

Michigan Today

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the university of michigan

President Fleming Identifies Key Higher Education Issues

Increased government control, financial pressures, population trends, and academic program changes are likely to be four dominant issues in higher education in the next decade according to Michigan's President R. W. Fleming.

Fleming, who has announced that he will leave Michigan in January to head the Corporation for Public Broadcasting, discussed these issues and reflected on his 11-year tenure as he delivered his last annual State of the University address.

He described the years of his presidency as "the best of times and the worst of times."

Government Control

"We are at a watershed point with respect to the government," Fleming said. "The real danger is perhaps not so great from inefficiency and bureaucracy as it is that elected officials and/or bureaucrats will come to believe that it is their duty to 'direct' higher education along lines which are more to their liking."

Financial Pressures

Reviewing the University's financial picture, he said, "If one looks at how basic expenditures within the University have changed over the last ten years, one sees that salaries have not quite kept pace with the rise in the cost of living.

"Utility rates have jumped enormously. Health care costs have risen precipitously, though benefits have not expanded proportionately. Student aid from our budgetary sources has declined, though federal student aid has expanded.

"The investment in our plant improvement has suffered badly, as it has at other schools, which simply means that the state is putting off a problem which will rise to haunt it in the future. Meanwhile, we have been mandated by law to divert monies into socially beneficial programs for which support is not provided."

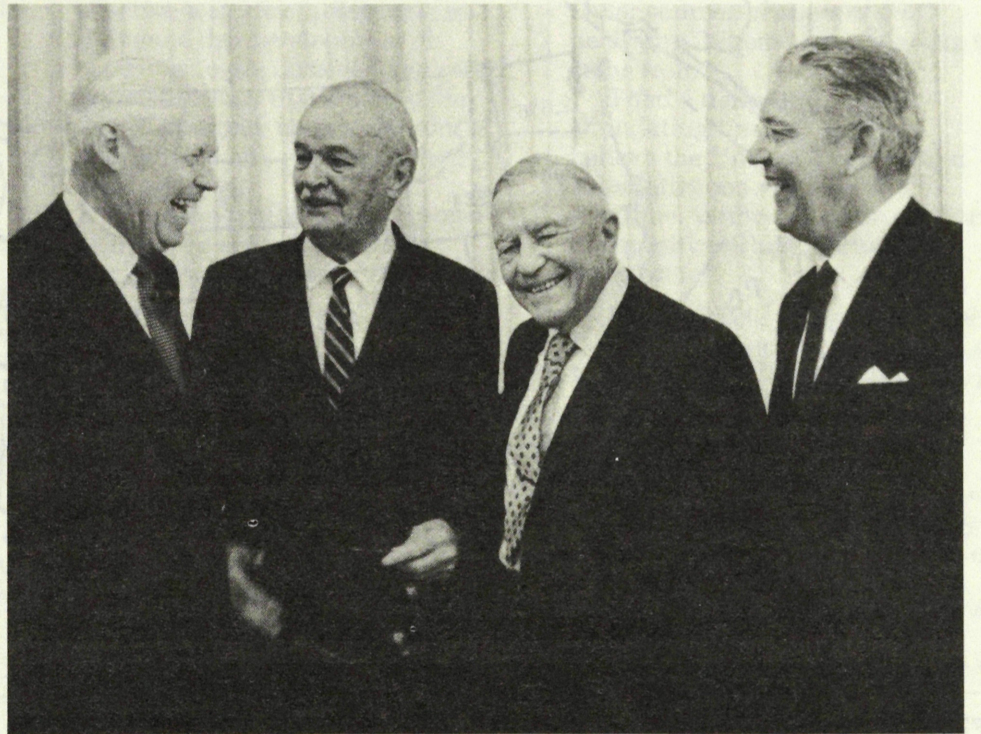
State support for education is down almost 16 percent, Fleming reported. While Michigan ranked well above average in higher educational expenditures per income in 1966-67, 10 years later it had dropped to 37th place among all states.

