

Michigan Today

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The University of Michigan

A New Decade, A New Leader—Harold Shapiro

Harold Shapiro, vice president for Academic Affairs, a member of the faculty for 15 years, and a nationally recognized economist and economic forecaster will become U-M's 10th President on January 1, 1980. His election by the U-M regents was unanimous, and concluded a 10 month search.

At 44, Shapiro will become one of the youngest presidents in the University's 162 year history and the only chief executive since Alexander Ruthven in 1929 to be promoted from within the University.

The U-M Board of Regents and University administrators hope to name Shapiro's successor in Academic Affairs before January.

"Most Qualified"

Regent Robert E. Nederlander described Shapiro as the "most qualified" of the 240 applicants for the job. "We believe he will maintain the quality of excellence and continue the University's leadership in higher education," Nederlander said.

Shapiro chose to assume office in January because "I haven't thought out what my role as president will be."

"I plan to consult not only with faculty and students, but also with people around the state and my colleagues at other universities," he said.

Smith Lauded

Interim President Allan F. Smith, professor of law and vice president for Academic Affairs from 1965 to 1974, plans to return to his teaching and scholarly research in the winter term.

Speaking for his colleagues, Regent Thomas Roach acknowledged a debt to Smith for his continuing leadership which "has given us time to make a careful selection without pressure."

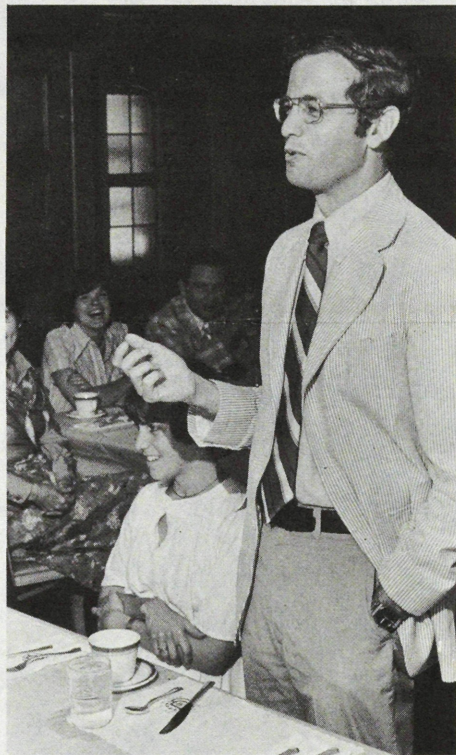
Well Known Economist

Shapiro, who holds an undergraduate degree from McGill University and graduate degrees from Princeton, has experience in private business as well as the academic community. He joined the Michigan faculty in 1964.

One of the nation's ablest young economists, Shapiro is well known for his research and writing in the field of economic forecasting, public policy analysis, and econometrics. For the past decade, he and U-M economics Prof. Saul H. Hyman have directed the Research Seminar in Quantitative Economics which produces influential forecasts of national and regional economic activity. Shapiro also has established a reputation as one of U-M's best classroom teachers.



Shapiro is a family man with first-hand knowledge of the costs of educating children. Daughters Karen, 15, and Janet, 17, attend high school in Ann Arbor, Marilyn, 20, is a junior at Oberlin (Ohio), and Ann, 21, is a senior at Michigan. Shapiro's wife, Vivian, is a lecturer in the Department of Psychiatry and is a senior social worker in the department's Child Development Project.



After a hard weekend's work compiling affirmative action data for the federal government last year, Shapiro took his staff members to lunch.

Shapiro intends to continue to work on the quarterly economic forecasts after he takes over the presidency. He also hopes to continue teaching, but notes it won't be easy. "The problem is not time," he said, "it's having to be in the classroom at 10 a.m. on Monday, Wednesday, and Friday. It means no crisis can arrive at that time."

U-M Philosophy

Shapiro's approach to the U-M presidency is expected to reflect the philosophy he expressed when assuming the vice presidency for Academic Affairs:

"In the broadest and most general sense, I intend to try to play a role in strengthening traditions in teaching and scholarship at the University. I would try to make it a better place than it is. It is a great institution now, and I would like to play a role in improving it."

