

Michigan Today

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The University of Michigan

The Budget Squeeze

Cuts Take a Toll on University Units and Programs; Underfunding Is a Problem for Schools Nationwide

Substantial budget cuts have become a hard reality at The University of Michigan. But U-M and the other state colleges and universities are not alone in the budget squeeze.

The economic problems that span the nation portend a lean year for all public colleges and universities.

Although the Great Lakes states—Michigan, Ohio, Indiana, Wisconsin—are among the hardest hit, funding problems for higher education range from Georgia to California, Pennsylvania to Idaho, the *Chronicle of Higher Education* reports.

Competition for Funds

Public colleges and universities must contend with reduced federal funds distributed to states at a time when the economic recession, high unemployment, inflation, and tax relief measures have increased the competition for limited state funds.

In Michigan, dependent on the troubled auto industry, the appropriation to public higher education for 1980-81 fell below the level of the previous year for the first time since the Depression. The decrease, coupled with inflation, has left a substantial gap in the budgets of Michigan's tax-assisted institutions of higher education.

(Detroit's major automobile companies reported record losses totalling \$4.2 billion last year.)

"Smaller but Better"

U-M administrators, long aware that the future of the University lies in the concept "smaller but better," are taking firm steps to preserve the integrity and prevent further erosion of U-M's programs.

According to Bill E. Frye, U-M vice president for Academic Affairs, "It would be ill-advised to follow a 'do nothing' or 'delay' strategy. The University has already been through several years of relatively serious belt-tightening that has created a substantial deficit in U-M salary equity and deferral of needed equipment and renovation."

In addition, he says, there is simply no reason to believe that the University's present fiscal difficulties are short-run or will end when the state recovers its economic equilibrium.

State appropriations provide about 60 percent of U-M's teaching, administrative, and plant budget (General Fund). Administrators have set priorities and instituted procedures for selective program reductions or eliminations in the University's quest to become smaller but better.

By July 1, the Ann Arbor campus General Fund budget must be reduced by more than \$11 million. Over 500 faculty and staff positions will have been eliminated, and a substantial number of academic and non-academic programs will have been reviewed.

All units have taken 6 percent across-the-board cuts in their salary budgets. Academic units will be reviewed within the schools and colleges. In addition, the administrators have established a priority list, in three categories, of nonacademic programs to be reviewed.

Although across-the-board shrinkage is a legitimate part of the adjustment, Frye says, alone it provides little opportunity to recognize the differences in need and merit, and it provides very little support for new programs or program changes.

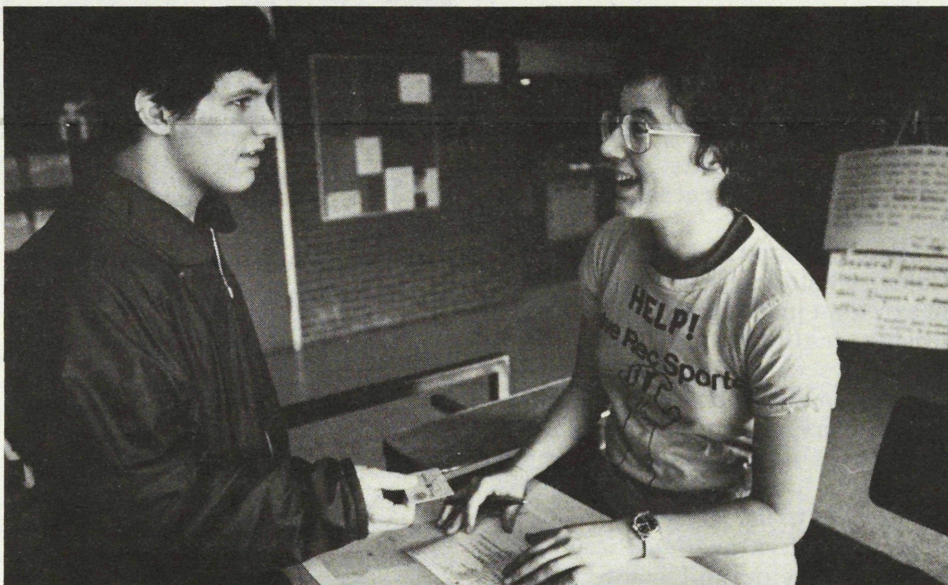
The Department of Geography is one program currently under review for possible elimination. Matthaei Botanical Gardens, under biological sciences, is being considered for large budget cuts.

Nonacademic activities being considered for extensive cuts include

WUOM, Michigan Media (television center), Center for Research on Learning and Teaching, Extension Service, Institute for Environmental Quality, and Recreational Sports. A number of other nonacademic units are being scrutinized with an eye toward increasing efficiency and reducing costs.

Most public colleges and universities in Michigan are meeting the shortfall with increased tuition, deferred maintenance and equipment purchases, hiring freezes, and across-the-board cuts.

Michigan State University has declared a state of financial crisis. The school is considering elimination of five academic units over the next three years. Wayne State has issued termination notices to nontenured faculty and left 100 nonacademic posts unfilled.



Student employees in the Recreational Sports department wore "Save Rec Sports" tee-shirts on the job and at the budget review meetings as part of efforts to stave off cut-backs in the program.

Replacement Hospital Plans Pared

Rising costs and an uncertain economic picture have forced cuts in the original plans for the Replacement Hospital project but have not slowed progress toward an autumn groundbreaking.

U-M administrators have made the cuts to keep within the \$210 million budget approved by the state. The revised plans will pare an estimated \$75.1 million from the original project.

Current plans call for constructing the most critical part of the hospital project, those facilities required to replace inpatient diagnostic and treatment facilities currently housed in "Old Main". The savings will be achieved by deferring renovation or construction in the following areas:

Ambulatory Care Center, \$39 million; Women's Hospital, \$6.6 million; Children's Psychiatric Hospital, \$2.8 million; Mott Children's Hospital, \$2.4 million; Psychiatric Services, \$5 million; office space, \$3.3 million; additional equipment, \$13 million; added fees, \$3 million.

U-M President Harold T. Shapiro told Regents, "There is no question that the entire project as originally planned and approved is needed by the University and Michigan; however, the reality of the economic situation at this time makes it impossible to build the project in its entirety."

University officials will seek an amended Certificate of Need for the changes. New certificates may be sought for the deferred portions at later dates.

The original Certificate of Need received from the state in September 1979 authorized the University to plan and seek funding to replace obsolete buildings in the University Hospital complex within a \$210 million budget. That approval allowed the University to proceed with detailed planning which revealed that the project as originally planned could not be built within the stipulated budget.

Construction is scheduled to begin in October of this year.

Tight Times—Alumni and Friends Pitch In

Amid the economic problems posed by reduced state funding for higher education, U-M alumni and friends are rallying to support the University. Development Office figures indicate.

Gift receipts for the first half of the current fiscal year, 1980-81, show marked increases over the figures for fiscal 1979-80, which was the second best year for voluntary contributions in the 163-year history of the University.

