Margaret Bourke-White, who attended the U-M from 1923 to 1925, receives from President R. W. Fleming a portrait of one of her favorite cats. The photo was surreptitiously taken in Miss Bourke-White's Darien, Conn., home by Stuart Abbey, superintendent of Photo Services. At the time, Abbey was copying many of her famous photographs for a U-M Museum of Art exhibit, a feature of the 100th anniversary of women at the University. Miss Bourke-White, who received the honorary A.F.D. degree from the U-M in 1951, attended the reception opening the exhibit and spent two days enjoying the Ann Arbor campus.

ROGER HEYNS TO RETURN TO FACULTY

Roger W. Heyns, who spent 18 years of his academic career at The University of Michigan as a teacher and an administrator, has been named president of the University of California at Berkeley. He will return to the University as professor of psychology and education.

Heyns said he wishes to continue in higher education in a different capacity, especially to have time to study the organizational problems of universities and to teach. Part of his time at the U-M will be devoted to the Center for the Study of Higher Education. A former dean of LSA, Heyns was named vice president for academic affairs in 1962. He plans to leave Berkeley by June 30, or earlier if a successor is named.

As keynote speaker at the recent annual meeting of the U-M Presidents Club, Heyns urged his large audience to be effective university watchers. "First," he said, "decide what you think a good university ought to do and then see how well the University does it. Do your own watching" (without being prejudiced by outside influences). "Establish a frame of reference." (Remember that each September two-thirds of the people have been on campus one year or less.) "Remember an evil can be enlarged by the way it is fought."

ASK 3% SAVINGS FOR ALL DEPARTMENTS

In its continual vigilance over expenditures and in an effort to husband funds to face increasing essential costs, the administration, through Allan F. Smith, vice president for academic affairs, has called for a three per cent budget saving for all departments in the University.

"It is unlikely that there will be incremental dollars to finance everything this University should do next year," Smith said in a memo to all deans and directors calling upon them to effect the adjustment. "To the extent that we can generate internal dollars, we can come closer to meeting those objectives."

President Fleming states: "It is important to understand that all universities are in financial trouble. "Other pressing needs are fiercely competing for limited tax dollars at a time when taxpayers are showing more and more resistance, and a temporary surplus of degree holders in some areas has led the public to believe that graduate programs can be cut back."

A Commission on Resource Allocation is also active in exploring ways to preserve vital programs within the extremely tight budget.

R. W. FLEMING APPEALS FOR UNDERSTANDING OF YOUTH

R. W. Fleming, who has spent as much or more time than any college president in interpreting today's often-maligned youth, states, "The older generation must understand the young; we cannot war between the generations."

In an up-to-date survey of his views on student behavior and values, the U-M president relates, "For some strange reason which I have never fathomed, it apparently never occurs to the public, or even to the media, to ask who these students are who inhabit college campuses today. The answer, of course, is that they are our children and our grandchildren. They bring with them all the values we have given them. It is as incredible to suppose that they never did anything which displeased their parents before arriving at the university, as it is to suppose that they will never do anything which will displease the university while they are there."

"Oddly enough, if they are at home and they breach the code of the family or the society it is considered admirable to try to understand the problem and treat it with some compassion. Would we have the university do less than this?"

The President speaks of three classifications. "There are a few extremists on every major campus. The most violent of them are not students. The cadre of terrorists is so tiny as to constitute the most minute fraction of one per cent of any student body. Aside from their capacity to engage in occasional criminal acts, such as mad bombings, they have no capacity to influence other students."

"In somewhat larger numbers, but still insignificant in the total number, are those who would destroy the university as a viable organization unless it conforms to their version of the new truth. This group is dangerous because it is utterly totalitarian in character, and incredibly arrogant intellectually." Their tactics—abuse, harassment, obscene vilification, advancement of highly simplistic new truths—have a marked similarity to those of the "Nazi youthful bully boys." Neither are these, "the totalitarians of the new truth, in and of themselves, widely influential on campus because they are such obvious phonies. Their analysis of problems is so deficient that it can be defended only by refusing to let it be refuted. Most students have a sound instinct against such nonsense."

"The problem of campus turbulence, then, is not the bomber or the totalitarian, it is the average student who becomes deeply concerned about aspects of society which he sees around him." He observes the older generation doing little about national problems such as the Vietnam war, hunger, the chasm between blacks and whites, poor housing, inadequate medical care, and environmental pollution.

