

# the university of michigan **Today**

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Michigan TODAY is the only Michigan publication received regularly by 172,000 alumni, friends and faculty of the University.



Robert Warner, director of the Michigan Historical Collections, shows President Gerald Ford and U-M President R. W. Fleming one of the documents on deposit during President Ford's spring tour of the campus.

## Gerald Ford — Class of '35 — Has a New Address

The University of Michigan has played an important role in the life of Gerald Ford, 38th President of the United States.

A 1935 graduate of the U-M College of Literature, Science, and the Arts, Ford is the first alumnus to become vice president, and the first to become president.

"My years at Michigan made me a better person by broadening my horizons," he has written. "Michigan brought me into contact with other students drawn from a multitude of backgrounds. My years at Michigan enriched my life."

At U-M he was a center on the 1931 freshman football team and on the undefeated teams of 1932 and 1933 which were Big Ten champions and named national champions as well. As a senior, he was voted Most Valuable Player on the 1934 squad.

Looking back on his gridiron days at Michigan, Ford has remarked, "It was an inspiration to me to play football for Michigan. And I have found that this same ingredient—inspiration, a large fund of enthusiasm—is an indispensable element of success in politics as well as in football. I learned teamwork playing for Michigan, too. This also was a big help to me in later years, for I found that the best efforts are produced only by working with those around you."

Ford, who has said, "I can never adequately repay this University for the opportunities that were given me during a wonderful four years," has maintained his ties with the U-M. Since 1964 his papers have been deposited at the Michigan Historical Collections, now housed in the Bentley Historical Library on the North Campus.

Though presently closed to research use, the papers will be an important archival source for the study of American politics. Ford served on the Warren Commission which investigated the circumstances surrounding the assassination of President John F. Kennedy in Dallas and these papers are included in the collection.

On May 4, 1974, Ford became the 1,378th member of the U-M Presidents Club, an organization of major donors, when he presented an initial check for \$32,000 to the University. The funds were raised by the public sale of the official Ford Vice Presidential Inaugural Medal, and were designated at his request to establish the Gerald R. Ford Scholarship Fund.

While he was a student at Michigan, Ford was chapter treasurer and house manager of Delta Kappa Epsilon fraternity, co-chairman of the senior ball, and a member of Michigamua, a senior men's honorary society.

## Commission Works to Improve Status of Women at the U-M

Organizational change regarding the status of women at The University of Michigan is under way—a great deal of it attributable to the efforts of the Commission for Women.

A group appointed by President R. W. Fleming, the Commission was organized in January, 1971 and instructed to ensure the fair, equitable treatment of women at the U-M. It is concerned with the status of female faculty, non-instructional staff, and students and with university policies, procedures and practices which may contribute to discrimination.

Composed of 20 members from the university community including two students, the influence of the Commission has spread throughout the U-M. A highly democratic, participative organization, it has provided a sense of purpose and achievement for the countless members of its many committees and ad hoc subcommittees representing areas such as personnel policies, equity data, child care, academic and non-academic grievance procedures, and research.

Eunice Burns, the new Commission chairwoman who was appointed following a search for a person "of considerable university-wide distinction and administrative ability" explains, "The Commission is an organization of men and women who are committed to ex-

panding opportunities for women at the U-M."

Major Commission efforts in the past were directed toward university employment by identifying and correcting inequities in university systems that discriminated against staff members. This resulted in salary increases for many women employees who were located through a file review, and a system of job posting, a Promotional Opportunities Program, a maternity leave policy, and formalized sex-bias grievance and complaint procedures. The structuring of the Affirmative Action Office was also one of the Commission's primary responsibilities.

### Educating the Community

In addition, the Commission has focused on educating the university community and increasing its sensitivity to the issues involved in achieving equal rights for women. It has sponsored an orientation in affirmative action at the Ann Arbor, Flint, and Dearborn campuses. It organized a meeting of Plant Department supervisors and women who held non-traditional jobs off-campus and produced "Turn-About," a slide show depicting reversals of traditional male and female roles in the work force. It has also encouraged the establishment of unit commissions such as those at the Medical Center and the School

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## New Budget Provides for Increases in Student Aid, Facilities—but Not Tuition

The University of Michigan Regents have approved a 1974-75 general fund operating budget for the Ann Arbor campus of \$158,228,400, about \$12 million higher than the 1973-74 budget.

Student fees (tuition) for 1974-75 will remain at the rates which were in effect for the fall term 1973-74.