Sizeable Gift Increases

At mid-year, the Michigan Annual Giving Fund reported increases of 12 percent in number of gifts, 32,003, and a remarkable 25 percent in gift dollars, \$2.6 million, over the first part of the previous year. For the same period in 1979-80, the Annual Giving Fund received 28,513 gifts totalling \$2 million.

Gifts from members of the Presidents Club also show outstanding growth. From July 1980 through January 1981, Presidents Club members had made a total of 2,116 gifts totalling almost \$1.7 million compared to 1,902 gifts worth \$1 million last year for the same reporting period. The gifts from Corporations and Foundations also have increased significantly.

"These figures show the commitment of U-M alumni and friends to maintaining the calibre of higher education which is the hallmark of The University of Michigan," commented Michael Radock, U-M vice president for University Relations and Development.

Gifts Underwrite Excellence

"Donors recognize that private support is necessary to underwrite programs, activities, and facilities that are not provided by state appropriations and student tuition," he added. "Considering the financial dilemma of higher education, private gifts will be even more important in the years ahead."

Last year, 1979-80, private gifts to the University reached \$33.8 million and included record all-time highs for corporate contributions, number of donors, and amount of individual giving.

The University received gifts from 62,718 donors, exceeding the previous high of 57,133 in 1978-79. Corporate gifts increased by \$1.2 million over the previous year, and individual gifts increased by \$700,000.

For more than a decade U-M has ranked among the top 15 colleges and universities, public and private, in the nation in the amount of voluntary support received.

U-M's best year was 1978-79 when gift receipts reached \$37.6 million.

Top Quality Instruction and Library Are Assets, but Laboratories Are "25 Years Behind the Times"

Modern science has provided a rapid succession of breakthroughs that enhance human life: miracle drugs, durable building materials, abundant food, efficient ways to store and use information, better transportation.

Although these products are developed and marketed by commercial firms, the fundamental chemistry which is the basis for these discoveries emerges from universities such as Michigan.

An Earlier Leader

Since 1844, Michigan has been among the nation's leaders in basic chemical research as well as in producing generations of young chemists. The first building in the United States designated solely for chemical instruction was constructed on the U-M campus in 1856. It was replaced in 1909 and expanded in 1948, and it still serves as the site for instruction in chemistry at U-M today.

Once the finest building of its kind in the nation, it provided a setting for instruction that helped the state of Michigan emerge as an advanced industrial region. But the development of modern chemistry and swelling chemistry enrollments have taxed the building far beyond the intent of its original design.

Obsolete Facilities

According to Dunn, chemistry at Michigan is the only "Big Ten" department not to have had a new building in the past 20 years. "We are 25 years behind the times in our laboratory and teaching space," he says.

No longer do chemists work almost exclusively with test tubes, flasks, and Bunsen burners using chemicals stored on open shelves over lab tables, breathing acrid air, and jotting notes on small tables stuffed in corners of the laboratory.

Science has learned that long-term exposure to chemicals in the air can be deleterious to people and speeds the deterioration of equipment and buildings. As a result, a variety of new health and safety factors govern the construction of chemistry labs today.

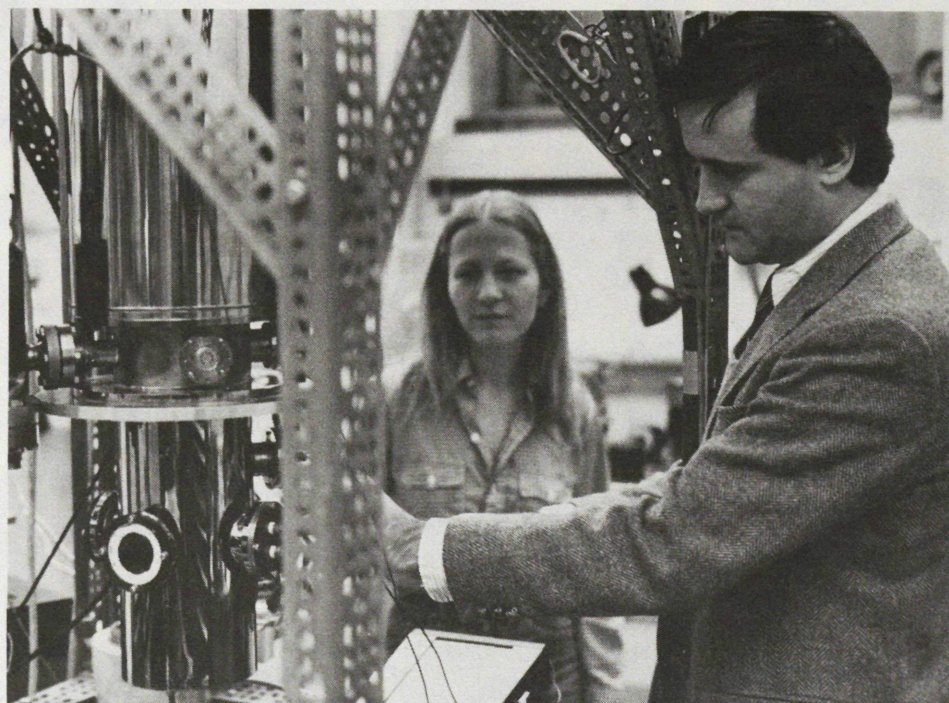
In the modern laboratories, chemicals are stored in carefully vented cabinets; experiments are conducted under special hoods to protect the scientists from fumes and explosions; computers, spectrometers, and other expensive precision instruments are essential to the process and are housed away from the chemicals to avoid corrosion; and elaborate ventilation and safety features prevail.

Costly Modernization

"We have spent between \$5 and \$8 million to modernize the existing building and bring it up to standard," Dunn points out "but that does not solve the problems of crowding and inadequate facilities."

"In addition to 75 undergraduate chemistry major students and about 150 graduate chemistry students, we teach chemistry to students in medicine, pharmacy, engineering, biology, and physics. At any time during the day there are between 1,500 and 2,000 students in this building," Dunn says.

In a recent study, Wilse Robinson, of Lubbock, Texas, reported that a



(top) Prof. Anthony Francis and his students (here Patrice Geraghty) have created a system that permits them to analyze the detailed events of catalysis.

(right) Students find their undergraduate experience in Chemistry stimulating, but most choose to do their graduate work at schools with better facilities.

very high percentage of the leaders in chemical science received their first degree in chemistry from The University of Michigan. "In other words, Dunn notes, "the kind of instruction in chemistry they got here excited them."

Although the chemistry department is proud of that fact, it also realizes that most of those scientists did their advanced work at schools with better facilities.

Despite limited facilities, U-M Chemistry students have the benefits of excellent instructors with a strong teaching tradition and access to one of the finest chemistry libraries in the world. The library boasts a copy of almost every volume of any importance and value to chemistry, and has a particularly excellent collection of research journals.

Dunn believes the library is an asset for attracting and retaining good faculty who also must contend with limited space for research.

