

the university of michigan Today

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the university of michigan Today is the only Michigan publication received regularly by 198,000 alumni, friends, and faculty of the University

Fleming Spotlights 'Costly Quality' In State of University Address

"There is no magic in the stature of The University of Michigan. Quality in universities, like quality in anything else, is costly," President R. W. Fleming said in his annual State of the University address.

He focused on three "problem areas" for the University, all of which involve dollars either directly or indirectly: underfunding, demographic trends, and maintenance of academic quality.

Citing figures from the state legislature, Fleming noted that, in the past ten years, the state has appropriated \$44 less per student in "constant dollars" and has slipped from 17th to 34th place in state support of higher education. In addition, declining state support has been accompanied by retrenchment of federal programs.

Social Priorities Change

Fleming attributed state underfunding to a variety of factors, including the campus turbulence of the late 1960s and early 1970s, rising unemployment, and a sagging automotive industry.

"Perhaps more than anything else, changing social priorities have simply shifted monies away from higher education into other areas."

Formula Funding Flaw

U-M is further disadvantaged, he noted, by "formula funding" which appropriates funds to institutions without considering the higher costs of educating graduate and professional students.

Fleming said that the University should work harder to gain state understanding of funding needs, intensify and expand efforts at private fund-raising, adjust tuition while inflationary pressures continue, winnow and change educational programs, vigorously pursue outside grants and contracts, and continue energy conservation.

While smaller enrollment on the Ann Arbor campus would pose "extremely difficult staff and faculty problems," Fleming said that

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Major Research Grants Recognize U-M Leadership

Michigan's traditional role as a research leader is enhanced by a number of major grants announced during the fall.

These awards, according to Charles Overberger, Vice President for Research, "attest to the vigor and strength of our faculty and staff over a very wide range of activities and disciplines."

"We are very pleased to see such recognition of excellence by both government agencies and private foundations."

The grants include:

—\$2.75 million committed to the Institute for Social Research's Center for Political Studies to continue its studies of national elections, one of the largest social

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GETTING CARRIED AWAY—Victorious Michigan players carry Coach Bo Schembechler off the field on their shoulders following a joyous 14-6 defeat of Ohio State, which clinched a Rose Bowl trip for the Wolverines.

California, Here We Come!

Wolverines Make Rose Bowl Plans

For the second consecutive year, Michigan will represent the Big Ten in the Rose Bowl.

A decisive 14-6 win over Ohio State gave the Wolverines a share of the conference title for the seventh time in the last nine years. However, this is the first time that Michigan has ever made back-to-back trips to the Rose Bowl, and Coach Bo Schembechler couldn't be more pleased.

"This is an extremely tenacious team. They have overcome more adversity than any other team I've had in 25 years of coaching. In-

juries were devastating but they kept coming back. I feel great for these kids. They never give up.

"I'm just happy to be going again. I'm tired of worrying about the psyche of the Rose Bowl. We'll do everything we can to represent the conference well."

A record crowd of alumni and friends is expected to cheer the Wolverines on in Pasadena, along with former President Gerald Ford, Grand Marshall of the Tournament of Roses Parade, most valuable player on U-M's 1934 football team.



Before



After

Students Register With Computerized Speed, Efficiency

DECISIONS AT TERMINAL PUT STUDENTS ON-LINE, NOT IN LINE—Computer Registration Involving Student Participation (CRISP) has reduced the headaches and the "line time" involved in manual registration in Waterman-Barbour Gymnasium so familiar to thousands of alumni (before). Students now enter the CRISP setup, located in the former Architecture and Design Building, where each confers with a single terminal operator (after). Course choices are fed into the University's computer which responds with up-to-the-minute information for immediate scheduling adjustments. Each student exits in approximately 15 minutes with a complete, typed schedule. U-M is thought to be the only major U.S. university using a fully computerized registration system that serves students in this particular way.

Gerald R. Ford Library to be 'Tasteful, Unpretentious, Dignified'

The design of the Gerald R. Ford Presidential Library that will soon be built on U-M's North Campus will reflect the former President's character.

"It will be tasteful, unpretentious, and dignified, but not monumental or grandiose," says Robert M. Warner, Director of the Michigan Historical Collections and Chairman of the Building Committee.

He describes it as a "handsome, functional building that will work very well in meeting the needs of the modern archivist and scholar."