Thoughts on the Future

Since his appointment by the Regents on July 27, Harold Shapiro has been widely hailed as an "outstanding choice," "the right man in the right place at the right time" to meet the challenges facing higher education in the eighties.

What does Shapiro see in U-M's future?

The Years Ahead

"My guess is that our resource base, that is, the amount of money we have after inflation is taken into account, will not change markedly in the next few years. That means in order to adapt, we will have to do it by internal reallocation.

"We will have to phase out some programs and let others grow."

Shapiro's Academic Affairs experience gives him a firm perspective on U-M's programs. "[We have] studied all the academic programs and in fact, a year or two ago, achieved some kind of understanding with them on how they would progress during the next few years . . . An academic program can manage much better when it's certain about what parameters are facing it even if those aren't very good news.

"The immediate years ahead will certainly require some innovative adaptation to the changing environment in higher education, but I am confident that our faculty will make whatever transition is necessary without losing sight of our long-standing commitment to excellence.

Tradition of Excellence

"I'm committed to excellence and I don't like to be second place in anything . . . I don't want this University to be second place in anything, either. One requirement of excellence is continual change. The world is changing, its needs are changing, and I think we have to address them.

"It's not hyperbole to say that the University of Michigan is a distinguished university . . . That's not to say that it's distinguished in every

aspect or that every program is distinguished. It's very hard to have all the programs in proper shape at any moment. We are going to work at it by being very selective in our appointments, very selective in our promotions, by rewarding merit when we see it and by cutting back where we don't see any response."

One problem area of serious concern to Shapiro is faculty salaries. "U-M can hold its own against other universities of its caliber, but higher education in general will be unable to attract top people."

Biggest Challenge

"The university faces a number of challenges, but it is critical for the university to find some way to renew its science facilities and maintain a distinguished research faculty. This, like many things in our future, is a problem of resources. They must be generated internally as well as with our partners externally . . . state funding alone is not sufficient. We must help ourselves by reallocation as well as by private giving.

Role of Alumni

"I would like to strengthen the role of alumni in the university, to involve them more than we have in the past. I hope we will have more programs, give them more reason to become involved. Alumni can help in many ways, not only by private giving, but by recruiting good students and faculty and by using their influence to further recognition of U-M."

Educational Direction

The president-designate believes the undergraduate experience has been overprofessionalized. "The most important thing the university produces in the undergraduate years is educated citizens, not doctors and lawyers . . . students are too grade conscious, not willing to take risks. That mitigates against curiosity, one of the worst things that can happen.

"I would like the university to devote more resources to the freshman and sophomore experience so everyone can have more small group experiences. Our research shows students can learn well in a large class provided they have some small group experiences.

"I would also like students to have a meaningful experience in the humanities. There's nothing wrong with preparing for a job, it's a question of balance. I'd like to change one or two semesters to give careful consideration to the humanities."

Political Positions

The U-M president-designate has cautioned against taking narrowly defined political stances on particular issues: "It is difficult for universities to simultaneously take institutional positions on political

(Continued on page 3)

Maintaining Medical Excellence Amidst Obsolescence

"It is early afternoon. The man with the swollen brain still is in a coma, but monitoring devices show he is beginning to improve at last, thanks to a special drug" developed by U-M scientists.

"In mid-morning, a handful of medical students examine a patient under the tutelage of a professor of internal medicine, and learn how—later in their own practice—they will treat tuberculosis.

"Much earlier, in one of the operating rooms, a young man donated one of his kidneys to his mother.

"In the evening, 20 already-established physicians from every corner of Michigan attend a continuing education 'class'—this time brushing up on the latest treatment of too-common arthritis.

"All day in a laboratory, scientists work with radioactive isotopes seeking drugs that will go to specific targets or organs like rifle bullets, to treat cancers or other diseases."

These events are part of the endless flow of health care activity at University Hospital as reported by Alton Blakeslee in the *Hospital Star*. An award-winning journalist, Blakeslee is a former science writer of the Associated Press and journalism professor at Syracuse University.

A Major Hospital

U-M Hospital is one of the nation's major teaching and research hospitals, the core for health care throughout Michigan as well as a community hospital serving people in southeast Michigan.