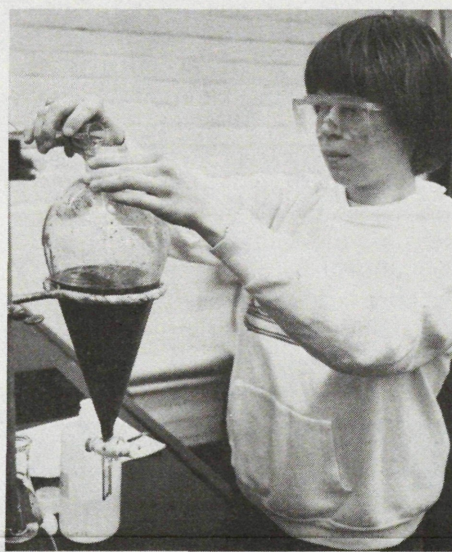
Drawbacks for Research

Ideally, research in various related disciplines should take place in the same area enabling researchers across those disciplines to confer and contribute to each other's efforts. But chemical research at U-M takes place in laboratories at a variety of sites across campus. Although the arrangement assures independence of the researchers, it greatly limits opportunities for collaboration with colleagues.

Consequently the chemical scientists at U-M look forward to the day when the new chemical sciences building, which is now in the planning stages, becomes a reality.

The proposed chemical science building would be constructed east of and adjacent to the existing structure on land formerly occupied by the Waterman-Barbour Gymnasium. The new building would help the university meet its urgent need for a modern teaching and research facility in chemical science.

"There's been a revolution in chemical teaching and research within the past decade," Dunn says, and



a new building is really the only way to take account of those changes."

The new building also will help propel U-M's chemistry department into a greater prominence at a time when the state is looking to the University for help in attracting high technology industry.

U-M will be seeking a combination of public and private funding to build a new chemical sciences facility. In so doing, it hopes to establish a prototype for increased university-industry cooperation in the U.S. similar to the cooperative arrangements successful in other industrialized countries.

Radock to Retire as Vice President

Michael Radock will retire "late in 1981" as vice president for university relations and development. He has served 20 years as a U-M executive officer under three university Presidents and one Interim President.

Radock cited the urgent need for continuity of leadership as U-M prepares for greater private support in the 1980s as the reason for his early retirement, and for his decision to remain at the University as professor of Communications and special assistant to President Harold T. Shapiro in lieu of a major offer outside the University.

A search committee has been appointed to conduct a national search for his successor.

Efforts Lauded

"Radock is widely recognized as one of the top educational fund raisers in the United States," Shapiro said. "Since he joined the staff, the University has raised more than \$425 million in private support."

Former U-M President Robben Fleming called Radock a "tremendously important figure at Michigan. The University has long been the leader (among all public colleges and universities), in public relations and raising money, and he's been the key figure in that."

Harlan Hatcher, U-M President from 1951 to 1968, said Radock can "look back upon a most distinguished and productive career during difficult and demanding years. It was a fortunate break for the University that [Radock was] willing to assume those duties."

Fund Raising Success

Michigan ranks with the major private institutions in its fund raising success, consistently placing in the top 15 schools in the nation in highest gift totals.

Radock helped direct major U-M capital campaigns for the College of Engineering, the Law School, East Asian Studies, the \$55 Million program, the Furstenberg Student Center, and the Gerald R. Ford Presidential Library and Museum. These special campaigns have raised more than \$125 million.

Vice President Radock came to Michigan in July 1961 from Ford Motor Company where he was manager of educational affairs.

Historic Firsts in Chemistry at The University of Michigan

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|-------|---|---------|--|
| 1842: | First to deemphasize the classical college curriculum and to sponsor new studies such as the sciences and modern languages. | 1893: | First to establish a chair of Physiological Chemistry in the United States. |
| 1844: | First in U.S. to offer chemistry as a separate academic discipline. | 1900: | First to discover the triphenylmethyl radical by Moses Gomberg. |
| 1856: | First in U.S. to construct a building designed and equipped solely as a chemical laboratory. | 1938: | First to totally synthesize the sex hormone Equilenin by Werner Bachmann. |
| 1868: | First to offer a course in pharmacy, using faculty from the Chemistry Department. | 1959: | First to identify and characterize the symmetrical intermediate Benzynes by R.M. Stiles, S. Berry, R.G. Miller and G.N. Spokes. |
| 1875: | First state university to establish a Department of Dentistry, again using the strong base in Chemical Sciences. | 1970's: | First to synthesize phosphabenzene, arsabenzene, stibabenzene and bismabenzene by Arthur Ashe III. |
| 1883: | First to give a course in Sanitary Science, using strong capacities in both Chemistry and Biology as base. | | First to develop a two-stage holographic "microscope" by Larry Bartell and his students, listed today in the Guinness Book of World Records as the world's most powerful microscope. |
| 1884: | First to provide a laboratory course in hygiene. | | |

The Vital Margin

What Do These 908 Companies Have in Common? They'd Like to Give Money to Michigan—If You'd Let Them

Each of the companies listed here participates in the Matching Gift Program. If you work for one of them, your employer will match your gift to The University of Michigan. Some will even double or triple your gift! Many of these companies also will match the gifts of a spouse, a retiree, or a board member. Ask your personnel department or contributions officer for a matching

gift form, fill it in and send it with your gift. There's no easier way to multiply the value of your generosity to Michigan.

(If your company is not listed, check with the Personnel Department. More companies are joining the list every day, and the list may not include separately-named subsidiaries of larger companies.)

*Companies matching gifts on a basis greater than one-to-one.