Construction in 1978

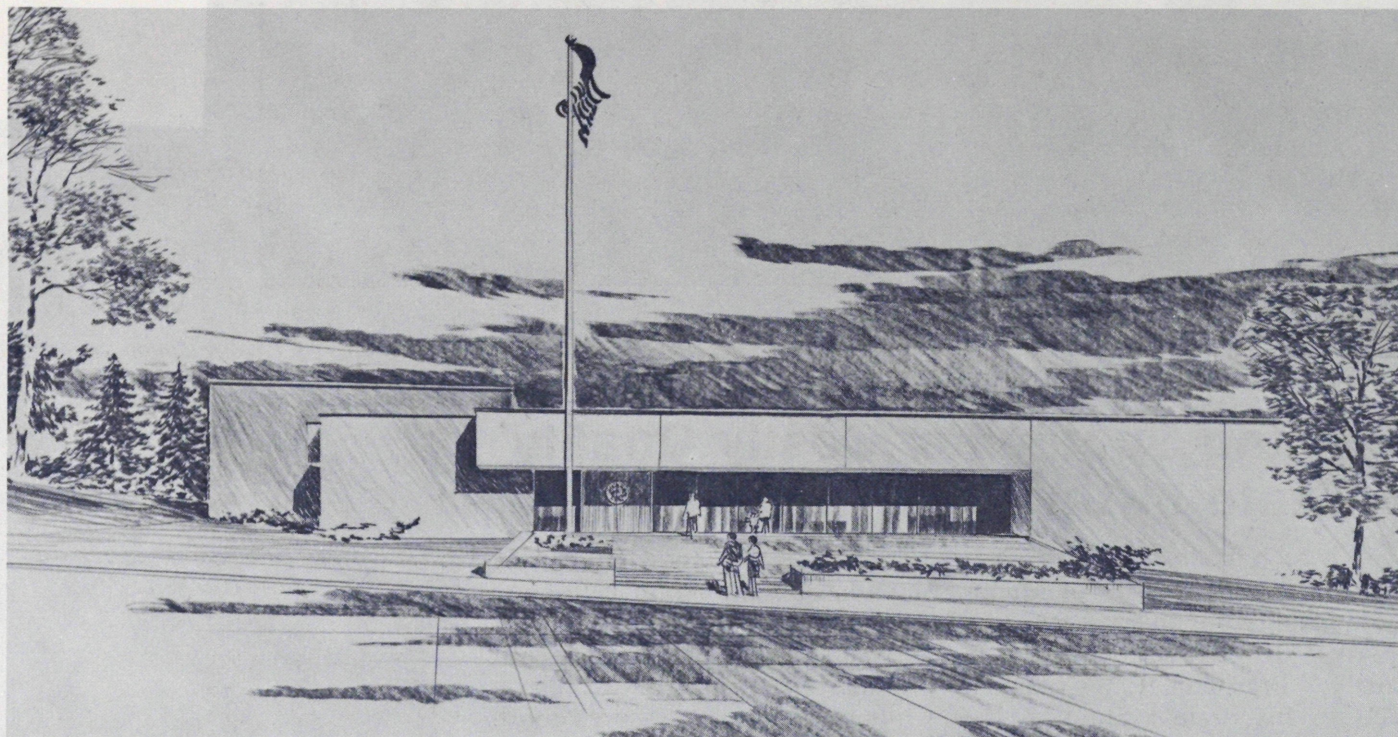
Construction is targeted to begin in 1978. The library will be located adjacent to the Bentley Library and will be designed by the same firm, Jickling, Lyman, and Powell of Birmingham, Mich. (See drawings at right).

Plans include special fire and security systems and attractive research facilities.