Key increases in the general fund budget include \$9,601,331 for wage and salary improvements; \$1,223,500 for school and college programs; provision of \$640,000 for the new intramural and recreational staff and facilities; \$854,000 for utilities and operation of new facilities; and \$352,295 for the Opportunity Program for minority and disadvantaged students, student aid, and counseling services.

The wage and salary program will require an internal savings and reallocation of nearly \$1.7 million

to provide an average salary increase of 8 percent for all classes of personnel. Those in collective bargaining units are covered by union agreements.

## Biological Science Group Is Formed

Members of the present College of Literature, Science, and the Arts departments of botany and zoology and other associated units are being reorganized into a Biological Sciences Group.

The title "group" will apply only through the transitional year, after which the new organization will be designated as either a department or a division. The new unit will involve no additional costs or personnel but will facilitate the development of an integrated approach in the study of living organisms.

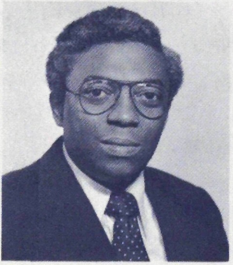
## Major New Appointments



**George Bayliss**, chairman of the U-M Art Department, has been named dean of the new School of Art. A well-known painter, he has served as acting dean at the Parsons School of Design in New York City. He graduated from the University of Maryland and received a master of fine arts degree from the Cranbrook Academy of Arts in Bloomfield Hills, Michigan.



**Eunice L. Burns** has been selected as chairperson of the U-M Commission for Women. Active in university and community affairs, she has been assistant to the dean for administration at the U-M School of Education since 1970. She served for six years on the Ann Arbor City Council and is a member of the Ann Arbor Planning Commission.



**Richard A. English**, a U-M alumnus who served as assistant dean of the U-M School of Social Work since 1971, has been appointed associate vice president for academic services. He will be responsible for the coordination of central academic offices, including admissions and registrars, university programs in student financial aid, and minority student support.



**Billy E. Frye**, associate dean of the College of Literature, Science, and the Arts, is serving as acting dean during the search for a permanent LSA dean. A professor of zoology, he is a biologist specializing in endocrinology. He joined the U-M faculty in 1961 and became associate dean in 1973.



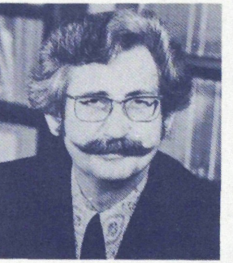
**Richard L. Kennedy**, formerly secretary of the University and assistant to the President, has assumed the duties of vice president for state relations. He will also continue as secretary of the University. The "planning" function of state relations has been returned to the Office of the Vice President for Academic Affairs.



**Robert Metcalf**, chairman of the U-M architecture department for the past six years, has been named dean of the newly reorganized College of Architecture and Urban Planning. An alumnus of the U-M, he is a noted architect who has maintained a private practice in Ann Arbor for many years. His specialties are architectural design, construction, and environmental control.



**Charles E. Olson, Jr.**, has been appointed dean of the School of Natural Resources for the current year, during which a review of future organizational models including environmental resources, planning, and design will be undertaken. Dr. Olson is a professor and has been the graduate chairman of natural resources.



**Richard D. Remington**, associate dean of the University of Texas School of Public Health at Houston, has become dean of the U-M School of Public Health. He received his Ph.D. degree from Michigan and was a U-M faculty member from 1965-69. He has been an Ann Arbor city councilman and is noted for his abilities in biostatistics, research, teaching, and administration.



**Alfred S. Sussman**, an authority on aspects of developmental biology, has been named dean of the Horace H. Rackham School of Graduate Studies in which he was formerly associate dean. Earlier he served the College of Literature, Science, and the Arts as chairman of the botany department, associate dean, and acting dean.

## Women's Commission at Work

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of Education, and publishes the *WIN Bulletin*, which informs women of campus issues, events, and opportunities.

The Commission plans to expand its efforts into the student area, considering discrimination in access to and participation in courses and extracurricular activities, including athletics.

### Equal Opportunity

Equal opportunity does not necessarily mean half women and half men, Mrs. Burns explains. "It just means that each person is given the opportunity to get a job, to go to school, to participate in athletics, and to get financial aid based on qualifications that have nothing to do with sex.

"It's very easy to hide the real reason that someone is turned down. As more women get into higher positions, graduate school, and athletics, they will show people that sex has nothing to do with what a person can achieve. If competition were based solely on factors that had nothing to do with sex, there might be as many women who could contribute as men, maybe more. Maybe some men shouldn't be encouraged to go on to graduate school if spaces are limited.