- A**
- Abbott Laboratories
- A.S. Abell Co. Foundation, Inc.
- Abex Corp.
- ACF Industries, Inc.
- Aeroglide Corp.
- Aerofjet-General Corp.
- *The Aerospace Corp.
- Aetna Insurance Co.
- Aetna Life & Casualty
- Aid Assn. for Lutherans
- Air Products & Chemicals, Inc.
- Airco, Inc.
- Akzona, Inc.
- Alco Standard Corp.
- Alexander & Alexander, Inc.
- Alexander & Baldwin, Inc.
- Alexander & Grant & Co.
- Allegheny Ludlum Industries, Inc.
- The Allen Group, Inc.
- Allendale Mutual Insurance Co.
- Allied Chemical Corp.
- Allis-Chalmers Corp.
- Allstate Insurance
- *Aluminum Co. of America
- AMAX, Inc.
- Amerada Hess Corp.
- American Bank & Trust Co. of Pa.
- American Brands, Inc.
- American Broadcasting Co., Inc.
- American Can Co.
- American Credit Corp.
- American Express Co.
- American General Insurance Co.
- American Hoechst Corp.
- American Home Products Corp.
- American Hospital Supply Corp.
- American Motors Corp.
- American National Bank
- American National Bank & Trust Co. of Chicago
- American Natural Service Co.
- American Optical Corp.
- American Standard, Inc.
- American States Insurance
- American Sterilizer Company
- American Stock Exchange, Inc.
- American United Life Ins. Co.
- Ameritrust Corporation
- AMF, Inc.
- Amlac, Inc.
- Amstar, Corp.
- The Anaconda Co.
- The Andersons
- ARA Services
- Arkwright-Boston Manufacturers Mutual Insurance Co.
- Aracomb Corp.
- Arco, Inc.
- Armstrong Cork, Co.
- Arrow-Hart, Inc.
- Arthur-Andersen & Co.
- ASARCO, Inc.
- Ashland Oil, Inc.
- Associated Box Corp.
- Associated Dry Goods Corp.
- Athos Steel & Aluminum, Inc.
- Atlantic Richfield Co.
- Atlas Rigging and Supply Co.
- Augat, Inc.
- Automatic Data Processing
- Avon Products, Inc.
- Avtex Fibers, Inc.
- B**
- The Badger Co., Inc.
- Badische Corp.
- Baird & Warner, Inc.
- The J.E. Baker Co.
- Ball Corp.
- Bancroft-Whitney Co.
- Bank of America
- Bank of California, N.A.
- The Bank of New York
- The Bankers Life Co.
- Bankers Trust New York Corp.
- Banner Gelatin Products Corp.
- Barclays American Corp.
- Barnes & Roche, Inc.
- Barnes Group, Inc.
- Barry Wright Corp.
- The Barton-Gillet Co.
- Beatrice Foods, Inc.
- Bechtel Power Corp.
- A.G. Becker/Warburg Paribas Becker
- Beckold Co.
- Becton, Dickinson & Co.
- Bell Federal Savings & Loan Assn.
- Bell System
 - American Telephone & Telegraph
 - Bell of Pennsylvania
 - Bell Telephone Laboratories
 - Cincinnati Bell, Inc.
 - Diamond State Telephone Co.
 - Illinois Bell Telephone Co.
 - Indiana Bell Telephone Co.
 - Michigan Bell
 - New Jersey Bell Telephone Co.
 - New York Telephone Co.
 - Northwestern Bell Telephone Co.
 - Ohio Bell Telephone Co.
 - Southern New England Telephone Co.
 - Southwestern Bell Telephone Co.
 - Western Electric Fund
 - Wisconsin Telephone Co.
- *Bemis Co., Inc.
- The Bendix Corp.
- The Bergen Evening Record Corp.
- Bernd Brecher & Assoc., Inc.
- Best Products Foundation
- Bethlehem Steel Corp.
- James G. Biddle Co.
- The Blandin Companies
- Blount, Inc.
- Blue Bell, Inc.
- The Boeing Co.
- Boise Cascade Corp.
- Borden, Inc.
- Borg-Warner Corp.
- The Bowery Savings Bank
- Brakeley, John Price Jones, Inc.
- Bristol-Myers Co.
- Brockway Glass Co., Inc.
- The Brookwood Studio, Inc.
- Brown-Forman Distillers Corp.
- Brunswick Corp.
- Buckbee Mears Co.
- Buckeye International, Inc.
- Bucyrus-Erie Co.
- Buffalo Color Corp.
- Buffalo Savings Bank
- Bunge Corp.
- *Bunker-Ramo
- Burlington Industries, Inc.
- Burlington Northern
- Burroughs Wellcome Co.
- Business Men's Assurance Co., of America

- Carpenter Technology Corp.
- Carrier Corp.
- Carter-Hawley Hale Stores, Inc.
- Carter-Wallace, Inc.
- Cassell Systems, Inc.
- Castle & Cooke, Inc.
- Caterpillar Tractor Co.
- Cavalier Corp.
- CBS, Inc.
- *Celanese Corp.
- Central & South West Corp.
- Central Illinois Light Co.
- Central Life Assurance
- Century Banks, Inc.
- *Certain-Teed Products, Corp.
- Chamberlain Manufacturing Corp.
- Champion International Corp.
- Champion Spark Plug Co.
- The Charter Company
- The Chase Manhattan Bank, N.A.
- Chemical Bank
- Chemtech Industries, Inc.
- Chesapeake Corp. of Va.
- Chessie System
- Chicago Pneumatic Tool Co.
- Chicago Title & Trust
- Chrysler Corp.
- Chubb & Son, Inc.
- CIBA-GEIGY Corp.
- C.I.T. Financial Corp.
- Citicorp & Citibank
- Cities Service Co.
- The Citizens and Southern Corp.
- The Citizens & Southern National Bank
- Citizens Fidelity Bank & Trust Co.
- Clark Equipment Co.
- The Cleveland-Cliffs Iron Co.
- Cleveland Electric Illuminating Co.
- Cleveland Trust Co.
- Clinton Mills, Inc.
- The Clorox Co.
- CNA Financial Corp.
- Coats & Clark, Inc.
- The Coca-Cola Co.
- The Coleman Co., Inc.
- Colgate-Palmolive Co.
- Collins & Aikman Corp.
- The Colonial Life Ins. Co. of America
- Colonial Parking, Inc.
- Colonial Penn Group, Inc.
- Columbia Gas System, Inc.
- The Columbus Mutual Life Ins. Co.
- Combustion Engineering, Inc.
- Commercial Credit Co.
- Commercial Union Assurance Co.
- Connecticut Bank & Trust Co.
- *Connecticut General Insurance Corp.
- Connecticut Light & Power Co.
- Connecticut Mutual Life Insurance Co.
- Connecticut Natural Gas Corp.
- Connecticut Savings Bank
- CONOCO, Inc.
- Consolidated Foods Corp.
- Consolidation Coal Co.
- Container Corp. of America
- The Continental Corp.
- The Continental Group, Inc.
- Continental Illinois National Bank & Trust Co.
- Continental National Bank
- Frederic W. Cook & Company, Inc.
- *Cooper Industries, Inc.
- Cooper Tire & Rubber Co.
- Coopers and Lybrand
- The Copley Press, Inc.
- Copolymer Rubber & Chemical Corp.
- Cordis Dow Corp.
- *Corning Glass Works
- CPC International, Inc.
- Cray Research, Inc.
- Crocker National Bank
- Crompton & Knowles Corp.
- Crompton Co., Inc.
- Crown Central Petroleum Corp.
- Crown Zellerbach Corp.
- Crum & Forster Insurance Co.
- Cutler-Hammer, Inc.
- Cyclops Corp.
- *Cyprus Mines Corp.
- D**
- Dain, Kalman & Quail, Inc.
- Dana Corp.
- Daniel International Corp.
- *Dart Industries, Inc.
- Davy, Inc.
- Dayton Malleable Inc.
- Deere & Co.
- DEKALB AgResearch
- Del Monte Corp.
- DeLuw, Cather & Company
- Deloitte Haskins & Sells
- Deluxe Check Printers, Inc.
- Deposit Guaranty National Bank
- Detroit Edison Company
- A.W.G. Dewar, Inc.
- The Dexter Corp.
- Diamond Crystal Salt Co.
- Diamond International Corp.
- *Diamond Shamrock Corp.
- A.B. Dick Co.
- Dickson Electronics Corp.
- Difco Laboratories
- Digital Equipment Corp.
- Dillingham Corp.
- The DLJ Foundation
- The Donaldson Co., Inc.
- Donaldson, Lufkin & Jenrette, Inc.
- *R.R. Donnellet & Sons Co.
- Dow Badische Co.
- The Dow Chemical Co.
- Dow Corning Corp.
- Dravo Corp.
- *Dresser Industries, Inc.
- Wilbur B. Driver Co.
- Duke Power Co.
- Dun & Bradstreet Co., Inc.
- E**
- Earth Resources Co.
- Eastern Gas and Fuel Associates
- Eastern Car & Construction Co.
- Eaton Corp.
- Educators Mutual Life Insurance
- Efficient Engineering Co., Inc.
- Egan Machiners Co.
- Eli Lilly and Co.
- Emhart Corp.
- Emerald Marine Corporation
- Emerson Electric Co.
- Ensign-Bickford Foundation
- Envirotech Corp.
- The Equipark Corp.
- Equibank Charitable Fdn., Int.
- Equitable Life Assurance Society of the U.S.
- Equitable of Iowa
- ESB Ray-O-Vac
- Esmark Inc.
- *Ethicon, Inc.
- Ethyl Corp.
- Ex-Cell-O Corp.
- *Exxon Corp.
- F**
- Factory Mutual Engineering & Research Corp.
- Faegre & Benson
- Fairchild Industries, Inc.