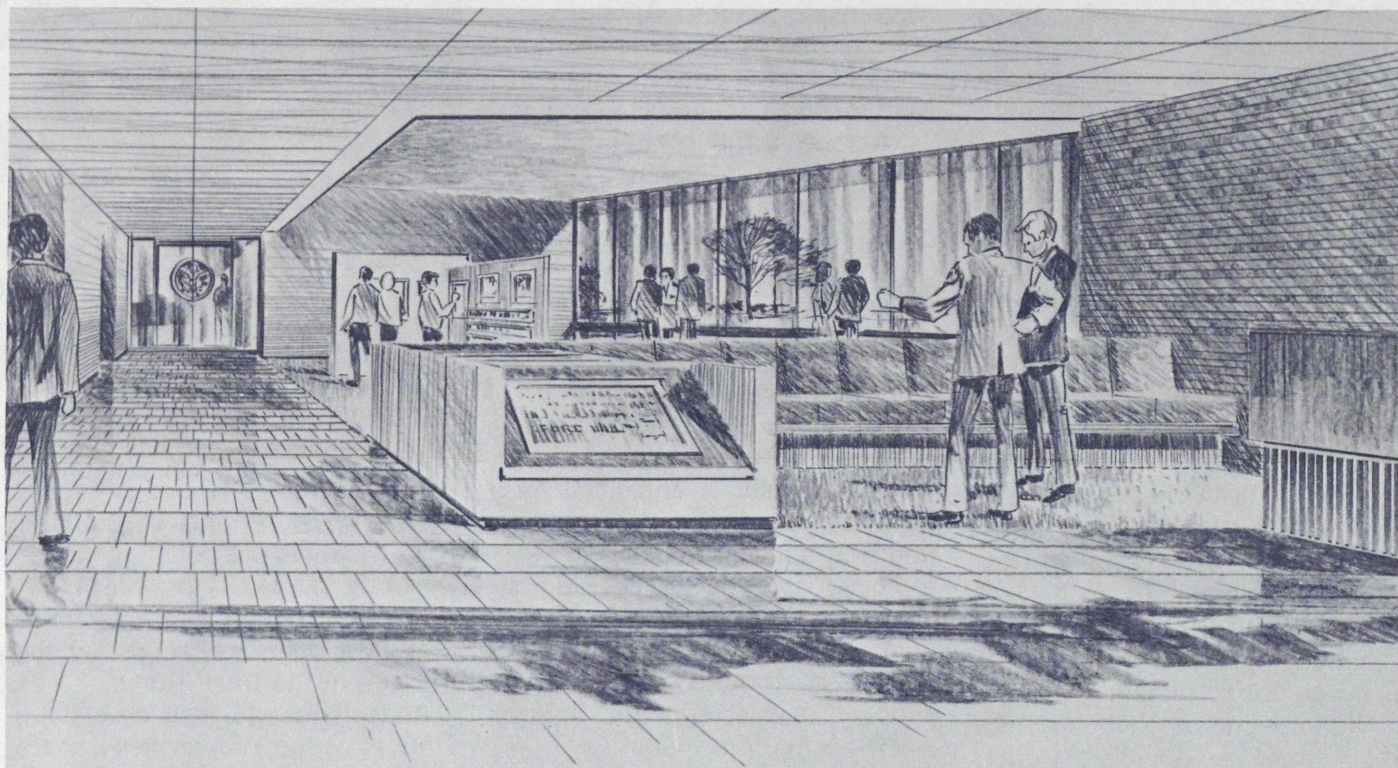
A distinctive feature of presidential libraries is the inclusion of an office for the former president. Ford may use this office when he is on campus as adjunct professor of political science.

Fund-Raising Campaign

A nationwide private fund-raising campaign is currently under way to provide funds for the li-



Architect's perspective of the entrance to the Ford Library



The reception and special events area



BUILDING CONFERENCE—

Warner, President Fleming, and former President Ford visited the library site during Ford's fall residency as adjunct professor of political science.

brary, which will contain 8,500 linear feet of Presidential papers, and for a museum to house Presidential memorabilia in Grand Rapids, Mich.

Benno C. Schmidt of New York is chairman of the national campaign, and Dr. Harry Towsley of Ann Arbor is chairing the campaign in the state of Michigan.

The library will be maintained and operated by the National Archives and Records Service.

Ford notes that "I have asked that the library of my tenure in public office be located on the campus of my alma mater because The University of Michigan has long displayed an extensive interest in the archival history of the state and of the nation. This new library will enhance an already excellent system."

Fleming's Address

(continued from page 1)

"the quality of entering students is holding up very nicely, even improving."

The University, he concluded, is still dealing with the effects of the "anti-intellectualism" of 1964-72. "There is a long way to go before we can display the University at its very best... we must demonstrate by our actions that the University is still an institution of dignity, civility, courtesy, and commitment to learning."

In Transition?

Please send corrections in your name or address to *Michigan TODAY*, 3540C Student Activities Building, The University of Michigan, Ann Arbor, Michigan 48109.

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FORMER REGENT IS KNIGHTED—

Eugene B. Power, U-M Regent-Emeritus (father-in-law of Regent Sarah Power), philanthropist, Michigan Benefactor, and microfilming pioneer (left), is installed as an honorary knight of the British Empire by Peter Jay, Great Britain's ambassador to the U.S., for his work in microfilming entire British libraries that were threatened during World War II.

