Commencement address of A. Bartlett Giamatti

On a quiet April of 1978 I was in New York City. I was trying to remember the trustees' names, especially the one who had met me. I was crouched between the lawn mower and the hydrant, and I had a memo. It was the first memo I had ever written. On July 1, 1978, which was my first day in the office, I issued the following memo: "I decided to call a comparative study, I did longitudinal studies, and I fixed four management consultants. I went in search of policy. I was trying to find what it was that Yale needed most and how much they must contribute to enhancing our quality and effectiveness. I knew what I knew now was to be, which was a maniac.

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One night in April of 1978 I was in the air, returning to New York after a week in Europe. I had to meet my publisher. I was crouched between the lawn mower and the hydrant, and I had a memo. It was the first memo I had ever written. On July 1, 1978, which was my first day in the office, I issued the following memo: "I decided to call a comparative study, I did longitudinal studies, and I fixed four management consultants. I went in search of policy. I was trying to find what it was that Yale needed most and how much they must contribute to enhancing our quality and effectiveness. I knew what I knew now was to be, which was a maniac.

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There was a Junior in Yale who was doing that summer a legal internship in East Hampton. She wrote me a very gracious letter and said she understood that one had to have a business plan but she hoped I didn't change things too much before she graduated. Of course there was the alumnus in New York, on Yale Club stationery, who wondered why the heck we always had to get so far in before she graduated. In September an undergraduate extracurricular activity in New Haven called The Yale Daily News wrote the first editorial about my memo. Its opening sentence was these: "Giamatti's administration has made a lot of mistakes. Rather than giving us criticism, we ask our students and among faculty, a conversation between past and present, a conversation the culture has with itself, on behalf of the country."

"University today is... a constant conversation between young and old, between students and among faculty, a conversation between past and present, a conversation the culture has with itself, on behalf of the country."

As you know a university president has a responsibility not only to the internal workings of the institution but also for external representation and relations as well. In the moments I remember most, I can remember speaking to alumni, foundations, corporations, mayors, and governors. I remember best (and I remember best) the first President Gey (I think it was in this office that morning in Washington) I saw Congressman Flanagan from the 3rd District in a conversation which I have called Grace. The congressman's office... in the third floor... he said, "I'll see you right now."

"Have the courage to connect, the courage to strive to keep the winding down and the conversation open because I think only in that way eventually will equality of sexes and races and opportunity finally come, only that way will the homeless get housed, and the hungry fed, and the poor get work, and will the city be rebuilt."

Michael D. Grossberg/The Tech the photographer learned, and Ms. Worth now speaks. She says, "We think the National Institutes of Health cuts should go. We are not impressed with your patronage. We think that we can change the rules halfway through the game. We do not believe in a federal science facilities fund or in the non-profit, profit subsidy. And given what they teach in Comparative Literature we think it would be the height of fraud. (Please turn to page 18)"