- Farm Credit Banks of Springfield
- Federal-Mogul Corp.
- Federal National Mortgage Association
- Federal Signal Corp.
- Federated Department Stores, Inc.
- Ferro Corp.
- The Fidelity Bank
- Fiduciary Trust Co.
- Field Enterprises, Inc.
- *Fireman's Fund Insurance Co.
- Fireman's Mutual Insurance Co.
- The Firestone Tire & Rubber Co.
- First & Merchants National Bank
- First Bank
- *First Bank System, Inc.
- First Boston Corp.
- First Boston Foundation Trust
- First Chicago Corp.
- First Hawaiian Bank
- First National Bank of Pennsylvania
- The First National Bank of Miami
- First National Bank of Minneapolis
- First National Bank of Oregon
- The First National Bank of St. Paul
- First National Holding Corp.
- First Valley Bank
- First Virginia Banks, Inc.
- Florida Gas Co.
- *Flour Corp.
- FMC Corp.
- Foot & Luthy
- Ford Motor Corp.
- Ford Motor Co. of Canada
- Foremost-McKesson, Inc.
- Forty-Eight Insulations, Inc.
- Foster Wheeler Corp.
- *The Foxboro Company
- Freeport Minerals Co.
- H.B. Fuller Co.
- Fulton Federal Savings & Loan Assn.
- G**
- E. & J. Gallo Winery
- Gannett Newspaper Foundation, Inc.
- Gardner Denver Co.
- The Garrett Corporation
- Garris, Garris & Garris
- Gary Energy Corp./Samuel Gary Oil Prod./The Piton Foundation
- The Gates Rubber Co.
- General Accident Fire & Life Assurance Corp. Ltd.
- General Dynamics Corp.
- General Electric Co.
- General Foods Corp.
- General Foods, Ltd.
- General Housewares Corp.
- *General Mills, Inc.
- General Ohio S & L Corp.
- General Public Utilities Service Corp.
- General Reinsurance Corp.
- General Telephone Co. of California
- General Telephone & Electronics Corp.
- The General Tire & Rubber Co.
- GenRad, Inc.
- Georgia Pacific Corporation
- Getty Oil Co.
- Gibbs & Hill, Inc.
- Gifford Instrument Laboratories, Inc.
- The Gillette Co.
- Gilman Paper Co.
- Girard Trust Bank
- GK Technologies, Inc.
- Goldman, Sachs & Co.
- B.F. Goodrich Co.
- Goodyear Tire & Rubber Co.
- Gould, Inc.
- W.R. Grace & Co.
- Graphic Arts Mutual Ins. Co.
- The Graphic Printing Co., Inc.
- Graybar Electric Co., Inc.
- Great Northern Nekoosa Corp.
- Green Giant Co.
- Greenwood Mills, Inc.
- Grinnell Mutual Reinsurance Co.
- Grumman Corporation
- The Guardian Life Ins. Co. of America
- *Gulf & Western Industries, Inc.
- Gulf Oil Corp.
- Gulf States Utilities
- The Gurin Group, Inc.
- H**
- Hale and Dorr
- Halliburton Co.
- Hallmark Cards, Inc.
- Hammermill Fdn.
- John Hancock Mutual Life Ins. Co.
- Hanes Corp.
- The Hanna Mining Co.
- Harco Graphic Products, Inc.
- Harper & Row Publishers, Inc.
- Harris Corp.
- Harris Trust & Savings Bank
- Harsco Corp.
- Hart, Schaffner & Marx
- The Hartford Electric Light Co.
- The Hartford Insurance Group
- Hartford National Bank and Trust Co.
- Hartford Steam Boiler Inspection & Ins. Co.
- Harvey Hubbell, Inc.
- *Hawaiian Telephone Co.
- H.J. Heinz Co.
- Herbert Clough Inc.
- HERCO, Inc.
- Hercules, Inc.
- Hershey Foods
- Heublein Inc.
- Hewitt Associates
- *Hewlett Packard Co.
- Hill Acme Co.
- Hoffman-La Roche, Inc.
- Homestate Mining Co.
- Honeywell, Inc.
- The Hoover Co.
- Geo. A. Hormel & Co.
- Houghton Chemical Corp.
- Houghton Mifflin Co.
- Household Finance Corp.
- Houston Natural Gas Corp.
- J.M. Huber Corp.
- Huck Manufacturing Co.
- Hufsey-Nicolaides Associates, Inc.
- Hughes Aircraft Co.
- Hughes Tool Co.
- Huyck Corp.
- I**
- IC Industries, Inc.
- ICI Americas Inc.
- *Illinois Tool Works, Inc.
- *INA Corp.
- INCO Electro-Energy Industrial Indemnity Co.
- Industrial National Bank of R.I.
- *Industrial Rick Insurers
- Ingersoll-Rand Co.
- Integon Corp.
- Interlock, Inc.
- International Basic Economy Corp.
- International Business Machines Corp.
- International Flavors & Fragrances
- *International Minerals & Chemical Corp.
- *International Multifoods Corp.
- International Nickel Co., Inc.

