



*Following is the text of a speech given by Nancy Lusk at the banquet held at the International Conference on Machine Learning and Cybernetics on August 28, 2004, in Shanghai, China.*

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Good Evening Distinguished Guests, Ladies and Gentlemen:

I have been asked to speak about what makes a university great. I looked for a word that would explain why I think my university, The University of California at Berkeley, is great and why I have been so devoted to it for all these years—the word is RESPECT. I hold UC Berkeley in high esteem. I am appreciative everyday for the life it has allowed me, my children, and grandchildren to have. I understand well that I would have had none of this and there would not be such a university had not many ancestors unselfishly given generously of excellence in scholarly pursuits, time, thought, and money. I have never wavered in remembering the wonderful contributions of these ancestors, nor have I ever forgotten the extreme importance of becoming one of those ancestors so that future generations will have the same or even better opportunities that my university provided for me.

UC Berkeley is called the Jewel of the California educational system. Why? One reason is it attracts, honors, and respects its faculty. The faculty respects its students—they are one of the primary purposes for the faculty being there. However, the most important reason is the respect the faculty and students give to those whom they serve or will serve—the people. For example, the scientific, business, engineering, and computer research that helps farmers operate more efficiently, more profitably, and more environmentally safe comes from the research of many different departments at the university. Their work and research helps the people advance and the country prosper.

Our ancestors learned long ago the importance of universities and awarded respect to all those who made them great from the administration, to the faculty, to the students, and to the people. From this view point, one has no choice but to see that all of our higher institutions of learning must strive to be worthy to be treated as Jewels.

A very important thing I have seen at UC Berkeley and, after several trips to China to visit Hebei University, is that they both have a similar desire to be the best—with humility—but determination. In my opinion, a university that loses sight of this humility and/or where they come from will never truly be great as they will confuse power with excellence—a confusion that will eventually lead to mediocrity.

I am very proud to be a friend of Hebei University. They are doing all the right things like sponsoring these important conferences and doing these things with grace, humility, and determination—the absolute perfect combination towards advancement to a world class university. I thank you and applaud you, Hebei University!!

It is not the government's responsibility alone to provide for the expense of extremely valuable research and education. Approximately one third of UC Berkeley's support comes from the government. Another relatively small percentage (aside from professional degrees such as an MBA) comes from tuition paid by present students. The rest, 50%, comes from specific grants, private donations from past students, individuals, and corporations. It is these people, for example, who not only provide the funds for major programs, but also provide the funds for us to pay our professors adequately so they can live close enough to campus in order not to spend hours commuting to work that could be spent on research.

Finally, another major responsibility of the university is to insure diversity, equality, and international/cultural exposure among its constituents. For example, UC Berkeley's undergraduates are composed of approximately

- 12,500 Women
- 10,600 Men
- 40% Asian Americans
- 30% Caucasians
- 10% Hispanics
- 10% Multi Types of Backgrounds
- 3% African Americans
- 3% International
- 1% American Indian

In conclusion, I believe great universities are created by the people. Universities will help create great countries which will honor, respect, and perpetuate those very, very special Jewels.

Thank You