Each year it treats 25,000 patients in its 969 beds; more than 12,000 of these have undergone surgery. An additional 300,000 are treated in 112 outpatient clinics.

Thousands of these patients (the acutely-ill, often termed tertiary care patients) have been referred by their physicians across the state for the special skills, diagnostic, and treatment techniques that are available only in Ann Arbor. These special treatments are possible because of the millions of dollars the hospital receives annually to seek new insight into and controls over diseases.

Each year U-M hospital is the training ground for some 4,000 students in medicine, nursing, dentistry, public health, and pharmacy.

Notable Achievements

University Hospital has many notable health achievements to its credit. It was the site of the Salk polio vaccine clinical tests. It pioneered surgical treatment of tuberculosis; performed open-heart surgery on a one-week-old infant to cure a congenital defect; developed a method of curing swelling of the brain, without surgery; perfected the first electrocardiograph machine; and was among the first hospitals to perform kidney transplant operations.

Great Need

But "a teaching hospital can slip dangerously behind at the first sign of obsolescence," Blakeslee warns.

"Obsolescence has threatened the high quality of care that has always been the University Hospital's hallmark. There is great need and complete justification for replacing the Main Unit of the hospital, as can be seen from the most cursory visit," he points out.

After 10 years' planning, the University of Michigan has submitted a proposal to rebuild much of University Hospital. It calls for replacement of the Main Building where 70 percent of all patients are treated, and the Adult Psychiatric Hospital. Other more modern structures—Mott Children's Hospital, Women's Hospital, Children's Psychiatric Hospital, and Holden Perinatal Hospital—would be renovated.

There is wide agreement on the need for a new hospital because the Ann Arbor medical center is the state's only full-time teaching hospital, and is ranked among the nation's best. The medical school is rated eighth in the country. The nursing and dentistry schools, whose students use the hospital's facilities, are tops in their fields.

Inadequate Facilities

The main building of University Hospital is 55 years old, 15 years out of date, and inadequate to meet current building codes. Among the many complaints about the hospital are lack of a sprinkler system (for fire safety), central air conditioning, an adequate number of private rooms, telephones, and visitors waiting rooms, not to mention the problems of old-fashioned 14-bed wards served by one toilet. U-M spends millions annually to renovate outmoded sections of the structure.