"It is this latter group, the vast majority of students, which deserves our attention," Fleming said. "The young people see these problems and try desperately to per-

(Continued Page 2)
Carnegie Commission: U-M 'Heading for Financial Trouble'  

Michigan is one of 18 colleges and universities listed as "heading for financial trouble" in a report released by the Carnegie Commission on Higher Education. Basically, the in-depth study, covering 41 institutions across the nation, reveals that America's colleges are in a financial crisis unmatchted in its impact in any previous period in history. Listed with U-M, under the classification National Research Universities, as "Heading for Trouble" are Harvard, Minnesota and Chicago. The 14 others named are not designated national in scope or are liberal arts colleges. The "Heading for Trouble" category, the report points out, is "typical of higher education." It means that the schools have been able to meet current responsibilities without reducing quality but either cannot assure that they can much longer meet program quality standards or are unable to plan for support for evolving program growth. Listed under the same classification but as "In Financial Difficulty" are Stanford and California (Berkeley). The results of the survey indicate that, over all, 70% of the nation's colleges are either in financial difficulty or are "headed for trouble."

In a section on U-M the report says: "Inflation and a poor outlook in the auto industry will be reflected in state support of The University of Michigan. Administrators say the outlook is dim. Next year, it will no longer be possible to keep budgetary savings. The University is suffering from a critical lack of cash and adequate fund support, simultaneously, is subject to new demands in areas such as ecology. The problem of how to support low-income students is becoming acute, both because of increased commitment and because charging higher fees is the only major possibility of increasing income. Federal support for hard sciences has dropped. Administrators foresee federal cuts in research, fellowships and student aid."

Dr. Feller has categorized patient records as a "clinical research unit combined," is doing research on a classification of burn patient care facilities in the United States and the establishment of a National Burn Information Exchange. Dr. Feller, who describes the burn unit as "an intensive care unit and a clinical research unit," says: "Inflation and a poor outlook in the auto industry will be reflected in state support of The University of Michigan. Administrators say the outlook is dim. Next year, it will no longer be possible to keep budgetary savings. The University is suffering from a critical lack of cash and adequate fund support, simultaneously, is subject to new demands in areas such as ecology. The problem of how to support low-income students is becoming acute, both because of increased commitment and because charging higher fees is the only major possibility of increasing income. Federal support for hard sciences has dropped. Administrators foresee federal cuts in research, fellowships and student aid."

Paul Brown is an attorney and civic leader in Petoskey. Son of former Senator Perciss M. Brown, he received the bachelor's degree in political science from the U-M in 1956. He served two years in the Navy and returned to earn the degree of Juris Doctor from Michigan in 1961. A member of the county, state and national bar associations, he is a director of a bank, an insurance company, a transit firm, and a publishing company. Brown has been a trustee of North Central Michigan Community College since 1966. He is married and the father of three children.

James L. Waters was graduated from the U-M Law School with the Juris Doctor degree last spring. He had earned the bachelor's degree in business administration from Western Michigan University in 1967. Waters was chairman of the Black Law School Student Alliance and a member of the Law School Board of Directors. He worked as a staff assistant in the Michigan Department of Treasury in 1968 and interned with a Lansing law firm last summer. Raised in Dowagiac, he is married and the father of one child. A member of the American Bar Association, he now lives and practices law in Muskegon.

U-M BURN CENTER FOREMOST National Facilities Being Classified

Of the 75,000 persons hospitalized each year in the United States with severe burns, many die because of inadequate care.

The University Hospital, which has had an internationally recognized burn center since 1958, recently opened a new model burn unit under the direction of Dr. Irving Feller, clinical associate professor of surgery at The University of Michigan Medical School.

From extensive experience Dr. Feller has categorized patient recovery under three stages of treatment: emergent, acute, and rehabilitative. By placing patients in the three stages into separate areas, treatment can be effectively organized with more efficient utilization of the staff and facilities.

"Ours is the most complete burn team in the country," Dr. Feller points out. Personnel include surgical and medical specialists such as Dr. Koepke, professor of physical medicine and rehabilitation, a long-time associate of Dr. Feller in the study and treatment of burn patients. Among others on the team are a pediatrician, a psychiatrist, microbiologists, physical therapists, occupational therapists, social workers and teachers, who meet regularly to discuss the progress of each patient.

The new unit, of 10-patient capacity, includes an operating room, ambulatory patient room, hemodialysis areas, hydrotherapy room and treatment area, all in a completely sterile environment.

There are three changing rooms for doctors, nurses and visitors, who must wear sterile caps, gowns and boots while in the unit. An equipment room contains a sterilizer to contaminate any source of possible hospital infection, and even the patient areas have hand-washing sinks to prevent cross-contamination between patients, which might occur during routine dressing changes.