- *International Paper Co.
- International Telephone & Telegraph Corp.
- The Internorth Foundation
- Interpace Corp.
- Investors Diversified Services, Inc.
- Irving Trust Co.
- Itek Corp.
- IU International Corp.
- J**
- Jamesbury Corp.
- The Jefferson Mills, Inc.
- Jefferson-Pilot Broadcasting Co.
- Jefferson-Pilot Corp.
- Jersey Central Power & Light Co.
- *Jewel Cos. Inc.
- *Johnson & Higgins
- *Johnson & Johnson
- S.C. Johnson & Sons, Inc.
- R.B. Jones Corp.
- Jones & Laughlin Steel Corp.
- Josten's, Inc.
- JSJ Corp.
- K**
- Kaiser Steel Corp.
- Karmazin Products Corp.
- Kearney-National Inc.
- Keck, Mahin & Cate
- Keebler Co.
- Kellogg Company
- The Kendall Co.
- Kennametal, Inc.
- Kennecott Copper Corp.
- The Kerite Co.
- Kerr-McGee Corp.
- Kersting, Brown & Co., Inc.
- Walter Kidde & Co.
- Kidder, Peabody & Co., Inc.
- Kimberly-Clark Corp.
- Kingsbury-Machine Tool Corp.
- The Kiplinger Washington Editors, Inc.
- Richard C. Knight Insurance Agency
- Kobacker Stores, Inc.
- Koehring Co.
- H. Kohnstamm Co., Inc.
- *Koppers Co., Inc.
- Kraft, Inc.
- L**
- The Lamson & Sessions Co.
- Lanier Business Products, Inc.
- Lawler, Felix & Hall
- Leasona Corp.
- *Lehigh Portland Cement Co.
- F.R. Lepage Baker, Inc.
- Lever Brothers Co.
- *Levi Strauss & Co.
- The Liberty Corp.
- Liggett Group, Inc.
- Lincoln National Life Insurance Corp.
- Linkbit Corporation
- Little, Brown & Co.
- Loews Corp.
- Lone Star Industries, Inc.
- Louisiana Power & Light
- Loyal Protective Life Insurance Co.
- Ludlow Corp.
- *Ludlum
- Lukens Steel Co.
- C.E. Lummus
- Lutheran Brotherhood
- Lutheran Mutual Life Ins.
- Lydall, Inc.
- M**
- M & T Chemicals Inc.
- Mack Trucks, Inc.
- MacLean-Fogg Lock Nut Co.
- Mallinckrodt, Inc.
- Manufacturers Hanover Trust Co.
- The Manufacturers Life Ins. Co.
- Manville Forest Products Corp.
- Marathon Oil Co.
- Maremont Corporation Fdn.
- The Marine Corp.
- Grumman Corporation
- The Marley Co.
- Marsh & McLennan Management Co.
- Martin Marietta Corp.
- Massachusetts Mutual Life Inc. Co.
- Mattel, Inc.
- The Maytag Co.
- MCA Inc.
- McCormick & Co., Inc.
- McDonald's Corp.
- McGraw-Hill Inc.
- Davy McKee Corp.
- McQuay-Perfex Co.
- The Mead Corp.
- Meadville Corp.
- Medtronic, Inc.
- Medusa Corp.
- Mellon Bank N.A.
- Menasha Corp.
- Merck & Co., Inc.
- Metropolitan Edison Co.
- Metropolitan Life Ins. Co.
- Mettler Instrument Corp.
- Michigan General Corp.
- Middle South Services, Inc.
- Middlesex Mutual Assurance Co.
- Midland Mutual Life Insurance Co.
- Midland-Ross Corp.
- Midlantic Banks, Inc.
- Miehle-Goss-Dexter, Inc.
- Miliken & Co.
- Milton Bradley Co.
- Minneapolis Star & Tribune Co.
- Minnesota Mining & Manufacturing Co.
- The Minnesota Mutual Life Ins. Co.
- Mitre Corporation
- Mobile Oil Corp.
- Mohasco Corp.
- Monarch Capital Corporation
- Monroe Auto Equipment Co.
- Monsanto Co.
- Montgomery Ward & Co.
- Monumental Corp.
- Moog, Inc.
- Moore McCormack Resources, Inc.
- Morgan Construction Co.
- Morgan Guaranty Trust Co. of N.Y.
- Morrison-Knudsen Company, Inc.
- Morton-Norwich Products, Inc.
- Motorola, Inc.
- Mountain States Mineral Enterprises, Inc.
- MTS Systems Corp.
- Munsingwear, Inc.
- *Murphy Oil Corp.
- Mutual Benefit Life Insurance Co.
- The Mutual Life Insurance Co. of N.Y.
- Mutual of Omaha
- N**
- Nabisco, Inc.
- *Naico Chemical Co.
- National Can Corp.
- National Central Financial Corp.
- National City Bank
- National Detroit Corp. (National Bank of Detroit)
- National Distillers & Chemical Corp.
- National Gypsum Co.
- National Life Insurance Co.
- National Medical Enterprises, Inc.

- National Steel Corp.
- Nationwide Mutual Insurance Co.
- Natomas Co.
- N.C.R. Corp.
- Nepra Chemical Co., Inc.
- New England Gas & Electric Assoc.
- New England Merchants National Bank
- New England Mutual Life Insurance Co.
- New England Petroleum Corp.
- New Orleans Public Service Inc.
- New Prospect Foundation
- New York Bank for Savings
- The New York Times Co.
- The New Yorker Magazine, Inc.
- Newsweek, Inc.
- NL Industries, Inc.
- NL T Corp.
- Nordson Corp.
- North American Car Corp.
- North American Philips Corp.
- Northwest Utilities Service Co.
- Northeast Illinois Gas Co.
- Northern Illinois Gas Company
- Northern Machine Tool Company
- Northern National Gas Co.
- Northern Trust Co.
- Northwest Airlines
- Northwestern Financial Corp.
- The Northwestern Mutual Life Ins. Co.
- *Northwestern National Bank of St. Paul
- Northwestern National Life Insurance Co.
- *Norton Co.
- W.W. Norton & Co., Inc.
- NRC, Inc.
- John Nuveen & Co., Inc.
- O**
- Oakite Products, Inc.
- Occidental Petroleum Corp.
- Oglebay Norton
- Oklahoma Gas & Electric Co.
- Old Stone Bank
- Olin Corp.
- Olinkraft, Inc.
- Oncida Ltd.
- *Ortho Pharmaceutical Corp.
- Owens-Corning Fiberglass Corp.
- Owens-Illinois, Inc.
- P**
- Pacific Mutual Life Ins. Co.
- Pacific National Bank of Washington
- Pacific Resources Inc.
- Pan American Life Insurance Co.
- *Panhandle Eastern Pipe Line Co.
- *Parker-Hannifin Corp.
- Ralph M. Parsons Co.
- Peabody International Corp.
- Peat, Marwick, Mitchell & Co.
- Peavey Company
- Pechiney Ugine Kuhlmann Corp.
- J.C. Penny Co.
- Pennsylvania Electric Co.
- Pennsylvania Power & Light Co.
- *Pennwalt Corp.
- Penzoil Co.
- Peoples Energy Corp.
- PepsiCo., Inc.
- PET Inc.
- Petro-Tex Chemical Corp.
- Pfizer, Inc.
- Phelps Dodge Corp.
- *PQ Corp.
- Philip Morris Inc.
- *Phillips Petroleum Co.
- Phoenix Mutual Life Insurance Co.
- The Pillsbury Co.
- Pitney Bowes, Inc.
- Pittsburgh National Corp.
- Plainfield Cytology Laboratory, Inc.
- Plante & Moran
- *Polaroid Corp.
- Potlatch Corp.
- PPG Industries, Inc.
- Preferred Risk Mutual Insurance Co.
- Preformed Line Products Co.
- Prentice-Hall, Inc.
- Price Brothers Co.
- Price Waterhouse & Co.
- Prince Corporation
- Provident Life & Accident Ins. Co.
- Provident Mutual Life Ins. Co. of Philadelphia
- Provident National Bank
- The Prudential Insurance Co. of America
- Pullman Inc.
- Q**
- Quaker Chemical Corp.
- The Quaker Oats Co.
- Quaker State Oil Refining Corp.
- R**
- Ralston Purina Co.
- Rand McNally & Co.
- Arthur D. Raybin Assoc.
- Raytheon Co.
- Readers Digest Foundation
- Reliance Electric Co.
- Reliance Insurance Co.
- Republic National Bank of New York
- Republic Steel Corp.
- The Research Institute of America, Inc.
- Revlon Foundation
- Reynolds Metal Co.
- Rexham Corp.
- Rexnord, Inc.
- *R.J. Reynolds Industries, Inc.
- Richardson, Gordon & Associates
- Richardson-Merrell, Inc.
- Riegel Textile Corp.
- C.A. Ritchey, Inc.
- H.H. Robertson Company
- Rocheester Germicide Co.
- The Rockefeller Brothers Fund, Inc.
- Rockefeller Family & Associates
- Martha Baird Rockefeller Fund for Music, Inc.
- Rockwell International Corp.
- Rohm & Haas Co.
- ROLM Corp.
- Rosenman Colin Freund Lewis & Cohen
- Rospach Corporation
- Royal Globe Insurance Cos.
- Royce Rolls Ringer Co.
- Arthur Rudick Brokerage
- Rust Engineering Co.
- RYCO Inc.
- S**
- SAFECO Corp.
- Saga Corp.
- St. Joe Minerals Corp.
- The St. Paul Co.
- St. Regis Paper Co.
- Salomon Brothers
- Saunders Associates, Inc.
- Sandoz, Inc.
- Santa Fe Industries, Inc.
- Schering-Plough Corp.
- The Schlegel Corp.
- *SCM Corp.
- Scott Foresman & Co.
- Scott Paper Co.
- Seaboard Coastline Industries
- Seafirst Foundation
- *Joseph E. Seagram & Sons, Inc.
- Sealed Air Corporation
- Seairlight Co., Inc.