"Woman after woman has told me that they were discouraged simply because they were women, not because they couldn't contribute."

### Realizing Potentials

In addition to changing university systems and attitudes, Mrs. Burns feels that many women themselves must be reeducated to realize their full potential. "More women have to be shown somehow that they do have as many abilities as anyone else . . . that they can do what they set out to do . . . that they have the intelligence and whatever else it takes. If we're ever going to advance, it's going to take a few of us to go into new areas, and once in awhile someone who says, 'Sure, I'll take a chance.'"

She experienced this type of re-education herself when she served as the only woman on the Ann Arbor City Council from 1962-68 and realized, "I was as good as they were. Men are ordinary people who have learned how to get things done."

After receiving a Master of Public Administration degree from The University of Michigan, she joined the University as assistant to the dean for administration in the School of Education, a position which she still holds half time. "In the four years I've been with the U-M," she says, "I've seen so many instances of highly qualified women working at clerical levels far below their capabilities. Many of these women were more qualified than some of the men I worked with. I have not seen opportunities for them to move up. Among the faculty women who have given so much to the University I saw only a handful at the top. I also realized that, had I been a man, I probably would have come into the University at a higher level. I began to wonder what I could do to help.

"As chairwoman of the Commission I feel very optimistic because I think that many of the people in positions of power in the University are good people who will do everything in their power to change the status quo when they are presented with the facts."

The Commission for Women is assembling those facts.

*New Research on Women at The University of Michigan*, a compilation of papers discussing ongoing research which were presented at a university conference in 1973 is available at \$3.00 per copy, prepaid, from The Center for Continuing Education of Women, 328 Thompson Street, Ann Arbor, Mich. 48104.

## Access to Graduate Study Urged for More Women

A report outlining ways to give women more access to graduate study has been adopted as official policy by the Rackham School of Graduate Studies.

The 18-month study by the Committee on the Status of Women in Graduate Education and Later Careers confirmed that "the higher the rung on the academic ladder, the fewer women are to be found." At each new stage of graduate study, a progressively lower percentage of women apply, enroll, and graduate.

To offset this, the U-M graduate school will begin implementing the following recommendations:

- development of more flexible admissions and financial aid policies and programs for part-time and returning students;

- collection of comprehensive information on admissions, attrition, financial aid, and placement so that discriminatory patterns can be identified and solutions developed;

- the appointment of a graduate school senior staff member to take charge of affirmative programs at the graduate level and to oversee and enhance the quality of educational experience which graduate students receive.

The committee also recommended active recruitment of women for graduate study in the sciences, the improvement of master's level study programs, a positive effort to increase female faculty members, and a regular review of departmental placement efforts.

## New Academic Vice President

# Frank Rhodes Discusses Education at Michigan

Education in its broadest sense, and particularly education at Michigan, is both a challenge and an adventure for Frank H. T. Rhodes, newly appointed vice president for academic affairs.

His enthusiasm and dedication are apparent when he says, "Michigan is not just another university. Compared to all the other places I've taught, it is just unique. The faculty is second to none. That, in turn, gives us an impressive student body."

### "Open-Door Policy"

Rhodes, who came to the vice presidency after a distinguished career as teacher and researcher in the Department of Geology and Mineralogy and as dean of the College of Literature, Science, and the Arts, has been noted for his "open-door policy" and his interest in students. "I am deeply committed to the fact that the most important people in terms of university performance are students. In medieval times the students employed their teachers. It is a healthy experience to recollect that."

Although he feels that it is something of a loss to step out of teaching and still regards himself as a faculty member, he states, "It is possible to grow as a person by being compelled to learn new things."

His new position gives him many opportunities for the kind of



Vice President Frank H. T. Rhodes

stretching and challenges that he enjoys. He is responsible for facilitating the teaching programs, research, and related services of the 16 schools and colleges. His considerations range over everything that supports these programs including budgeting; the teaching programs themselves; recruitment, appointment, and development of faculty and others who share in the teaching mission; facilities and equipment; academic services; programs not directly related to any one school or college; and research centers and institutes. "When you stake the job out in those terms, clearly, it's impossible," he commented.

### Spokesman for New Possibilities

He sees himself as a spokesman for new possibilities and potentialities, a colleague to support the work of others, and one who listens to students with legitimate concerns.

Rhodes believes that the University stands for the "primacy of rational discourse" and that its task is the creation of the future. "I remain an idealist about higher education. We need to train not just practitioners and technicians but students with a sense of who they are and a sense of compassion as well as competency.

