving the lives
   of millions... the Salk vaccine... cystic fibrosis

Silicon Valley East
closely with Michigan industry and government to build the
   high-tech infrastructure to create new companies
   and new jobs to strengthen and diversity our
   existing industrial base...
   ... with exotic new technologies such as
      integrated manufacturing systems
      machine intelligence
      optoelectronics
      computer networks
   ... a new $5 B infrastructure in the southeastern Michigan
      Michigan area
Or the Michigan which attracts to its state almost
   a quarter of a billion dollars of federal R&D each
   year... not to mention many of the world’s
   leading scientists and engineers

Michigan of the Big Chill...
The tradition of student involvement helping to awaken the
   conscience of a nation...
The Teachins of the 1960s against the war in Vietnam
EarthDay in the 1970s to raise concerns about the
   environment
Our celebration of Martin Luther King Day each year,
   with an educational experience involving thousands
   to highlight the importance of tolerance and
   mutual understanding

Michigan of the Arts
... or Leonard Bernstein celebrating his 70th birthday
   in Hill Auditorium with the Vienna Philharmonic...
   ... or the visits of Ella
Michigan, the University of the World...  
Long renowned 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 public 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?
LEADERSHIP

And, of course, this is UM'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!

Particularly critical during a period of great change for America

Leadership for a Time of Change

Changes have been extraordinary
Suppose, a year ago, I would have predicted...
...end of communism in Europe
...destruction of Berlin Wall and unification of Germany
...a World Series between the Giants and Athletics...
...halted by an earthquake
...And then predicted that Bo Schembechler would be president of the Detroit Tigers

You would have thought I was nuts!

Other changes
...internationalization
...demographics
...age of knowledge

Challenges before America

Few realize the ever-accelerating pace of change in our nation...and in the world!

Think about it for a moment...
The students we are educating today will spend most of their lives in the next century...they will be citizens of the 21st Century...

Our students will inherit a much different America than you and I have known...
i) It will be future in which our nation becomes a truly multicultural society, with a cultural, racial, and ethnic diversity that will be extraordinary in our history
In which those groups we refer to today as minorities will become the majority population of our nation in the century ahead...
In which women take their rightful place as leaders of America...

ii) It will be a future in which America will become "internationalized"...
in which every one of our activities must be viewed within the broader context of participation in the global community...
Whether through travel and communication, the arts and culture, the
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 location...
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...
striking 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 Michgan 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 activiti

...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.