FAREWELL REMARKS
June 16, 1995

Thank you for the overly generous remarks and for the spectacular video. I am overwhelmed by the portrait. Chic Early always does a great job. It is almost too much. Maybe, as Ibby has told me, we are retiring just in time, before everyone catches on that we are just ordinary people who have been lucky in our friends and colleagues.

I am reminded of Howard Nemerov's remark on winning the Pulitzer Prize, "Overestimated, at last."

Thanks to each of you who came tonight. I have never had so many good friends gathered in one place. You are all very important to us. At least two of you live next door; others have come
from around the nation, and some from far off lands. I should like to recognize especially our friends who came from Korea: Dr. and Mrs. Dong Hee Lee, Mr. and Mrs. Ho-Ki Byun and Mr. Sung Park who is here with his friend Dr. Paek.

Overestimated as we may be at this moment, Ibby and I are very grateful to you all. We have done a lot together. Seeing so many who are close to us brings back many memories, memories of working and playing together, of sharing joys and sorrows, of agreements and disagreements, of accomplishments and disappointments, but most important to me are the memories of friendship -- friendships rooted in a common commitment to a worthy cause, in mutual respect, and, on our part, admiration.

You have also played key roles in the life of Washington University. You have been generous with your wisdom, your
time, your energy, and your treasure. You have asked little and given much. You are mentors, colleagues, and coworkers. Because of you, Washington University has advanced and Ibb and I have looked good. It is possible to have a great university without a great chancellor, but not without great colleagues and friends.

Those billed tonight as "presenters" represent things about which I care deeply. August Busch is a great American and an accomplished business man from a great St. Louis family, a family that has benefited enormously this community as well as Washington University. Where would St. Louis be if it were not for the Buschs?

I. E. Millstone, another model St. Louisan who has been my mentor since I became Vice Chancellor for Medical Affairs. No one is more farsighted.
There are no better friends than he and his charming wife, Goldie.

Ann Tisch represents youth and those who graduated on my watch. She was a talented student who went on to become a successful professional and a mother, and now a member of the Board of our University.

Jim McLeod, who is a close friend, represents the faculty and the administration. For almost two decades, his wisdom and goodwill have helped to set the tone at our institution and helped guide its Chancellor.

What can I say about John McDonnell, a man of amazing ability and understanding character, a member of our Board of Trustees and a good friend? I owe a lot to John's father, who first challenged me to go into administration.
Our Master of Ceremonies, Bill Van Cleve, is one of our closest family friends, a man of immense good will. He serves as Chairman of the Board of Trustees and also chaired the search committee that found my successor, Mark Wrighton, making me feel lucky to be followed by a super star. For that task, he was selected as hero of this academic year.

Bill and John McDonnell headed the efforts to raise money for the Danforth Scholars Program. Success did not happen by itself. The officers of the Eliot Society, John Wallace, Sam Fox, Sandy McDonnell and Kimmy Brauer were essential leaders of the effort. In addition, 70 volunteered for phonathan duty. I am overwhelmed by the accomplishments of these and other friends, and by the generosity of the donors, an especially selfless generosity in contributing to something with
someone else's name. The results are unbelievable even to me who believes Washington University people can do anything. Ibby and I have loved Washington University, but others have donated the resources and performed the real work. I feel this Danforth Scholars Program is really a recognition of literally thousands of people. I like to think that although it bears our name, the honor is yours.

I should like to add that this dinner and the Danforth Scholars Program would not be possible without my great colleagues Dave Blasingame and Fred Volkmann and their entire staffs. I know that much of the work fell on Laura Ponte and Judy Jasper. I thank you.

All this makes me wonder if I should really retire or go on for a few more years and then have another retirement party. Sandy McDonnell expressed the
way I feel when he retired as Chairman and CEO of McDonnell Douglas. He noted that he was expected to retire just as he had reached the peak of his effectiveness. He could solve any problem in the company; he could answer any question put to him. It is exactly the same for me, but then I remember that Sandy added that his father, Bill McDonnell, said, "The problem is by the time you know all the answers, you've forgotten the questions." Bill was right as usual, so reluctantly I will retire after all.

At a time like this, it is hard not to look backward. No one has been more fortunate than I. I grew up in St. Louis in a great family. My sister, Dotty Miller, and my two brothers, Don and Jack, are here tonight with their wonderful spouses. Nearly forty-five years ago I married an ideal partner
whose sister, Dr. Mary Jane Gray, is here.

Ibbi and I have been blessed with our own family and for twenty-four years I have had the best job in the world. Who could ask for anything more? I want to say a bit about both job and family.

The job has been great for two reasons, the institution and the people. Let me first say a word about the institution. I am fascinated by institutions.

We Americans create countless, private institutions whenever we find tasks beyond the ability of any one or two or us. Institutions amplify our individual efforts. They serve as buffers insulating us from the power and politics of the state so that we can develop and carry out our own plans.
They embody our traditions and our beliefs so that they may come alive in other people in other times. They provide us with colleagues in the common cause. Building and supporting these institutions gives meaning and purpose to our lives. They provide outlets for our charitable impulses and ways to leave the world better than we found it.