Accreditation Threatened

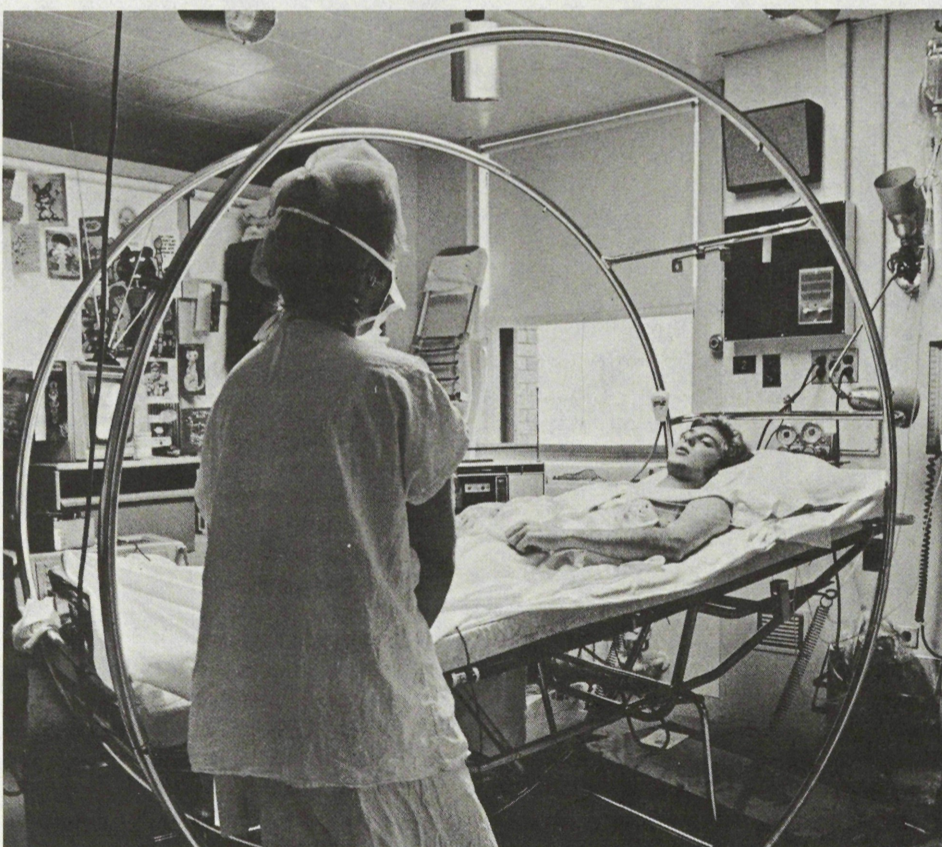
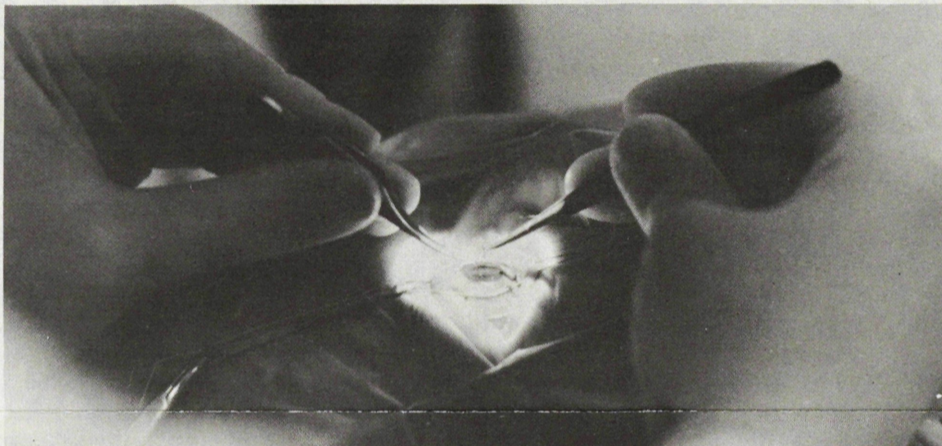
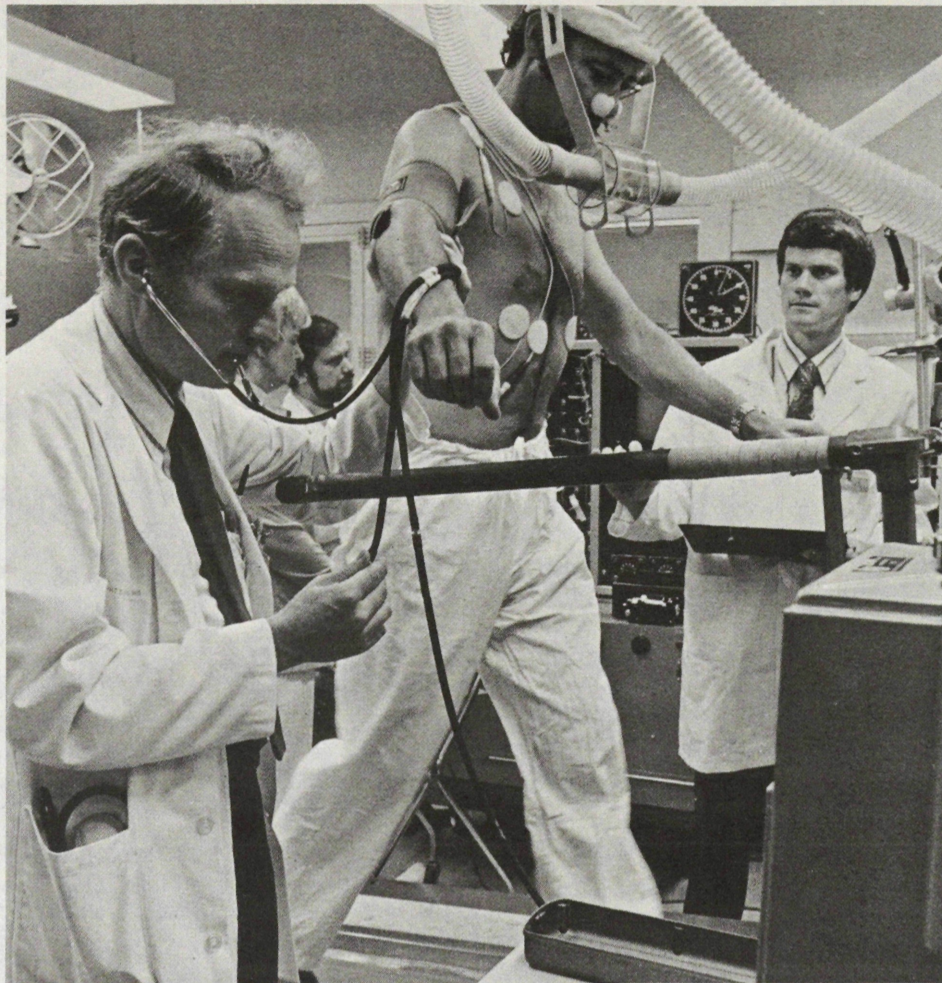
Now obsolescence is threatening the hospital's accreditation. The Joint Committee on Accreditation of Hospitals has granted University Hospital only year-to-year accreditation.