In 1956-57, the state paid 78 percent of the cost of education on the Ann Arbor campus, while the student contribution was 19 percent. By 1976-77, the state's share had fallen to 59 percent, and the student paid 33 percent.

Demographic Influences

Turning to changing demographics, he noted that "where enrollment declines, there will be political resistance to closing schools or allowing them to diminish in size, and pressures to distribute enrollment losses over the

(continued on page 2)



Michigan's presidential perspective includes (clockwise from top): President and Mrs. R. W. Fleming, who leave the University in January, and Allan F. Smith, professor of law and former vice president for academic affairs (at right with Mrs. Smith), who will serve as acting president until a new chief executive is named.

Four of the nine presidents who have served U-M gathered in a historic quartet for Spring Commencement in 1969 (from left): Harlan Hatcher (1951-67), Clarence Cook Little (1925-29), Alexander G. Ruthven (1929-51), and R. W. Fleming (1968-78).

President Fleming enjoys a moment with his granddaughter at The Presidents Club Rose Bowl reception in Pasadena in January, 1978.

Regents, Media Praise President

President R.W. Fleming's leadership of the University has been widely praised. A sampling of the comments greeting the announcement of his new post follows:

• "I believe he is the finest university president in the United States. The University will be ever in his debt." —Regent Thomas A. Roach

• "If the University stands for the teaching of higher education in the best manner possible, it is exemplified by his efforts." —Regent David Laro

• "President Fleming has brought the University through two painful periods with its resources intact, its vision of its future still strong, and its credentials as a great university secure . . . We believe Robben Fleming has done a superb job." —Detroit Free Press

• "Strength of character, compassion, and integrity are his marks." —Detroit News

• "He always appeared calm and friendly, with a sharp wit and a good ear." —Michigan Daily

Presidential Search Begins

Faculty members, alumni, and students will be involved with the selection of a successor to President Fleming.

Committees representing each of these groups have been formed to advise the Regents, who will make the final decision under the state constitution.

The Regental Selection Committee is open to nominations from the entire University community, the

people of Michigan, and any individual having an interest in the University.

Names should be submitted by February 1, 1979, to the Presidential Selection Committee, The University of Michigan, Room 4010 LSA Bldg., Ann Arbor, Michigan 48109.

Dr. Frederick Wagman, secretary of the Regental Search Committee, says that a considerable number of names have been suggested thus far.

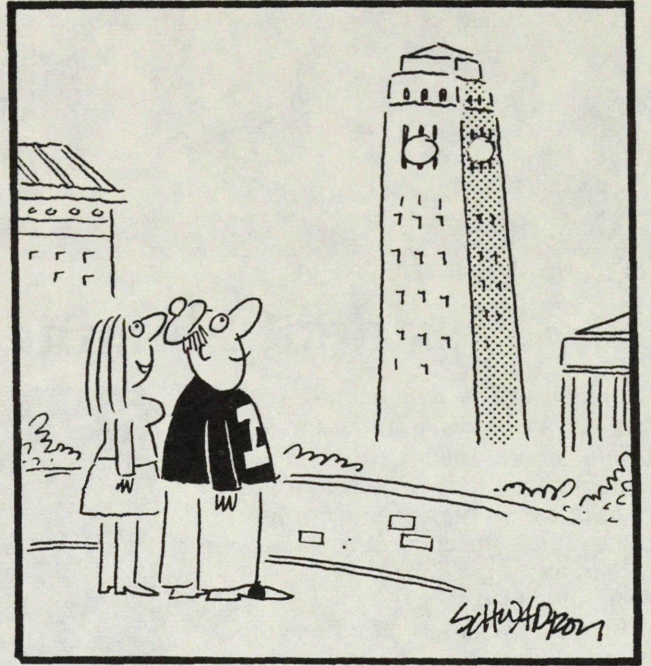
The Composite Michigan Alum . . .