Alumni Association Members Travel Throughout the Year

While Ann Arbor and the rest of the northland are shin-deep in snow this winter, the U-M Alumni Association will be taking many of its members on two unusual travel adventures.

Ski or Cruise

For the first time, the Association will operate a ski trip to the majestic mountains of Switzerland; and, it will offer a popular cruise through the Caribbean and the Panama Canal.

Detailed information is available from the U-M Alumni Association, The Michigan Union, Ann Arbor 48109.

Association Membership

Members of the Association automatically receive notification of eight to ten travel opportunities offered by the Association each year.

For a yearly \$15.00 membership fee, members can participate in travel programs, family camps, and Alumni Family University, receive the *Alumnus* magazine, and maintain a tie with their university.

In the News

Enrollment Remains Stable, U-M Continues National Leadership

PASSING THE BUCK—More than half—56.7 percent—of U-M students on the Ann Arbor campus received a share of \$48.9 million in grants, scholarships, loans, and employment from the University in 1975-76. Of these students, 33 percent earned salaries and wages, 38 percent received grants and scholarships, and 13.8 percent obtained loans. Many students received funds from more than one type of support.

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PAYING THEIR DUE—U-M is "substantially under" the national average for delinquency in National Direct Student Loans, reporting a delinquency rate of seven percent compared to a national figure of more than ten percent.

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SURVIVAL OF THE FITTEST—Nearly one of every three students entering the College of Literature, Science, and the Arts will drop out before graduating according to a recent study. Two out of three of these students will leave while the balance will be dismissed for academic reasons and not be readmitted.

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U-M ENROLLMENT STABLE—Total fall enrollment stands at 46,017—an increase of 194 over last year. The figure includes 5,476 students on the Dearborn campus (up by 201), 3,801 at Flint (up by 116) and 35,954 students on the Ann Arbor campus (down by 36). There are fewer professional students—13,843 (down by 242), but there are 206 more Ann Arbor undergraduates, bringing their number to 22,111.

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MOVIN' ON—Search committees have begun the painstaking process of seeking replacements for three University deans and one director who will be leaving their posts in 1978. Deans Wilbur Cohen (Education) and Floyd Bond (Graduate School of Business Administration) and Frederick Wagman, director of University Libraries, will all reach 65, mandatory administrative retirement age, and Dean Theodore St. Antoine, (Law), is resigning to return to teaching.

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ANTHROPOLOGY DEPARTMENT HITS THE JACKPOT—Of 20 pre-doctoral fellowships in anthropology awarded nationwide by the National Science Foundation, 9 went to applicants enrolled among the 42 graduate students in the anthropology department at U-M. In all, there are only 20 NSF pre-doctoral fellows among the 2,250 graduate students accepted by U-M this year.

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NEED A MICHIGANENSIAN?—The 1978 *MICHIGANENSIAN*, a 320-page self-supporting publication, can be yours for \$12 (including shipping and handling). For an additional \$10, you will be listed as a patron and receive a personalized copy with your name stamped in gold on the front. Past yearbooks for 1937, 1944, 1971, 1973, and 1975 are also available. Checks should be made payable to the *MICHIGANENSIAN* and sent to 420 Maynard, Ann Arbor, 48104.

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PRESCRIPTION FOR GOOD MEDICAL EDUCATION—U-M's Medical School has a "top ten" reputation in faculty quality and teaching effectiveness. A recent survey by Columbia University, underwritten by a grant from the National Science Foundation, polled 2,000 physicians and scientists on the "perceived reputations" of 94 American medical schools. U-M placed eighth, behind Harvard, Johns Hopkins, Stanford, California at San Francisco, Yale, Columbia, and Duke.

BENTLEY LIBRARY NAMES TWO ROOMS TO HONOR FORMER LEADERS—The Prentiss M. and Marion W. Brown Room, which commemorates the late Michigan congressman and senator, father of Regent Paul W. Brown, and the Floyd Starr Audiovisual Room, commemorating the founder of Starr Commonwealth for Boys, have been dedicated at the Bentley Historical Library.

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U-M PURCHASES "OLD" ST. JOSEPH MERCY HOSPITAL—U-M Vice President and Chief Financial Officer, James Brinkerhoff (left), seals the purchase in front of St. Joe's with the Hospital's Executive Director, Robert Laverty. Specific uses for the 11.5 acres of land and 500,000 square feet of floor space acquired near the University Hospital for \$6.1 million following the relocation of St. Joe's to East Huron River Drive are still under consideration. Long-term use of the facilities will depend on the outcome of plans to replace the Main Unit of University Hospital. That project—which may be funded by state bond sales—is estimated at \$140 million.