Interim-President Allan F. Smith comments, "Solely because University Hospital has become obsolete, our medical school's standards of excellence are not advancing as they might . . . we risk having outstanding faculty members leave us, making recruiting comparable replacements extremely difficult."

Cost estimates for the replacement hospital range between \$226 million and \$235 million. The hospital is seeking a major portion of the funds from the State Legislature. Governor Milliken has indicated the state would be willing to fund up to \$200 million of the cost; the balance would be provided by the hospital from operating revenues and philanthropic contributions.

Approval Process

The hospital plans recently received regional approval from the Executive Committee of the Comprehensive Health Planning Council of Southeastern Michigan. The Michigan Department of Public Health also has approved the plans with a cost ceiling of \$210 million (plus a 15 percent allowance for cost overruns). Next the hospital proposal will go to the state legislature for consideration of funding.



Photos, top to bottom:

Stress lab provides valuable information about fat, strenuous exercise, and heart disease.

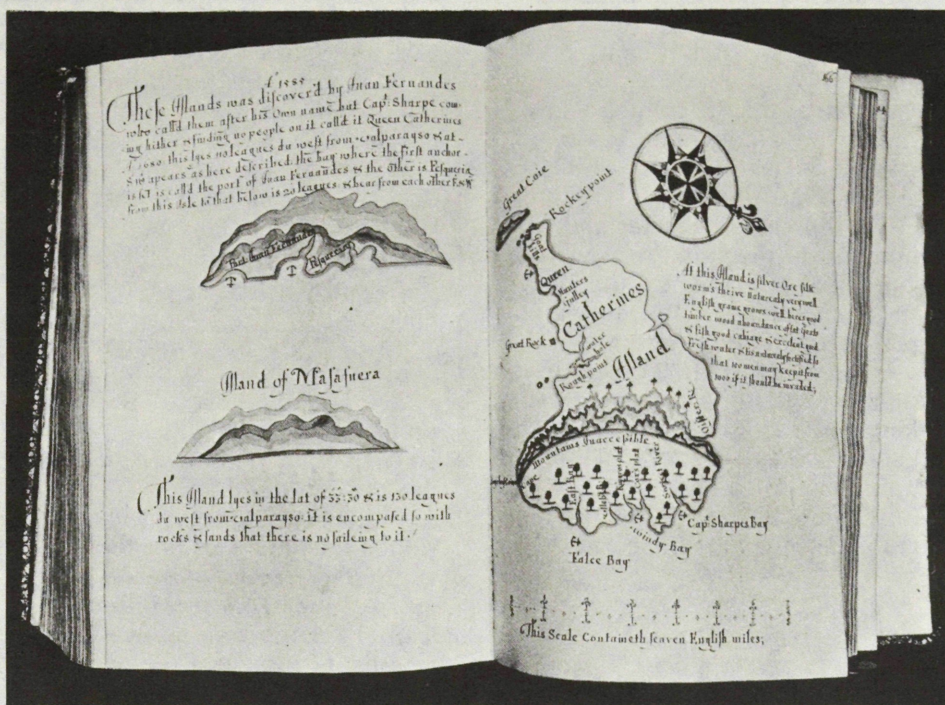
U-Hospital ophthalmic surgeon performs a cornea transplant.