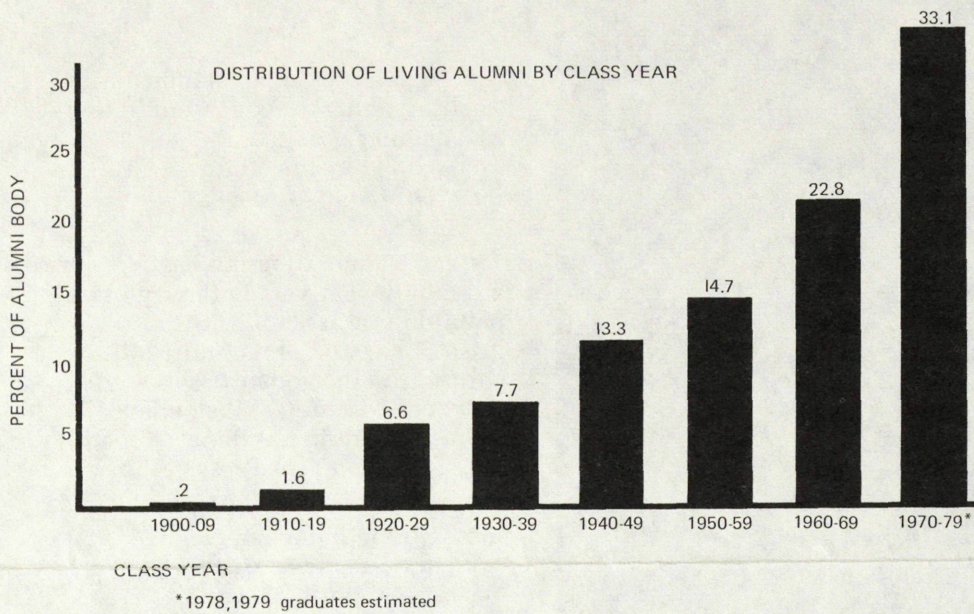
. . . is one of 250,000 living, degree-holding graduates, about one-third of whom are female; (Based on information presently available from Alumni Records.)



. . . is likely to be in his or her late 30's to mid-40's . . . is married to a non-alumnus and has 2.5 children in their mid-teens to early 20's.



One out of two has been on the campus in the last year. While a student, one out of four received some type of financial assistance.



U-M Initiates Alumni Census

The University of Michigan wants to know what has happened to its alumni since their graduation.

Therefore, the Alumni Records Office has initiated an ambitious census program to update the records it maintains on each alumnus and alumna.

Sophistication Grows

"We now have 250,000 living alumni who are literally distributed throughout the world, and who represent every graduating class since 1900," explains Alumni Records Manager Mary E. Dewey.

"As the sophistication of our record-keeping system has increased, so has our ability to

maintain more complete records economically and efficiently. However, throughout the years, our information-gathering systems have not always been consistent.

"We have prepared a brief alumni census questionnaire that will enable us to bring each individual's record up-to-date. As we developed the questionnaire, we sent out a test mailing and received a return of 62.7 percent. We consider this an extremely high rate of response.

Ongoing Program Planned

"Approximately one-fifth of the alumni body, or 50,000 individuals, will be surveyed each year. We mailed the first group of 25,000 questionnaires in mid-November, and will mail 25,000 more in the spring. We are receiving hundreds of completed forms every day.

"It's the first time that U-M has undertaken a large-scale program to survey its alumni. We're very excited by the response."