Washington University is a specialized institution, devoted to the life of the mind. 142 years old with roots going back eight centuries, its prospects extend into the future for centuries. In keeping with the University's long life, we link together the past, the present, and the future. Scholars, artists and scientists preserve the knowledge and wisdom of the past and add to the understanding and the beauty of the present. They then use this accumulated understanding to
educate those who show promise of being the leaders of the future. Because we are an independent institution, we can select the most promising from all states and increasingly from all nations around the world.

The theory is simple. Knowledge is better than ignorance; wisdom better than foolishness. Each generation by standing on the shoulders of its predecessors can see further than the last and, hence, increase our productivity and strengthen our morality so that human society can truly advance. Accepting that theory is a matter of faith and of hope. No one should have illusions. Human institutions, like the human beings that create them, are not perfect. We cannot produce angels, but we can make a difference. We are like the physician who realizes that disease, suffering, and death are part of the human lot, but who
knows also that through science and skill, he or she can make life healthier, longer and more pain free. Learning and education will not achieve paradise on earth, but they offer hope for lives that are more full, productive and healthy in a peaceful and sustainable world.

I have loved being part of this effort, knowing that every morning I can begin a new day trying to further important work of a university that sets an example for others.

The second reason that I have had the best job in the world is that I have shared Washington University with great people who seem almost like one very large extended family.

I will start with our students. Reading about today's young people in the newspapers can be a bit scary. Knowing Washington University
students, one cannot help but feel a greater confidence in the human species and more optimism about the future. They have so much intelligence, energy, honesty, idealism, and goodwill. I had the pleasure a few weeks ago of seeing the class that entered as freshmen in 1971, my first year as Chancellor, back for their 20th reunion, talking in one moment about their experience at Washington University and at another about their children, a few of whom are actually enrolled in our university. Life does go on.

My colleagues on the faculty have enriched my life. I have been awed by their erudition and their talent. You do the central work of the University, the teaching and the research and give meaning to the work of the Chancellor.

My administrative and staff colleagues make Washington University
possible by their dedication, loyalty and diligence. You are the unsung heroes of our institution. You have my gratitude and my admiration.

Washington University could not have better alumni. Many of you have become our very good friends. You have supported our University through good times and difficult times. You are people of broad vision and good will. We will miss seeing you as regularly as in the past.

Then there are the parents. No group has been more fun and more stimulating. You have also become a central part of the life of Washington University.

Nor will we ever forget the St. Louis friends of Washington University who feel the same way that I do -- that St. Louis needs and should have a first-rate university. Without you, Washington
University would be a much lesser institution.

Finally, the Board of Trustees. I have had the best bosses in the world, always supportive. Your hard work, dedication, wisdom, and generosity have made it possible to have a great university here in St. Louis. I have had marvelous chairmen, J. S. McDonnell, Charlie Thomas, Dude Chambers, George Capps, Hadley Griffin, Lee Liberman, and now Bill Van Cleve.

There is an older institution, prior even to universities, an institution on which the human race is even more dependent, that is the family. Families give love and comfort and succor. Parents are the first and the most important teachers; they set the first moral standards. Now I should like to introduce my family. Ibby is, as everyone knows, my partner. We are
blessed with three daughters and one son, one daughter-in-law and three sons-in-law. Will they please stand? We have thirteen wonderful grandchildren, three granddaughters and ten grandsons. Will they please stand? I am truly blessed. My family has been always forbearing; they have put up with my work habits. They give meaning to my life. If our work at Washington University can make it more likely that others can enjoy their grandchildren in a peaceful and prosperous world, we will have made a significant contribution.

Finally, retiring from Washington University is, for Ibby and me, like watching our children go to college. We knew that life would never again be the same. We would not be needed as we had been. We experienced nostalgia and even a bit of sadness, but we would never have wanted it any other way and we could not have had greater rewards. We have seen
our children marry and establish families of their own, just as we did. We see grandchildren and know that some day they will have children and grandchildren of their own and that our lives and our children's lives are tied to their future. It is a privilege and a joy to be part of this great human chain.

That is the way life should be. In a sense, Ibby and I have been doubly blessed, for we have been able to invest our lives in the future of other people's children as well; some 60,000 of them have passed through Washington University in our 24 years. In a much smaller way, I feel tied to their future as well. So should you. They are extensions of your beliefs, convictions, hard work and generosity as well as of ours. We have all done our bit to preserve and enhance learning and civilization and to enlarge the opportunities for those coming after.
Ibby and I have finished this stage of our existence. We know that our lives will be different, that we will not be so needed, that Washington University and its new Chancellor can and will reach new heights without us. We would have it no other way, for we continue to feel tied to the future of Washington University and through it to the civilized world. We continue to rejoice in the accomplishments of its faculty, students, staff, alumni, and friends, who like all of you, are now part of our extended family.