- G.D. Searle & Co.
- Seattle-First National Bank
- Seattle Trust and Savings Bank
- Security Benefit Life Insurance Co.
- Security Pacific Corp.
- Security Van Lines, Inc.
- Seton Co.
- *Shell Oil Company
- Shenandoah Life Ins. Co.
- The Sherwin-Williams Co.
- Sidley & Austin
- The Signal Cos., Inc.
- Signode Corp.
- Silver Burdett Co.
- Simpsons Co.
- Simpson Timber Co.
- The Singer Co.
- SKF Industries
- SmithKline Foundation
- Sonnenschein Carlin Nath & Rosenthal
- Sony Corp of America
- South Carolina National Bank
- Southwest Banking Corp.
- Seastate First Bank of Jacksonville
- *Southern Natural Resources, Inc.
- The Southland Corp.
- Southwest Forest Industries
- Southwestern Life Insurance Co.
- Sperry Corp.
- *Sperry & Hutchinson Co.
- Spring Mills, Inc.
- SPS Technologies
- The Square D Co.
- *Squibb Corp.
- Stackpole Carbon Co.
- Stanadyne, Inc.
- Standard Brands, Inc.
- Standard Insurance Co.
- *Standard Oil Co. (Indiana)
- *The Standard Oil Co. (Ohio)
- *Standard Oil Co. of California/Chevron USA, Inc.
- Standard Pressed Steel Co.
- Standex International Corporation
- Stanley Home Products, Inc.
- *The Stanley Works
- State Mutual Life Assurance Co. of Am.
- Stauffer Chemical Co.
- Steel Heddle Mfg. Co.
- Sterling Drug, Inc.
- J.P. Stevens & Co., Inc.
- Stone & Webster, Inc.
- STP Corp.
- Sullivan & Cromwell
- Summit Hill Laboratories
- Sun Life Assurance Co. of Canada
- *Sun Co., Inc.
- *Surburban Propane Gas Corp.
- *Sybron Corp.
- Syntex Corp.
- T**
- Tandy Corporation
- Tektronix, Inc.
- *Tedeleyne, Inc.
- Tennant Co.
- C. Tennant, Sons & Co. of N.Y.
- Tenneco, Inc.
- *Tenvac, Inc.
- *Texas Eastern Corp.
- Texas Instruments, Inc.
- Texas Gas Transmission Corp.
- Texasgulf, Inc.
- Textron, Inc.
- The Thomas & Betts Corp.
- *J. Walter Thompson Co.
- J.T. Thorpe Co.
- Tiger Leasing Group
- The Times Mirror Co.
- Times Publishing Co. & Congressional Quarterly
- Toms River Chemical Corp.
- *The Toro Co.
- The Torrington Co.
- Total Petroleum, Inc.
- Towers, Perrin, Forster & Crosby, Inc.
- Townsend and Bottom, Inc.
- Tracor, Inc.
- Transamerica Corp.
- The Travelers Insurance Co.
- Treadway Co., Inc.
- Trust Co. of Georgia
- TRW Inc.
- Turner Construction Co.
- U**
- UGI Corp.
- Union Camp Corp.
- Union Commerce Bank
- Union Electric Co.
- Union Mutual Life Insurance Company
- Union Oil Co. of California
- *Union Pacific Corp.
- Uniroyal, Inc.
- United Airlines, Inc.
- United Bank of Denver N.A.
- United Brands Co.
- United California Bank
- United Energy Resources, Inc.
- United Engineers & Constructors, Inc.
- United Life & Accident Insurance Co.
- United Mutual Savings Bank
- United Parcel Service
- United States Borax & Chemical Corp.
- United States Gypsum Co.
- United States Leasing International, Inc.
- United States Tobacco Co.
- United States Trust Co. of N.Y.
- *United Technologies Corp.
- United Telecommunications, Inc.
- United Telephone Company of Indiana
- United Virginia Bankshares Inc.
- The Upjohn Co.
- *Urban Investment and Development
- Utah International Inc.
- Utica National Insurance Group
- V**
- Valley National Bank of Arizona
- *Varian Associates
- Victaulic Co. of America
- Vulcan, Inc.
- *Vulcan Materials Co.
- W**
- Wallace-Murray Corp.
- The Wallingford Steel Co.
- Warnaco
- Warner-Lambert Co.
- Warner & Swasey Co.
- Washington National Insurance Co.
- *Washington Post
- Watkins-Johnson Co.
- C.J. Webb, Inc.
- Weber-Valentine Company
- Weeden & Co.
- Weich Foods, Inc.
- Wellington Management Co.
- Wells Fargo Bank
- West Point Pepperell
- Western Administrative Services, Inc.
- Western Bancorporation
- Western Publishing Co., Inc.
- Westinghouse Electric Corp.

(continued on page 4)

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Back Page Briefs

U Tests New Cancer Drugs

Cancer specialists at U-M will be testing promising new cancer drugs under a \$1.3 million, five-year grant from the National Cancer Institute.

U-M is one of only four institutions selected to test the drugs on tumors for which previous drug treatment has been ineffective or which become resistant to established drug treatment.

According to Dr. Albert F. Lobuglio, director of Hematology/Oncology at the U-M Medical School, "University Hospital is uniquely staffed and designed for care and therapy of patients with malignant disease."