Looking for "Lost" Alumni

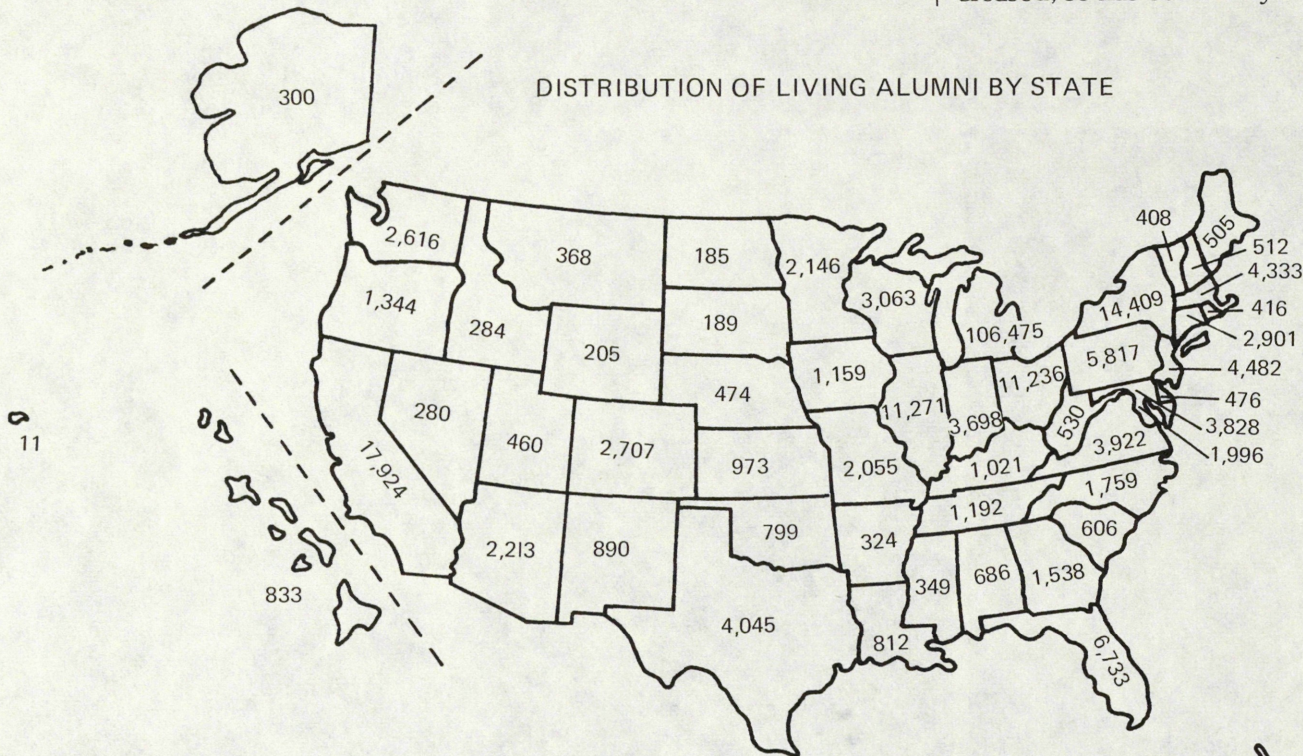
All U-M alumni should be receiving *Michigan Today*.

If you know fellow alumni who are not on the mailing list, it indicates that the University does not have an up-to-date address for them. Please suggest that they notify the Alumni Records Office of their present address.

All address and name changes should be sent to the Alumni Records Office rather than to individual schools and colleges.

Send changes to:
 Alumni Records Office
 401 S. Fourth St.
 The University of Michigan
 Ann Arbor, Mich. 48109

DISTRIBUTION OF LIVING ALUMNI BY STATE



Fleming

(continued from page 1)

higher education system, regardless of student wishes."

Program Changes

He suggested that a combination of all the other pressures will force changes in the academic program to "make it more responsive to the needs of the time." One change he predicted is a reduction in the number of students seeking doctorates.

He is disheartened by the talk of increased undergraduate specialization in preparation for the job market. "It is not credible that the great universities of the country should turn to that avenue . . . high

quality graduates are unlikely to encounter a demand from prospective employers that they pursue a more technical course."

Student Unrest

In a review of the sometimes turbulent years of his tenure at Michigan, Fleming said, "I thought then, and I think now, that the use of force, except in the last resort, is a poor way to deal with such problems. If one takes that point of view, it will admittedly mean that one will suffer a certain amount of property damage, insults, indignities, and gross discourtesy. But it will also mean that one can hold the great uncommitted center,

Summing Up "The Fleming Years"

	1968	1978
Enrollment	37,283	46,455
Operating Budget	\$210,998,901	\$515,832,857
Research Volume	\$59,440,591	\$83,257,602
Library Holdings	3,714,642	5,000,000
Total Plant Value	\$357,425,820	\$642,499,804
Student Financial Aid		
Scholarships/grants:	\$10,175,100	\$22,387,131
Loans:	\$2,611,600	\$9,546,413
Student employment:	\$9,000,000	\$19,000,000

that injuries and deaths can, with luck, be avoided, that hate and mistrust will be minimized, and that the conflict will tend to disintegrate rather than accelerate.