Circular bed allows burn patient to be placed in a variety of positions, relieving many of the problems of being immobilized in bed.

Student doctor performs a routine pediatrics examination.



Clements Library Acquires Maps That Saved Pirate's Life



The Hack Atlas maps are hand colored, primarily in gray and green with some red and yellow.

The U-M Clements Library recently purchased a collection of maps which was used by a pirate to ransom his life and to gain a commission in the Royal Navy. England used the exclusive Spanish maps to unlock the secrets of the Pacific coastline from the Straits of Magellen to North America.

Historical Importance

The 300 year old Hack Atlas "is one of the most important and the most expensive (over \$100,000) books ever acquired by the library or anywhere in Michigan," according to John C. Dann, Clements Library director.

Because of the political climate when the maps were acquired, and the prohibitive costs of reproducing the large volume, the Hack Atlas is a unique source of historical information.

In addition to hand-colored maps and land profiles, the hand-some volume contains written text giving sailing directions, historical data, descriptions of the Indian and Spanish inhabitants, hints on conducting trade, and notices of sunken treasure.

The pirate Bartholomew Sharp acquired the maps in the plunder of a Spanish ship. At that time (1682) only the Spanish had geographical knowledge of the Pacific Coast and South Seas, and they guarded that knowledge as a vital state secret.

Sharp used the atlas to his political advantage in England. It was turned over to London mapmaker William Hack who made 14 South Seas atlases for high government officials. U-M's copy is the largest.

Acquisition of the Hack Atlas is being funded by private contributions.

The Vital Margin

U-M Receives National Honors

by Michael Radock
Vice President for University
Relations and Development

The University of Michigan recently received nine national awards for its outstanding institutional advancement programs, including a special merit award for general excellence in university relations, development, and alumni programs.

The honors were won in a national competition sponsored by the Council for Advancement and Support of Higher Education (CASE).

"Sustained Excellence"

CASE and the U.S. Steel Foundation recognized U-M's "sustained excellence" in developing alumni support and attached a \$1,000 grant to the recognition. This award was

based on eight individual awards U-M received in various categories of the annual CASE competition.

These awards continue a long series of major honors U-M has re-



U-M Vice President Michael Radock received the special merit award for general excellence in institutional advancement from CASE President James Fisher during the CASE National Assembly this summer.

ceived in the competition. U-M first won the U.S. Steel award for sustained excellence in 1970. Last year the \$4,000 national grand award for general excellence was shared by U-M's Alumni Association and the University Relations and Development Offices.

U-M a Consistent Winner

We are delighted that Michigan's programs continue to be consistent winners in the annual national competition. This university has a fine staff of university relations, development, and alumni relations professionals. Competition results show that their peers at other institutions admire and respect our staff's efforts on behalf of the University.

The awards were not the only recognition U-M received from CASE. Robert G. Forman, executive director of the U-M Alumni Association, was chosen as the CASE national chairman this year.

Ford Library Moves Ahead



Former President Gerald R. Ford was on hand this summer for the cornerstone-laying ceremony for the Gerald R. Ford Presidential Library being built on the U-M North Campus.

Interim President Allan F. Smith, presiding at the ceremony, said location of the library at a major research university "serves as a reminder of the fundamental value of research. The nation looks to the campuses of the nation for its leadership and knows that to retain its strength it must sustain and draw upon this precious resource of intellectual energy."

Ford is the first incumbent chief executive to make a gift of his presidential papers to the people of the United States. The library will be completely enclosed and heated by November so that contractors can finish the interior during the winter. Construction is scheduled to be completed August 1, 1980.

Meanwhile, government archivists are busy organizing and categorizing the papers into a system for easy reference by researchers. Their work now will make it easier to set up the library once the building is finished.

William Stewart, Director of the Ford Papers Project, anticipates the Ford Library will be formally dedicated in the Spring of 1981.