"I believe profoundly in the mission of the University and its crucial importance. Clearly, mankind now stands on a kind of watershed. There have been only one or two such turning points in human history. We face tremendous short- and long-range problems which require the most consummate wisdom and the help of the best thinkers in the world. The solutions depend not only on new knowledge and understanding, but also on reflecting on the implications of our past, and on the development of ways to re-order existing knowledge for better decision making. The University's role is to encourage and enlist the most refined and sophisticated skills available."

### Not Public Utilities

While attributing Michigan's pre-eminence to 150 years of wise leadership, dedicated faculty members, and gifted students, Rhodes

warns against attempting to run universities as if they were public utilities. "The fundamental problem now facing institutions of higher education is, on the one hand, to preserve institutional autonomy and the diversity, flexibility, and quality it promotes, and, on the other, to avoid the dangers of self-serving conservatism and to meet the legitimate expectations of society that institutions should be efficient. Not the least of the dangers involved in the new demands for accountability is the levelling mentality that it tends to produce and the consequent drift toward the lowest common denominator."

During the summer he spent substantial time in the various schools and colleges "listening" and coming to understand their particular

concerns. He states, "I'm not surprised that we don't have answers for some of the problems we're grappling with. That's one of the exciting things about Michigan."

He feels that improvements need to be made in the areas of physical working conditions and research and teaching facilities; provision of adequate research, teaching, administrative, and secretarial assistance; and allowing for faculty "self-renewal" through new skills and interests. "I hope we can encourage versatility of skills and interests. In a university as large and diversified as Michigan, we need gold medal winners in the academic pentathlon, as well as the high jump."

### Cross-Collegiate Programs

He also is interested in cross-collegiate and adjunct appointments and cross-collegiate academic programs. "In environmental matters, for example, Michigan biologists and geologists should be talking with Michigan engineers, sociologists, and architects."

Probably the hardest assignment of all, according to Rhodes, is priority setting. Methods of review for such decisions, with the linking of groups such as the Budget Priorities Committee, will be developed. This area will require the active cooperation of the colleges themselves, because much of the review must be done within the colleges and schools. "With careful planning and review, we can all gain in the end; if we avoid priority decisions, however tough they may be, we all lose and freeze the University into what may be the obsolescent pattern of the 60's. Paleontologist though I am, I should not want us to go the way of the dinosaur."

## Health Sciences Reorganize

A major administrative reorganization of the health sciences at the University has been approved by the Regents. Under the new system, the U-M Medical Center no longer constitutes an operating unit consisting of the University Hospital, the Medical School, and the School of Nursing.

Although the term, the U-M Medical Center, still describes the complex of buildings and activities included in the three units, the management of each of these units will be separate and each will have full responsibility to cooperate with the others.

In addition, all the activities of the health sciences at the U-M, which include the University Hospital, the Medical School, the School of Nursing, the College of Pharmacy, the School of Dentistry, and the School of Public Health, will constitute the Division of Health Sciences with the vice president for academic affairs serving as chairman of the general committee of the division.

Governance of the University Hospital will pass from a board-in-control of the Medical Center to a new executive board of the Hospital, and the director of the Hospital will be responsible to the executive board. Dr. John Gronvall, dean of the Medical School, has been named chairman of the new board for a two-year term.

## Blazing Speed Is Hallmark of Wolverines' Running Game



Michigan football has relied upon the running game, defense, and kicking while racking up a 48-6-1 record during the five years of Bo Schembechler's tenure and the formula is no different in 1974. However, there is an adjunct to the running game—blazing speed—and that should make Michigan even more dangerous on offense.

Schembechler had an excess of tailbacks returning this season so

he shifted two of them, thus creating a small, but amazingly quick, backfield. The number two and three rushers on last year's club, Chuck Heater and Gil Chapman, will now play fullback and wingback, respectively, while the number five man, Gordon Bell, takes over at tailback.

Triggering the whole affair is the Big Ten's finest quarterback, Dennis Franklin. Franklin rushed for 452 yards himself last year and is a 50 percent passer for his career, making him one of the greatest threats in college football.

As a unit, the backfield has game-breaking potential. Every man does 4.6 or better in the 40-yard dash and Chapman was a 9.5 sprinter in high school. Adding to the smoke is a soph tailback, Rob Lytle, who did 9.7 in the century.

The 1974 version of the Wolverines is probably not as physical as in the past but it compensates with excellent speed and skill. Schembechler is still hoping to find the depth he considers so essential. If he does, his current aggregation could very well keep pace with the record of its predecessors.