"My hope during all that period was that we would never have a

brutal confrontation; that we would never forget the virtues of dissent; that we could continue to respect those who held views contrary to our own; and that we could emerge as a great and strong university. I think we did that."

Volunteer Leaders Spark Michigan's Fund-Raising Success

Volunteers are one of the University's greatest resources.

Michigan is particularly fortunate in the number of distinguished alumni and friends, leaders in their communities and professions, who have chosen to donate their time to the University.

Their continuing involvement at all levels from that of local alumni clubs to service on the Development Council Board of Directors (the advisory board that guides the University's fund raising) demonstrates their desire to maintain their ties with Michigan.

Below, several of these volunteer leaders reflect on the factors that motivate them to devote themselves to furthering the welfare of the University.

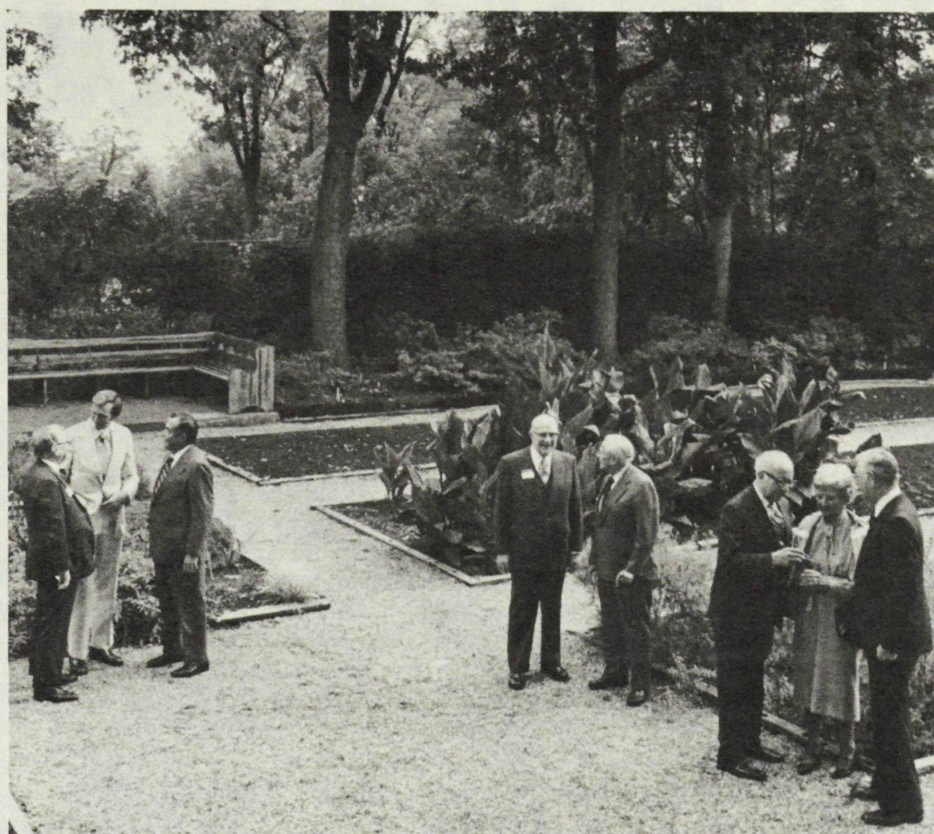
Tom Koykka, retiring chairman of the Michigan Annual Giving Committee (LSA '27, Law '30), says that U-M opened doors and vistas to him that he had not known existed. (Coincidentally, during his college years, he once stowed away on an ocean-going ship heading for Europe.)

"I feel that the number one hope of the country lies in education and educated citizenry. Michigan did so much for me that I think I ought to do whatever I can to make the same advantages available to coming generations of students.