Shapiro

(Continued from page 1)

and moral issues, and maintain an atmosphere of intellectual freedom . . . universities should be places of learning for both students and scholars, places where free inquiry and high level criticisms can take place. When a university gets itself in the position of being driven by political forces, it really cannot maintain an atmosphere of academic freedom, which is critical.

Student Participation

"I'm in favor of some student involvement. I'm not in favor of student involvement in some areas. For example, I'm not in favor of students voting on issues of tenure. I am in favor of students on, say, the Budget Priorities Committee.

I'm very comfortable with student participation providing the students become a member of a committee and don't just come to the meeting every once in a while.

Continuing Education Center Will Better Community Health

A \$559,209 grant from the W.K. Kellogg Foundation, Battle Creek, Michigan, will enable U-M's School of Public Health to improve community health services in Michigan.

Research

"I hope our commitment to research and development will be expanded. It all depends on how competitive our faculty is in securing research grants. Research and development has played a very positive role in the university, and I hope we would increase our commitment.

When the Job is Done

"I hope that when I'm through as University president people will not talk about Harold Shapiro. Rather, they'll talk about the University . . . the programs that flourished . . . the things that were accomplished. Then I'll know I've done my job well."

The grant will establish a Center for Continuing Education in Public Health. According to Richard R. Remington, Public Health dean, the center will promote public health and keep health care workers abreast of changes in technology through a practitioner-oriented educational program.

Community Health Associates from the Center will visit Michigan's 32 counties to determine each area's needs and to act as liaisons between public health practitioners and U-M faculty. Then, as representatives of the Center, they will conduct continuing education programs in public health in the various counties. The Community Health Associates, who will live in the communities they serve, will return to the Center periodically for more training.

The program is expected to promote public health career development in industry, government, and education, as well as to improve community health services.

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Back Page Briefs

Football Celebrates 100 Years

Memorial Day 1879, Michigan pioneered the new collegiate sport of football in the Midwest in a game with Racine College (now part of the University of Wisconsin). The game took place in a Chicago ballpark. Michigan won 1-0. Since that time Michigan has won 605, lost 200, and tied 31 games.

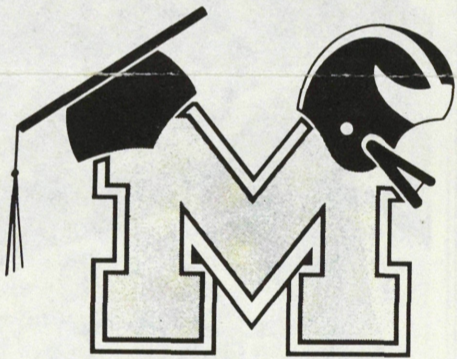
This fall U-M is celebrating that pioneering game and the many games since with the events of The Michigan Football Centennial—A Century of Athletic and Academic Excellence.

The centennial celebration opened with a "Kick Off" banquet at Crisler Arena following U-M's opener with Northwestern.

During the celebration, past captains of Michigan's football teams are being featured at the home games, and an exhibit of Michigan Football Memorabilia is on display at Crisler Arena before and after every home game.

Homecoming activities for the centennial will feature 30 of U-M's All-Americans in a parade, at the annual Alumni Association Go Blue Brunch, and at the pregame show in the football stadium.

The Michigan Football Centennial Committee has published a souvenir book with 128 pages of football history. The book is available at local bookstores and at the stadium along with other football centennial souvenirs.



1879-1979

**A Century of Academic
and
Athletic Excellence!**

Michigan Swimmer Grabs Gold

U-M junior Fernando Canales, swimming for his native Puerto Rico, won the gold medal in the men's 100 meter freestyle at the Spartacade Games in Moscow this summer. He was clocked at 31.81 seconds, outstroking two Soviet competitors.

Canales is a member of the U-M swim team.

Modern Technology Makes Library Use Easier

Users of U-M's libraries may find the system a little easier to use in the future thanks to modern technology made possible by two research grants.

Funds from the Andrew Mellon foundation will enable the U-M library to operate a computer-based bibliographic network as part of its acquisition system. Often information about new books is the most desired and most difficult to find before the book is cataloged. When the system is completed, library users will be able to get information via computer about books and other materials that are on order or which have been received but not yet cataloged.