## UM—Flint Riverfront Campus— A Shared Dream Coming True

A dream shared by The University of Michigan—Flint, the city of Flint, and friends of the University is taking shape on a 40-acre riverfront site in downtown Flint.

Ground was broken May 9, 1974 for what will eventually become a \$60- to \$100-million downtown campus serving approximately 10,000 students when it is completed in the early 1980's. The campus, which is being built on land bought and cleared by the city and turned over to the University, represents a unique municipal, state, federal, and private cooperative effort. It is expected to be a powerful generator of new vitality to the central city.

### U-M's Sixteenth College

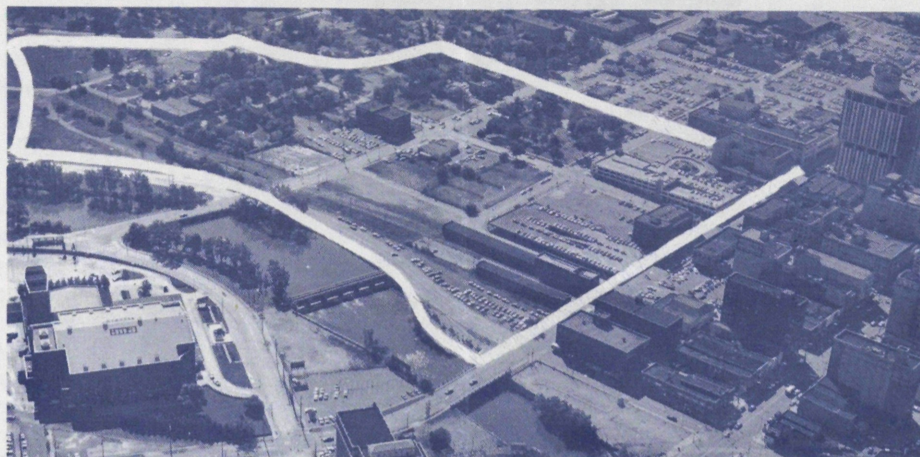
Located in a metropolitan area with a population of approximately 450,000, the UM—Flint was established in 1956 as the sixteenth college of The University of Michigan and the first outside of Ann Arbor. Initially, it provided junior and senior programs in liberal arts and sciences, business administration, and teacher education. In 1965 it became a four-year institution. Over 4,000 students are enrolled.

Academic programs through the graduate level will be offered when development of the riverfront campus is complete. There will be a new emphasis on broad career programs in public service and professional fields appropriate to the urban situation such as education, government, business, health care, and industry.

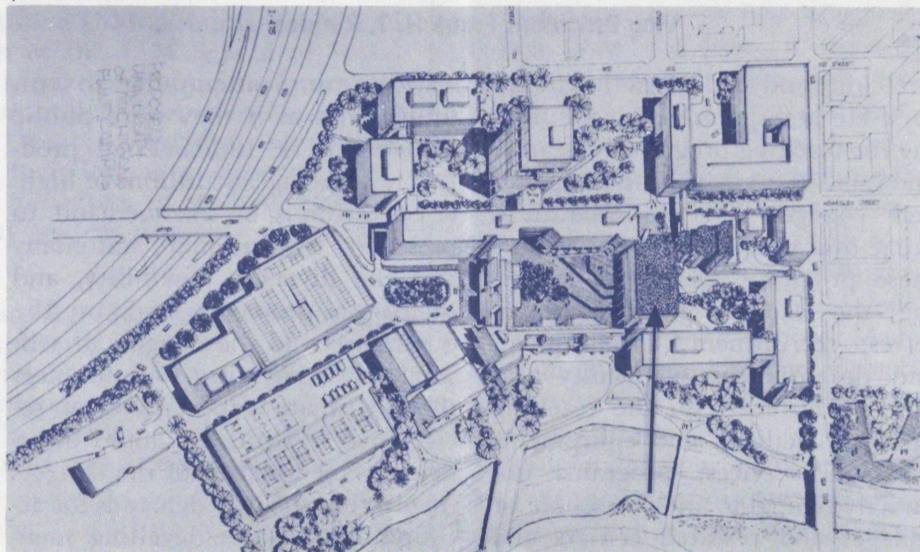
The idea of a university campus in the central city was born more than two years ago at a meeting of concerned private citizens who were eager to revitalize Flint's decaying downtown area. Led by C. S. Harding Mott, president of the C. S. Mott Foundation, this group spearheaded a drive that resulted in \$6 million from Flint's City Council and \$7 million in private funds as inducements for UM—Flint to locate in the heart of the city.