"Private support for the University is absolutely essential if you hope to have quality education. Michigan could get along somehow on whatever it gets without private support but would be just an ordinary university, of which there are many. If we are to maintain our rank as one of the world's great universities, we simply have to have private financial support."

Peter Patterson, chairman of the Executive Committee of The Presidents Club (Engineering '60, Law '65), recalls, "Those were the carefree days as far as I was concerned, and all the while they managed to cram something into my head.

"I feel that Michigan gave me a very sound educational basis from which to operate. You jump off from your educational foundation. If you



Michigan's volunteer leaders include (from left): Thomas V. Koykka, retiring chairman of the Michigan Annual Giving Committee; Peter Patterson, chairman of the Executive Committee of The Presidents Club; B. James "Ted" Theodoroff, chairman of the Deferred Giving Committee; H. Glenn Bixby, chairman of the Major Gifts Committee; Dr. Harry Towsley, chairman of the Foundation Relations Committee; U-M professional staff member, Michael Radock, Vice President for University Relations and Development; Mrs. Carl (Betty) Abbott, vice chairman of the Development Council Board of Directors; and George Slykhouse, chairman of the Development Council Board.

don't have that, you don't make judgments that are appropriate.

"Since leaving Michigan, I have become aware of all the plusses that private support gives the University. I have an appreciation for it that I did not have when I was a student. I feel a strong sense of obligation to the institution."

B. James "Ted" Theodoroff, chairman of the Deferred Giving Committee (LSA '45, MBA & Law '49) "always felt Michigan's standard of excellence even when I was in school. I was in band and the Business and Law Schools, all of which are among the best in the country.

"I learned from Prof. Revelli very early — if you're going to blow air in a horn, make sure that the sound that comes out is the sweetest you can make. All the schools had the same approach to excellence.

"If it hadn't been for Michigan, I wouldn't be where I am today. I even met my wife in our freshman Spanish class (and my daughter met her husband in their junior Spanish class).

"The world is full of mediocrity, but Michigan always stood for excellence. I am proud to be a U-M alumnus, and want to maintain this excellence."

H. Glenn Bixby, chairman of the Major Gifts Committee (LSA '27), believes that "one of the most effective ways for individuals to influence the development of society is to get involved—to select the institutions that embody the values that they believe should be perpetuated and give them their loyal support.

"I believe that it is my responsibility to do my fair share by working for the good of society, and

I want to do it in a way that is effective.

"I firmly believe that all of us who have enjoyed the benefits of a Michigan education owe the University a debt that is never fully repaid. I know that our tuition and fees, though they seemed expensive at the time, didn't even begin to cover the costs of educating us.

"These days, federal and state governments seem to be expected to take care of more and more of our human services, so the proportion of money available for higher education seems continually to decrease. The need for private support is growing every year."

Harry Towsley, chairman of the Foundation Relations Committee (MD '31), chairman emeritus of post-graduate medicine, comes from a proud heritage of Michigan alumni.

"My father graduated from the Medical School in 1880. He had six children, of whom I am the youngest. All of us are Michigan alumni, as is my wife.

"Michigan gave me a great opportunity to learn what life is all about and to see the importance of education to others.

"I believe in the institution. I think that the University is absolutely essential for the youth of the state, the nation, and the world. It shapes their futures.

"Without private support we would have to depend on government agencies for support, which would mean government control. We must preserve the free enterprise system that has made this country the greatest in the world."

Mrs. Carl (Betty) Abbott, vice chairman of the Development Council Board of Directors (LSA '38) says, "I don't see how you can possibly keep quality higher education without private support today. Other sources of support are declining. Where else is it going to come from?

"I had a delightful, happy, stimulating time at Michigan. I believe the University is doing a superlative job and I want it to continue. Without private support, the quality will do nothing but deteriorate."

George Slykhouse, chairman of the Development Council Board of Directors (LSA '49, Law '51) has a "basic interest in the University itself, and a basic interest in supporting a worthy institution.