U-M, Michigan State University, and Wayne State University are working together on a USOE-funded project to create a computerized bibliographic data base of their libraries' periodical holdings. The result will be an integrated, computerized listing which can be circulated to libraries throughout the state.

So, for example, if a community librarian needs an article from a specialized journal, she can simply check the computer list to find out which state university library has the journal, then request a copy of the article.

The periodical bibliography will make the extensive holdings of the three universities' research libraries more accessible to people throughout the state.

Tuition Up For Fall

The cost of everything is going up, and tuition at Michigan is no exception. For the fall term, tuition increases on the Ann Arbor campus averaged 8.75 percent, the midpoint of the range tentatively approved last April. The increase will add \$5

million to Ann Arbor campus revenues.

Increases for the branch campuses were somewhat higher, 9.1 percent at Dearborn and 11.9 percent at U-M Flint.

The increases were termed "as moderate as possible" given current sources of revenue and the University's responsibility to maintain quality academic programs.

A sampling of 1979-80 tuition rates per full-time semester: resident freshmen/sophomores, \$606, 9.5 percent increase; non-resident junior/senior, \$1,964, 7.1 percent increase; resident graduate student, \$934, 10.7 percent increase.

U-M Faces Tight Budget Year

"Relieved" is how U-M Regents described their feelings about the \$12.45 million increase in state funding appropriations in this tight budget year. The appropriation is a 9.3% budget increase for the Ann Arbor campus. It is the first time in a number of years that the increase for the central campus has been at or above the average increase for all 13 public institutions of higher education in this state. The Dearborn campus budget received a 9.2% boost, while UM-Flint got a 9.1% increase.

If there are no cutbacks because of state revenue decline, university officials say the Ann Arbor campus budget will be in balance this year. General fund expenditures for 1979-80 are anticipated to be about \$21 million higher than last year.

M Club Pledges \$19,000 for UCEN

The University of Michigan Club of Greater Flint has pledged \$19,688 to furnish an alumni conference/dining room in The University of Michigan-Flint's new student center (UCEN).

In offering the gift, U-M Club President, W. Schuyler Seymour, Jr., said, "It is our hope that the room will become a focal point for alumni activities on campus. I hope the club's offer will be a positive step in completing UCEN and that it will provide a valuable boost to alumni development on campus."

UM-F has graduated over 5,000 alumni since it opened in 1956.

Jackson Seeks a New World Order

"Human rights for all human beings is now in order, and the discussion of a new world order is the first item on the agenda," said the Rev. Jesse L. Jackson speaking at U-M's Summer Commencement on "America and the Challenge of a New World Order: A Quest for Peace."

"We are 4 percent of the world's population. We must be unified . . . we no longer have a monopoly on technology, or nuclear power, or scientific know-how, or brains, or the desire to be free.

To have an impact or a leadership role in the new world order, Jackson suggested America needed to acquire moral authority rather than military authority. ". . . we have an interest in justice and equality. We must assert human rights for all human beings. . . we have an interest in peace. . ."

Jackson also noted that the cost of four years in college is less than \$20,000, compared to the cost of four years in prison, \$72,000 to \$130,000. "Education and employment are much cheaper than ignorance and incarceration," he pointed out.

"Mr. Michigan News Service" Dies

Cleland B. Wyllie, retired director of media relations at U-M, was found dead in his home July 2. He was 72 years old.

Wyllie was "Mr. Michigan News Service" to hundreds of Michigan and national journalists and U-M mass media alumni. He formally retired last year after more than 35 years of service, but continued as part-time editor of the *U-M Mass Media Memo*, a newsletter that briefs U-M alumni at work in the news media about the activities of their colleagues. He also continued as secretary-treasurer of the University Press Club of Michigan, a post he had held since 1953.

A special Cleland B. Wyllie fund will be used to establish some appropriate recognition through the University Press Club of Michigan. Contributions may be sent to The Cleland B. Wyllie fund, % Gift Receiving Office, 3030 Student Activities Bldg., The University of Michigan, Ann Arbor, Michigan 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.

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