Burn patients require massive fluid replacement, which is facilitated by an intravenous feeding apparatus attached to ceiling tracks above each bed.

Dr. Feller, who describes the burn unit as "an intensive care unit and a clinical research unit combined," is doing research on a classification of burn patient care facilities in the United States and the establishment of the National Burn Information Exchange.

NEWLY ELECTED REGENTS

Paul Brown is an attorney and civic leader in Petoskey, Son of former Senator Perciss M. Brown, he received the bachelor's degree in political science from the U-M in 1956. He served two years in the Navy and returned to earn the degree of Juris Doctor from Michigan in 1961. A member of the county, state and national bar associations, he is a director of a bank, an insurance company, a transit firm, and a publishing company. Brown has been a trustee of North Central Michigan Community College since 1966. He is married and the father of three children.

James L. Waters was graduated from the U-M Law School with the Juris Doctor degree last spring. He had earned the bachelor's degree in business administration from Western Michigan University in 1967. Waters was chairman of the Black Law School Student Alliance and a member of the Law School Board of Directors. He worked as a staff assistant in the Michigan Department of Treasury in 1968 and interned with a Lansing law firm last summer. Raised in Dowagiac, he is married and the father of one child. A member of the American Bar Association, he now lives and practices law in Muskegon.

MICHIGAN TODAY

1970—Coeds comprise 40 per cent of the U-M student body, 15,856 young women, and over 89,600 of its alumni. The editorial opinion of the Michigan Daily now does not only reflects an acceptance of women but champions most of their causes.

Women not only are an important part of the student body and alumni, but contribute to all facets of the University—faculty, administration, and governing bodies. Mrs. Gertrude Huebner is the fourth woman to be a member of the Board of Regents.
The 194-member Michigan marching band honored WWJ (Detroit), the nation’s first radio station, between halves of the Michigan State game. In celebrating radio’s 50th anniversary, the band repeated many WWJ firsts, playing an excerpt from the “Finale” of Tchaikovsky’s 4th symphony, initially broadcast by the Detroit Symphony, and “Sleep,” Fred Waring’s theme song.

When the world’s most powerful nuclear particle accelerator, at the National Accelerator Laboratory near Batavia, III., goes into operation in the late summer, seven U-M physicists will be there conducting experiments. Four proposals have been accepted for experiments by Profs. Carl W. Akerlof, Lawrence W. Jones, Alan D. Krisher, Michael J. Longo, Donald I. Meyer, Oliver E. Overseath, and Kent M. Terwilliger.

Michigan is the only football team in the country that can claim it had three Coaches of the Year travel with the squad. When the Wolverines went to the University of Washington Fritz Crisler (1947), Bennie Oosterbaan (1948), and Bo Schenbecher (1969) were all on the plane.

The U-M and Magdalen College in Cambridge, England, exchange a student each year under two-year scholarships, which include living arrangements, fees, incidental expenses and transportation underwritten by the Power Foundation of Ann Arbor.

Arthur Rubenstein will appear in Hill Auditorium January 22 in a special “Gala Benefit Concert” for the University Musical Society. The 81-year-old renowned pianist will be making his 15th appearance at the U-M. Pre-concert social affairs and an after-concert supper party will be part of the noted occasion.

The Booth family has presented a collection of letters of George Gough Booth, founder of the Booth newspapers, to the U-M Historical collections. These are of special interest to students of journalism.

The University’s Television Center, the first such service to be established at any major university, has just celebrated its 20th anniversary. Each year it supplies over 70 television stations with more than 8,400 telecasts, and its programs have won numerous major film festival awards. It all began with a live broadcast in which President-Emertius Alexander G. Ruthven welcomed viewers to the first “telecourse” offered anywhere.

Executive Committee Chairman Edward P. Madigan (left), retiring Chairman Charles R. Walgreen, Jr., and former committee member H. Glen Bisby (right) at recent Presidents Club annual meeting.

The Presidents Club of The University of Michigan is unmatched in any public educational institution and in few, if any, private universities. Its membership now consists of 944 alumni and friends and its contributions during its nine years of existence total close to $30 million. No single voluntary organization has done as much to make a university great as has the U-M Presidents Club.

More than just an honor organization, The Presidents Club is having its finest year, marked by enthusiasm and interest in maintaining Michigan’s eminence among the world’s universities. Its recent annual meeting on the campus consisted of two days of enlightenment, education and entertainment embraced in camaraderie. Members of this prestigious organization not only get the satisfaction of investing in a viable university dedicated to service but also find themselves in a congenial group whose friendship is rewarding and contagious, without any wish to be exclusive.