"Our whole family was oriented toward Michigan. The University was looked upon as the epitome of education in Michigan. My two brothers also attended U-M, and my three children are there now.

"I have tremendously fond memories of my years there. I found unlimited opportunities. I just chewed it up. It was a wonderful outlet. Both the camaraderie and the education were rewarding.

"I believe very sincerely that we have to have private support. I see a great effort through the legislative process to reduce everyone to a common denominator. Unless an institution has private support, it will be reduced.

"It is a healthy thing for society to have people who feel they want to support organizations of their own choice and want to be identified with worthwhile efforts. It disturbs me to see inroads being made on charitable contributions by Congress."

The Vital Margin

University Faces Demand for Dollars

by Michael Radock
Vice President for University Relations and Development

As one year ends and another begins, it is a particularly appropriate time to evaluate our past achievements and anticipate future challenges.

A few years ago in higher education, we frequently associated the word "demand" with the student protest movement. Today the picture has changed. From all quarters and constituencies, the demand is for dollars.

Inflation, the reduction of legislative support, the growing concern of taxpayers toward their economic burdens, and a questioning of the role of higher education are all factors that will intensify the need for educational support from the private sector.

At present, the need for more

endowment funds and unrestricted gifts to college campuses is particularly acute. But, in all areas, it is difficult to supplement the University's resources through gift funds fast enough to meet mounting needs.

Gift Needs Escalate

The sober fact facing higher education is that colleges and universities, both public and private, that cannot count on substantial voluntary support from alumni, friends, corporations, and foundations in the next decade are destined for mediocrity.

Clearly, as we face these challenges, the desire of alumni and friends to retain close ties with the University will be one of our underlying strengths.

At present, about 25 percent of Michigan's alumni body participates in the University's financial support, contributing to a total of more than \$28 million in gifts from all sources in the 1977-78 fiscal year.

This is certainly a significant percentage, particularly among public institutions of higher education. However, it also indicates the presence of a great untapped reservoir of potential gift support. During the coming years, we will increase our efforts to draw upon these additional resources.

Volunteers Are Essential

The willingness of the members of the Michigan family to devote their time and expertise to the University has been instrumental in building and maintaining our traditions of excellence.

As we face future challenges, we will continue to rely on the participation of loyal volunteers who are dedicated to furthering the University's interests to provide leadership and inspiration throughout our fund-raising efforts.

Volunteerism, an essential ingredient in the philanthropic process, will play an important role in the future of fund-raising at Michigan.

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Jubilation Marks the Wolverines' Progress Toward Their Third Consecutive Rose Bowl Appearance



Victorious Wolverines claim their trophy as the Little Brown Jug returns to Michigan following a victory over Minnesota (left), and offensive interior line coach Paul Schudel celebrates Michigan's third straight victory over Ohio State.



Wolverines Return to Rose Bowl

"We're going to keep coming back until we get it right," football coach Bo Schembechler said last year in Pasadena, Calif., following the Wolverines loss to Washington in the Rose Bowl.

The Michigan coach made good on the first half of his statement by guiding his team to a convincing defeat of Ohio State, 14-3, in a game that decided the Rose Bowl trip and the Big Ten co-championship, posting a season record of 7-1.

He will try to make good on the second half when the Wolverines take on the PAC-10 champs, Southern California, on Jan. 1, 1979. It will be the Wolverines' third consecutive trip to the Rose Bowl.

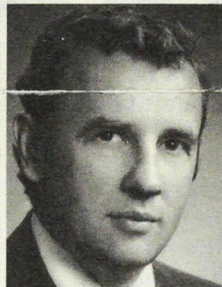
U-M Trains Nobel Prize Winners

The recent announcement that Dr. Hamilton O. Smith who did post-doctoral study at U-M 1962-67 and is now on the staff at Johns Hopkins University was a co-recipient of the Nobel Prize in medicine (physiology) added another Nobel laureate to the roster of distinguished scholars who received part of their training at U-M. Previous Nobelists who have been associated with the University include Dr. Donald Glaser (a former faculty member) and Dr.

Samuel Ting (Rackham '62), both of whom have received the prize in physics.

