

**Graduation Ceremony at
Jacobs University Bremen
1 June 2007**

**Address of
Klaus J. Jacobs
Honorary Chairman of the Jacobs Foundation
and Honorary Chairman of the Adecco Group**

(Check against delivery! | Es gilt das gesprochene Wort!)

**Dear graduates,
Dear parents,
Dear alumni and scholars,
Dear professors,
Dear friends,**

Congratulations to all of you who have succeeded in your bachelor and master studies and therefore have received another key to successfully open the door for a productive future life!

You took the risk, you gained the reward.

You had the courage to choose Jacobs University to leave your home, your parents, sisters and friends.

You decided to make the adventure and come to Bremen to experience a new world.

You suffered from homesickness, from long winter nights and storms from the sea. You missed home but you succeeded in a new world by acquiring your degree today.

There is no reward without suffering; there is no success without risk.

When we look at the green campus in summer today, when we think of all the festivities and picnics that take place here, the hardship is forgotten, homesickness is gone, a bright future starts today for you.

You have invested in your future by choosing IUB, now Jacobs University, we, the Jacobs Foundation, have invested into the future of the university.

You have invested time and money and taken a major step forward in your personal career, not only for broadening your horizons but also to improve the economic base for your future development.

You chose Jacobs University for clearly competitive reasons and that makes this place such an attractive university. It is because of you and this university that we, the Jacobs Foundation, is investing € 200 million.

We like that the Jacobs University is an unique university in Europe with its multiculturalism, students from more than 90 countries in a campus university, with English as the common language, offering a Bachelor and Master study programme.

Small seminars and lectures, the personal contact you have between the professors in teaching and research and the students is unique and certainly support an excellent academic education with high practical relevance.

It is also a pleasure to see that these barracks, where once two of my boys undertook their military service more than 20 years ago, are now shining as a beautiful place for young students without drill and military exercises.

Focus and dedication accelerate growth and quality.

A year ago an expert commission confirmed that teaching and research at the Jacobs University are of high quality but they requested an improvement in the financial fundament of the university and to focus the intellectual scope through cooperation with the University of Bremen, thus reducing costs and improving quality. On the basis of this recommendation a new discussion was entertained with Joachim Treusch, the new president, in the summer of last year. Joachim Treusch and we want to take this university to a new level of quality and expertise.

He wants to establish three specific areas of know-how which would make Jacobs University unique:

- Energy, Water, Food and Health
- Education and Communication
- Conflict Solving and Peace

This focus and a five-year financial plan finally convinced us to commit € 200 million and our family name to this institution. The discussions were not easy; however, they were carried in an open, rational and even friendly atmosphere, which finally lead to this financial commitment and to it being named after our family. No risk, no reward. We invested into the future of the Jacobs University, just as you have invested into your future with the Jacobs University.

When I informed the public on November 1, 2006 about the Jacobs Foundation's decision to invest in, then IUB, I stated that it is our commitment to invest in the future of young people. I also have explained that the success of our investment depends on the cooperation of everybody, including all institutions. Yesterday, the Board of Trustees convened for the first time under the banner of the Jacobs University and confirmed in all areas the strategy which Joachim Treusch had laid out when he convinced us to enter into this investment.

Let me summarise these key milestones which have to be achieved in the years to come.

1. High quality scholars and equally high quality students will increase the reputation of the Jacobs University to find the necessary sponsors for stipends to retain the best.
2. Close cooperation between the Bremen University and the Jacobs University as well as other institutions in Bremen, should allow to expand the horizons of each individual institution, increase cooperation and reduce costs
3. The Bremen government will continue to commit mental and financial support.
4. The Jacobs University will through focussed research until 2011 acquire annually contributions of at least € 12 million.
5. Additional plans for income increase should be implemented and obtain € 15 million per annum. This increase will be supported by increased numbers of students, stipends from cooperation and foreign governments as well as increased professional education during summer, etc.
6. Finally we assume that by 2010 at least 60% of maximum student fees will be externally financed and those fees for master students will be supported by external stipends.

Once we arrive in 2011 and witness the successful implementation of our plans, the Jacobs Foundation will have invested € 75 million and is prepared to invest an additional € 125 million for endowment.

Since November 2006 the Jacobs University is successfully on its way.

The press has accompanied our process very friendly. The Chancellor, Mrs. Merkel has applauded the Jacobs University in her speech at the Schaffermahlzeit in Bremen in February 2007.

I have all reasons to believe that Joachim Treusch and his team will achieve the established targets.

For your better understanding, a short reflection of the Jacobs Foundation:

I founded this Foundation in 1988, convinced that an investment into education is an investment into the future. The Jacobs Foundation wants to contribute through educational support to what we call Productive Youth Development. We have been investing into research by creating The Jacobs Center for Productive Youth Development at the University Zurich as well as the Jacobs Center for Life Long Learning and Institutional Development at the Jacobs University.

We are supporting research and investment projects in Asia, Latin America, Africa and Europe. Supporting young people in their development and training to become socially responsible members of society is a major task. But we are not content with just seeing issues discussed. We are committed to creating real and sustainable impact.

Fostering the development of professional and social competencies of young people is our way to support societies in improving their capacities of Productive Youth Development.

By investing in first class scientific research on the one hand and in intervention projects and their application on the other hand, we concentrate on promising projects, define high standards for the selection of projects and capture synergies from a variety of activities.

We found in the Jacobs University a partner who shares our values and our views that the excellent academic education of young people with high practical relevance is the key to prepare society for the future.

While you flourish, help Jacobs University to flourish.

This day June 1, 2007 is the first time that students from the Jacobs University are going out into the world. You are the ones, going out as the first ambassadors of this university. It is a day of emotions for me and certainly for you as well. Last Saturday, when I walked with my family over the campus, the many Becks beer crowns told me the vivid story of successful examinations.

I believe that graduating from this university will open the doors to your professional life. But do not stop there - even when you have successfully found your way, do not rest on your laurels. Rather make learning your life-long companion.

I challenge you to learn from your failures and learn from your successes.

Stay connected with the alumni network of Jacobs University and communicate. When learning and communication become a habit, you will realize that each time you learn something, the experience will be rewarding and the next time becomes easier.

Knowledge can still be hard to gain, but accomplishing a difficult subject or project is a fantastic reward.

Suddenly the world around you becomes full of learning opportunities and life long learning will become part of your life as it has become an important part of the Jacobs Foundation's mission.

You are now entering a new life, further studies and professional experience which ever route you may take; do remember that this little plant Jacobs University, needs your support in the future. Wherever you go, be an ambassador in your country or elsewhere, for the Jacobs University, for Bremen and Germany.

Try to return to society what society has given to you. We are proud of you and we are cheering with you, enjoy the day and enjoy your future path of life. Stay an alumnus for life with this university.

Thank you for your friendship!