The types of disease involved include cancer of the breast, colon, lung, head and neck, and the lymphatic system.

Wanted: Five New Deans

The list of prospective candidates has narrowed in the search for deans to head four of U-M's 16 schools and colleges.

Search committees are currently seeking deans for the college of literature, science and the arts, as well as for the schools of social work, dentistry, and nursing.

The new administrators are expected to be in office by mid-summer.

In March, the Regents approved James J. Duderstadt as Dean of the College of Engineering. Duderstadt has been on the Nuclear Engineering faculty since 1969. He fills the vacancy left by David V. Ragone who became president of Case Western Reserve University.

U-M Is No. 1 in Advanced Credits

Michigan leads all other American colleges and universities in the number of entering freshmen receiving advanced placement credit.

It also ranks first in the number of advanced placement tests taken by students to earn the credits, according to the College Entrance Examination Board which administers the tests in high schools across the nation. Tests are available in 24 subject areas.

U-M led the nation with 1,427 candidates and 2,222 examinations.

Behind U-M were the University of California at Los Angeles, the University of California at Berkeley, University of Illinois-Urbana, Cornell University, and the University of Pennsylvania.

Michigan Still Tops the List

Earlier this year, *The Detroit News* published a list "of 81 reasons why we love to live here." Reason 64: "The University of Michigan is considered one of the two best public universities in the U.S. (along with Berkeley)."

Matching Gift Companies

(continued from page 3)

Westvaco Corp.
Weyerhaeuser Co.
Whirlpool Corp.
White Motor Corp.
Wickes Corp.
John Wiley & Sons, Inc.
Willamette Industries, Inc.
Williams & Co., Inc.
The Williams Co.
Winn-Dixie Stores, Inc.
The Wiremold Co.
Wolverine World Wide, Inc.
BASF Wyandotte Corp.
Wyman Gordon

X
Xerox Corp.

Y
Yankelovich, Skelly & White, Inc.
Yarway Corp.
Arthur Young and Co.
William E. Young & Co.
Young & Rubicam International, Inc.

Z
Zapata Corp.

Reagan Appoints Two from U-M

Two members of the U-M faculty will hold key posts in the Reagan administration.

Carolyn K. Davis, associate vice president for interschool and intra-collegiate programs, will become administrator of the health care financing program in the Department of Health and Human Services. The job includes supervision of the Medicare and Medicaid programs.

Most recently, Davis has been overseeing U-M budget revisions in the current budget crunch.

Paul W. McCracken, Edmund Ezra Day professor of business administration, has been named to President Reagan's Economic Policy Advisory Board.

McCracken also served as an economic advisor during the Eisenhower and Nixon administrations.

Grant Extends Writing Program

A \$92,000 grant from the Andrew W. Mellon Foundation will enable U-M's English Composition Board to extend its successful program for the teaching of writing in high schools and colleges.

As a result of the grant, the ECB will offer two workshops and a conference, "Literacy in the 1980's," to English instructors in ten states and the District of Columbia.

U-M Memories Help Hostage

Richard Queen says he survived his captivity in Iran by imagining he was back at U-M as a graduate student, enjoying a softball game with friends near his North Campus apartment.

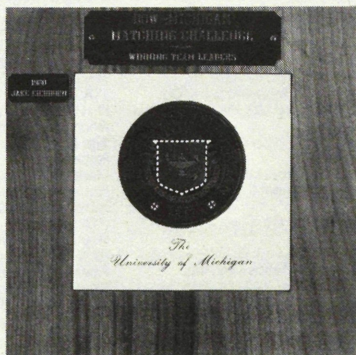
Queen, who was sent home six months ahead of the other 52 hostages (released in November) because of illness, is one of the four hostages who are U-M alumni. He received the M.A. in history in 1978.

Other U-M graduates who were held hostage include: John E. Graves (M.A., English, 1951); Steven Lauterbach, (M.A., Library Science, 1973); and Victor Tomseth (M.A., History, 1966).

Band Director Revelli Honored

Dr. William D. Revelli, director of U-M bands for more than 30 years, has been inducted into the National Hall of Fame of Distinguished Band Conductors on the campus of Troy State University (Alabama). He is one of 20 conductors named to the hall.

Dow Telethon Generates \$20,000



U-M graduates at Dow Chemical Co. in Midland conducted their first annual telethon for The University of Michigan among U-M graduates at Dow nationwide. Their efforts garnered some \$20,000, including a large number—56% of the donors—of first-time gifts. (Dow Chemical will match the gifts). The 35 telethon callers made the event a team challenge. This plaque was established to honor the most successful Dow Telethon team.

New Medication Makes These Triplets a "First"



Mrs. Robert Preston of Grand Blanc, and her three daughters, Erin, Amy, and Laura, are happy and healthy as a result of a new Rh blood disease medication used for the first time in the U.S. and formulated in U-M laboratories. It was the first successful birth of triplets with severe Rh blood disease.

U-M Committed to Partnership

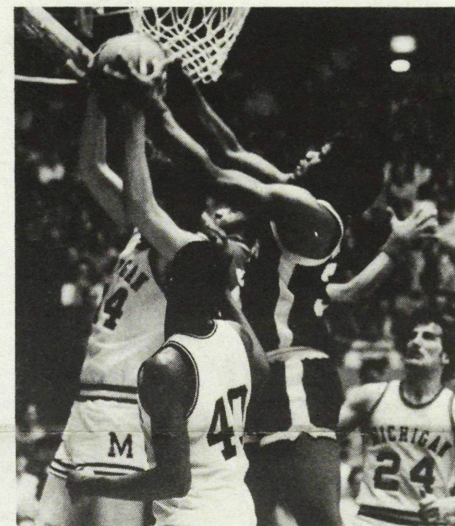
A closer working relationship is needed between universities and business and industry if Michigan's economy is to recover in the 1980s, U-M President Harold T. Shapiro told a group of area leaders in business and industry.

Shapiro and U-M business professor Paul W. McCracken have been appointed by Gov. Milliken to a 12-man group to plan the expansion of a high growth, high technology-based industry in the state. Shapiro has committed the university to this effort.

Shapiro emphasized that diversification is not the only solution for Michigan's problems, and that Michigan cannot abandon the auto industry.

He advocated taking the high technology now being developed for automotive production and applying it to other industries in the area.

Team Scores Good Grades



Grade trouble for college athletes? Not for the U-M men's basketball team. The cumulative average for the team at the end of last semester was 2.841 while the starting five garnered a 2.922 (a "B" average).

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Michael Radock, Vice President for University Relations & Development; Wendell R. Lyons, Director of Development; Alice E. Preketes, Editor. Photos: P. 1, Paul Jaronski; P. 2, (top) Blanchard Hiatt, (bottom) Paul Jaronski; p. 4 (top) Bob Kalmbach, (bottom) Virginia Geren.

The staff of *Michigan Today* continues to invite you to submit suggestions for articles and information that you feel would be useful in helping to increase *Michigan Today's* responsiveness to the interests of the more than 250,000 members of the Michigan family.

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