Regents Win Reelection

Incumbent Regents Paul Brown (LSA '56, Law '61) and James Waters (Law '70) have been reelected to their second eight-year terms on the U-M Board of Regents.



BROWN



WATERS

The political makeup of the Board remains six Democrats, two Republicans.

Brown practices law in Petoskey and Waters in Muskegon.

Research Expenditures Rise

Total research expenditures for U-M in 1977-78 reached a new high of \$83,257,602, a 14.6 percent over the previous year.

Charles Overberger, vice president for research, notes, "For the

first time since fiscal 1975, research expenditures increased at a rate greater than inflation; however, inflation continues to erode the purchasing power of funds spent for research."

Enrollment Up, Frosh "Smarter"

Michigan's total fall enrollment is 46,455, 438 more than a year ago.

Among these students, Scholastic Aptitude Test (SAT) scores are up significantly over last year for entering freshmen. Their median verbal or English SAT score is 530 on a scale of 200 to 800, compared to 520 for the preceding class. Non-verbal or math scores show an increase from 590 to 600.

Nearly 62 percent of the entering freshman graduated within the top 10 percent of their high school classes; 40 percent were among the top 5; and 14.4 percent were in the top 1 percent.

U-M also has more advanced placement students this year than any other U.S. college. One fourth of the freshman class (1,255 students) have advanced credits.

Clifford F. Sjogren, director of admissions, said "students with advanced placement credits tend to be from the strongest high schools, and they generally have elected the

best courses taught in those schools. The University's large number of advanced placement students is another yardstick indicating that we have a fine caliber of student."

New Dean for Business Administration

Gilbert R. Whitaker, Jr., will assume the post of dean of U-M's Graduate School of Business Administration in January.

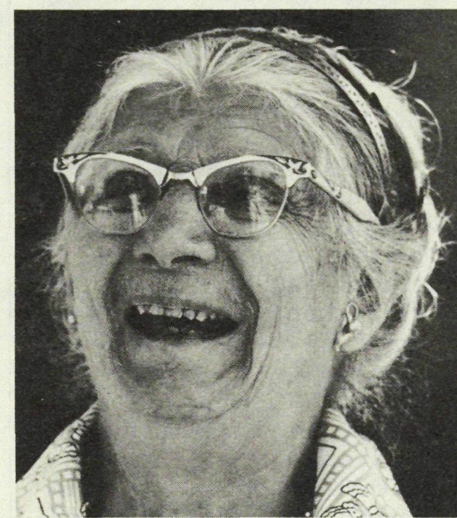
He will succeed Floyd A. Bond, dean since 1960, the longest term of service in the post. Bond has been named dean-emeritus and will occupy the Donald C. Cook endowed professorship.

Whitaker comes to the University from the deanship of Texas Christian University's M. J. Neely School of Business.

Losh Memorials Announced

Two memorials are planned to honor astronomy professor-emeritus Hazel "Doc" Losh, who died this fall at the age of 80.

The widely-known U-M professor, whose teaching career spanned 41 years, was often described as "Michigan's number one sports



"DOC" LOSH

fan." She missed the opening home game this fall for the first time since 1927.

The astronomy department has set up a memorial fund to honor "Doc" Losh, and the Alumni Association will also include a memorial to her in their new headquarters building.

Gifts for the astronomy department memorial should be sent to: the Hazel M. Losh Memorial Fund in care of the Gift Receiving Office, 3030 Student Activities Building, U-M, Ann Arbor, Mich. 48109. Gifts for the Alumni Association memorial should be sent to the Development Office, 3540 Student Activities Building, U-M, Ann Arbor, Mich. 48109.

Michigan Today

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 200,000 members of the Michigan family.

Address your letters to:

Editor
Michigan Today
3024 Student Activities Building
The University of Michigan
Ann Arbor, Michigan 48109

Please send me information on:

- Joining the Alumni Association
- Joining The Presidents Club
- Making a deferred gift to the University

- | | |
|--------------------|---|
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| Wendell R. Lyons | Director of Development |
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