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U-M PROFS CONTINUE TO LEAD COLLEAGUES—John A. Gronvall, dean of the Medical School, has been named chairman-elect of the Association of American Medical Colleges, and John H. Romani, chairman of the department of health planning and administration, chosen as president-elect of the American Public Health Association.

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ANN ARBOR'S SATURDAY SUBURB—The largest crowd ever to attend a regular season college football game—an NCAA record breaking 106,024 people including 682 with press credentials—witnessed Michigan's decisive defeat of arch-rival Ohio State, 14-6 in Ann Arbor—contributing to a season average of 104,203 per game, also a national record.

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TV TALK—The Board of Regents is considering the establishment of a public service television station in the Flint area. It has authorized the Flint U-M campus to apply for a Federal Communications construction permit and license, and to request a state appropriation for prebroadcast expenses. The Regents have accepted \$600,000 for the project from the DeWaters Charitable Trust, and the Mallery Charitable Trust of Flint has also committed \$200,000 toward the station.

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YEAR-END REMINDER—If you are planning a gift to the University, this is an important time of year to remember that both federal tax laws and tax provisions within the state of Michigan encourage you to support higher education.



SPORTS LEGENDS GET TOGETHER—Former Coach Bennie Oosterbahn (right), reminiscing with "Old '98" Tom Harmon (left, Wolverine football star from 1938-40, now a West Coast sportscaster), and former Coach and Athletic Director Fritz Crisler, says about the teams of the 1970s, "Oh, some claim they're bigger and faster, but the spirit and the courage and the enthusiasm and the heart—they were all there in the old days just as they are now. That's what makes good football players and the good teams. That's what makes the champions."

Research Grants

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science grants ever made by the National Science Foundation;

—\$1 million to form a capital fund for the Population Studies Center from the Ford Foundation to "ensure the fiscal stability of one of the leading centers of its type;"

—\$855,000 to establish a Diabetes Research and Training Center from the National Institute of Arthritis, Metabolism, and Digestive Diseases;

—\$636,000 to establish a multi-purpose Arthritis Center from the National Institute of Arthritis and

Metabolic Disease of the Department of Health, Education and Welfare;

—\$600,000 to establish a center to do research on infectious gastroenteritis (stomach flu) from the National Institute of Allergy and Infectious Disease;

—\$400,000 to investigate improvement of health care in the nation's prisons from the Law Enforcement Assistance Administration of the U.S. Department of Justice;

—\$100,000 to the Center for Continuing Education of Women from the Ford Foundation to study the transition from education to employment among women.

New Vice President Values University's Creative Process

Prof. Harold Shapiro assumed the position of Vice President for Academic Affairs in August, following Frank H. T. Rhodes' acceptance of the presidency of Cornell University.



Shapiro

A member of the U-M faculty since 1964 and chairman of the Economics Department since 1974, Shapiro also served as chairman of the University-wide Budget Committee. He is well known for his work as Co-director of the Research Seminar in Quantitative Economics, which is widely respected for its regular econometric forecasts for the state and the nation. In a recent interview with *Michigan Today*, Shapiro discussed his role as one of the University's top administrators, and his view of what the future holds for U-M.

Michigan Today: How do you view your role as Vice President for Academic Affairs?

"I view my role basically as someone whose chief function is to facilitate the creative process here at the University. The basic source of this creativity is the faculty of the various schools and colleges, and my job is to try to encourage and assist their development of quality educational programs and programs of excellence in research and scholarship."

MT: What would you like to accomplish for the University?

"My goals, and I think the goals of most of the faculty, are to help improve the quality of the programs of education, research, and public service. There are already many distinguished programs on the campus. We want to maintain that distinction where we have it and to attain it where we don't have it."

MT: Is it a coincidence that an economist was chosen as Vice President for Academic Affairs?

"I think that it is a coincidence. There's a whole spectrum of experiences that are helpful in taking on a major administrative position in a university, but the only really essential aspects are experience in research and teaching. In the really important issues in the University, the issues of substance in the educational and research process, my contributions are not particularly related to my economics background."

MT: What are some of the major problems that will confront U-M in the next ten years?