### Citizen Support

UM—Flint was already planning a new 17-acre campus at another location when the downtown proposal was brought forward. Since construction was scheduled to begin on the first building in just a few months, only the most compelling reasons could effect a change. A committee of 18 business and community leaders was appointed by Flint's mayor to find those reasons. A poll showed that 64 percent of Flint's citizens favored the new campus location. Hundreds of letters and editorials supported the project, calling it "a revival of spirit," "a people generator," and



**TODAY**—Forty acres carved out of downtown Flint will be the new home for the University's Flint campus (outlined in white). Evidence of demolition and clearing can already be seen. Local, state, and federal governmental units joined Flint's private sector to make the project possible, pledging \$13 million.



**TOMORROW**—The new UM—Flint central city campus, as seen in the 1980's, will grow back from the Flint River. The shaded area right of center is the \$7.75-million classroom-office building and theater wing which is already under construction. It and two other buildings will be completed in 1976.

"something in which everyone wins." The Department of Housing and Urban Development, which was funding projects in the area, was impressed with the concept.

### Optimum Campus Size

For the UM—Flint it meant an optimum size campus with a core of three buildings together, instead of two buildings located blocks apart as in the original plans. It meant an opportunity to serve the educational needs of the Flint area more comprehensively. It also answered one of the most persistent complaints of UM—Flint students—the lack of room for varied activities designed to keep them on campus during lulls in their schedules. Additionally, the site is near Flint's Cultural Center.

The proposal stood up under severe examination. After intensive study, planning, and approval by the U-M Regents and the legislature, construction was begun on a state-financed, \$7.75-million classroom-office building.

At the groundbreaking ceremony, UM—Flint Chancellor William E. Moran said, "The commitment to facilities and programs implicit in

today's ceremony points deep into the future. Our hope is that this site will be a cornerstone around which not only a splendid campus but a new central city will be built. . . . our involvement with the city cannot be in doubt."

Harding Mott called the event "a big moment for me personally and for our community. The groundbreaking demonstrates that the spirit of community is leavening the whole quality of life in Flint."

This spirit of community is not new to Flint, a city in which the private sector has frequently provided leadership and financial support. What was perhaps a first was the cooperation and enthusiasm shared by the private sector, city and county government, state and federal officials, and the public at large. It was a spirit that helped Flint to reach for the brass ring and catch it.

### Presidents Club Meeting To Be Held September 20-21

The annual meeting of The Presidents Club will be held on the campus Friday and Saturday, September 20 and 21. The program will conclude with the Michigan-Colorado football game. At least 500 members are expected to attend.

### the Vital Margin

## Marsh Trust Will Endow

### Journalism Center

The University of Michigan has received a \$1-million gift for the establishment of an endowed professorship and a center for research in journalism. The gift is from the Howard R. Marsh trust. A former Michigan journalist and a member of The Presidents Club, Marsh was a 1915 graduate of the U-M Literary College and lived in Redlands, California.

The gift establishes the Howard R. Marsh Chair for Journalism and the Howard R. Marsh Center for the Study of Journalistic Performance.

The Marsh Chair will be filled by distinguished visiting professors of journalism drawn from both the professional and academic worlds. The research center will study long-range problems that affect the ability of news media to perform their functions in a democratic society. Both the endowed chair and the center are designed to complement existing programs in journalism, including a mid-career fellowship program for working newsmen and newswomen funded by the National Endowment for the Humanities and ongoing research projects supported by a variety of sources.

Dr. Allan F. Smith, former vice president for academic affairs, said the gift is "an excellent example of how private support can provide a public university with that vital margin of excellence that invigorates the academic program of the University and strengthens the University's ability to contribute to society in general."

## A&D College Divides Into Two Units

The College of Architecture and Design has been divided into two separate units, a School of Art and a College of Architecture and Urban Planning.

The division coincides with the completion of a new \$8.5-million North Campus building that will provide facilities for the programs in art, architecture, and urban planning. George Baylis, chairman of the Art Department, has been named dean of the new School of Art and Robert D. Metcalf, chairman of the Architecture Department, will head the College of Architecture and Urban Planning.

The new administrative arrangement is expected to complement plans for a substantial expansion of the number of students and faculty in the architecture and design programs and to enable the art faculty to offer instruction for the non-art major.

The new building can accommodate a combined enrollment of 1,200 students. Current enrollment is over 800.