Members have strongly endorsed a desire to number 1,000 before The Presidents Club reaches its 10th anniversary. Led by Regent Paul G. Goebel and Frederick J. Vogt, members of the Development Council are traveling the county intent upon explaining the benefits and enlisting new members.

You are eligible for membership in The Presidents Club, and you need not be an alumnus of Michigan.

**Types of Membership**

- Without any way legally binding yourself or your estate, you may join The Presidents Club by contributing:
  - $10,000 or more immediately or at the rate of $1,000 annually, or within or over the next ten years.
  - A deferred gift of $15,000 or more payable through a bequest or other deferred giving instrument, acceptable to the University.
  - A cash/bequest gift combination of $5,000 outright or over ten years at the rate of $500 annually, and a minimum bequest of $7,500.
  - A gift of $2,500 combined with a corporate matching gift of $7,500.

Information concerning The Presidents Club and the various ways in which one can become a member may be obtained by contacting: The Presidents Club, Alan W. MacCarthy, Secretary, 402 Michigan Union, Ann Arbor, Mich. 48104, (313) 764-4108.

George G. Slykhouse, National Chairman of the Michigan Annual-Giving Fund, expressed the University’s gratitude to those contributors who made possible awards totaling $9,500 to 11 distinguished U-M faculty members in a faculty-staff convocation held this Fall.

President R. W. Fleming (lower left), who presented the checks, and George G. Slykhouse (right) with Distinguished Faculty Achievement Award winners (seated left to right): Profs. William C. Morse, Robert E. Ward, Arthur W. Burks, Joseph E. Rowe and Ronald Freedman. Standing: Associate Profs. Roland G. Hiss, James E. Dew, Peter J. Lynch, and Walter H. Clark Jr.; and Assistant Profs. N. Harris McClamroch and John Bailey. Honorariums to those standing were funded by the U-M Club of Chicago.

Prof. Paul G. Kauper Honored

The highest honor that can be bestowed on a senior faculty member—the Henry Russel Lectureship—has been granted to Paul G. Kauper, professor of law, for 1971.

The University of Michigan Trends in Volume of Research

FISCAL YEARS

The University of Michigan

Trends in Volume of Research

Dollar Expenditures and Percentage Change over Preceding Year, Fiscal 61-70

MILLIONS

OF $1

1961
1962
1963
1964
1965
1966
1967
1968
1969
1970

That it has not declined," in the opinion of A. Geoffrey Norman, vice president for research, "due to the vitality and diversity of our faculty. When funds are tight, capability and past performance are weighty factors in making awards."

Current State Appropriation Cut 1%

The University must operate with $734,048 less in state funds during the remainder of the current fiscal year. All state-supported four-year Michigan colleges have had their allocations cut one per cent in an emergency effort to avoid state deficit financing, which is prohibited by constitutional provision. State income has been jeopardized largely by the effects of the lengthy General Motors strike.

To avoid curtailing programs, President R. W. Fleming, among other measures, requested:

- A delay in maintenance, rehabilitation projects and equipment purchases.
- A defferment of appointments to fill vacancies, except in demonstrated critical need.
- A freeze on the use of funds in unused salary accounts for any other purpose.
- Further tightening of expenditures for supplies and travel.

The Power Center for the Performing Arts shown from the plaza above the 946-car Street parking structure.

Michigan Still Leads in Theatre

The U-M was the location of still another debut of a national professional theatrical organization when the new Actors Company launched the Professional Theatre Program's season with "In the Matter of J. Robert Oppenheimer," "Summertree," and "Little Murders."

World Leaders In Week-long Drug Symposium

An international symposium on drug abuse was recently held at the University under the direction of the Department of Postgraduate Medicine. Attracting participants from around the world, the week-long session was supported by corporations and foundations, as well as by all the major drug companies.

The symposium was designed to help the practicing physician deal more effectively with the problem of drug abuse—not merely in the context of the individual physician-patient relationship, but also as a participant in community action programs with school districts, the courts, and representatives of social agencies.

Handicapped Get Assistance

The University is making considerable progress in a program to ease the burden of physically handicapped students and staff. First steps in plans being developed by an 11-man committee have been the installation of ramps into campus buildings and curb cuts at street crossings. Earlier assistance has been on a case-to-case basis, but the projected programs, under the direction of the Vice President for Student Services, include readers for blind students, servicing of recording instruments, physical therapy, and other services. Universities generally have not provided for the handicapped student in building their physical plants, an oversight that is being rectified at the U-M.