"One of the major ones will be to adapt to a changing demographic structure in a way that speaks to the special stature of the University of Michigan. We ought not to respond to these changes in society in the way that a state teachers' college or a four-year liberal

arts college has to respond. For example, although many universities speak of attracting larger numbers of adult, 'non-traditional' students, we ought not to change the type of institution we are simply because the demographics have changed. We have very special facilities to offer, and we should attract a very special type of non-traditional student, one who can in fact contribute to our ongoing process of research and teaching. We want to attract individuals who can participate with us in what it is that makes The University of Michigan special.

"Another challenge is to understand that no major university can address every worthwhile issue. The University has always been in the process of selectively redirecting its resources. However, in the next ten years, our resources will be sufficiently limited so that we will have to consider very carefully where we can make our best contributions.

"A third challenge is that the faculty as a whole is aging during this period, and we must think of some non-traditional ways to reinvigorate ourselves by bringing new ideas to the University in ways that are somewhat different than in the past.

"It seems to me that there are solutions to all of these problems. I'm very optimistic. In most of the history of higher education, universities had fewer resources, and still made creative contributions to scholarship. I'm convinced that it can be done again."

MT: What will these solutions require?

"They will challenge the faculty's creativity, and the ability of the administration to bring together resources in an effective way. They will challenge our alumni to participate by supporting us financially, emotionally, and politically. It will be necessary for all these groups to respond in their special ways to these challenges in order to succeed. It won't just happen because we know it could happen. It will happen because each of these very important groups in our university community will be doing their part. Providing that we have quality stewardship at the University, I believe that the faculty, the alumni, and the state will respond."

MT: What is the importance of private financial support?

"We talk a lot about the 'vital margin' and the 'margin of excellence.' We think that comes from a special faculty, special student body, and special alumni body. Private financial support has been and will continue to be absolutely essential because it's very hard to get public bodies such as legislatures to support a high quality, almost elite effort from general tax revenues. It takes a group of donors with a commitment to just that kind of objective to give us that extra margin that we need. Private support maintains that 'something' that sets us apart from almost all state universities."

MT: Will tuition continue to rise?

"Tuition is a problem, particularly for the middle-income student who may not qualify for federal grants and loans. My objective, which I hope the University is able to achieve, is to hold percentage increases in tuition, when necessary, to within the rough guidelines of percentage increases in family income."

MT: Do you expect any major changes in the University?

"There will be some changes as there always are, but I do not foresee any major changes. Undergraduate education will remain an absolutely central part of our mission. Alumni coming back to the University will not find it strange. They will recognize what is going on, and be comfortable with what is happening."

The Vital Margin

Chinese and Japanese Study Centers Near Mid-Point of Fund-Raising Goal

by Michael Radock
Vice President for University
Relations and Development

A two-year campaign to raise a \$6 million endowment for the Centers for Chinese and Japanese Studies at The University of Michigan is nearing 50 percent of its goal.

More than \$2.7 million has been received, including \$1 million from the Japanese government, \$525,000 from Nissan Motors, \$400,000 from the A.W. Mellon Foundation, and \$250,000 from the Ford Foundation.

Basic Knowledge

Annual income from the endowment will be used to support teaching and research activities with a worldwide impact.

The centers, which produce much of the nation's basic knowledge about Asia, consist of about 50 faculty members specializing in Asian affairs. Their efforts focus on a number of fields such as Chinese and Japanese economics, public policy and national security matters, language training, labor

relations, art, literature, and history.

More than 150 courses related to East Asia are taught at U-M. The programs offer both undergraduate and graduate level degrees in a wide range of disciplinary fields with a focus on China or Japan.

Historical Interest

The University's interest in Asia can be traced back 100 years, to the naming of President James B. Angell as the first U.S. Minister to China. The first Japanese students enrolled in the 1870's and a number of them became prominent leaders in Japan.

The Center for Japanese Studies, the nation's first, was organized following World War II and the Center for Chinese Studies was founded in 1961. In many fields, they are among the best.

Faculty Expertise

For many years their faculty members have served as private envoys for presidents, consultants to secretaries of state and Congress, analysts for the National



JAPANESE AMBASSADOR ON CAMPUS—Fumihiko Togo, Japan's ambassador to the U.S. (left), his wife, Ise, and Richard Beardsley, director of the Center for Japanese Studies, cross the Regents' Plaza during a visit by the Togos in honor of the 30th anniversary of the U-M Center.

Security Council, members of prestigious Sino-American educational and cultural organizations, staffers at "think tanks" and advisers to American businessmen.

The campaign's national chairman is Allen S. Whiting, professor of political science and former U.S. deputy consul general to Hong Kong.