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The University of Michigan

“Smaller but better”— Five-year framework for fiscal planning aims to retain excellence

A long-range plan of reduction and reallocation for The University of Michigan's Ann Arbor campus has been announced by vice president for academic affairs Billy E. Frye, who is also U-M chief budget officer.

In presenting an outline for the plan, Frye pointed out that the university's best assessment for the coming decade is that the rate of General Fund revenue growth will not be sufficient “both to sustain the current quality of the institution and to support the current size of the institution.”

Therefore, he said, the University must “begin a careful but prompt further reduction for two reasons: (1) to enable us to reallocate resources from lower to higher priority needs; and (2) as a cost containment measure, to reduce the number of persons and programs supported on the General Fund.”

These steps of reallocation and retrenchment, Frye noted, will result in “an improved level of per capita support for our faculty, students, and staff” —or, in essence, make the institution smaller but better.

Preservation of excellence

The University, he continued, “stands unquestionably among the world's top institutions of learning and scholarship. All of higher education faces difficult problems in the next two decades, and for some colleges and universities, the problem may be one of survival. For us, however, it is the opportunity to preserve the excellence and distinctiveness of the University by addressing those needs that are most vital to our well-being.”

Recycling internal monies, savings

To be carried out over the next five years, the plan will provide for:

- a \$20 million reduction—in terms of number of personnel and number and size of programs—in General Fund support, and
- a reallocation of the \$20 million into selected high priority needs.

While the final determination of the priorities will include input from members of the University community, Frye outlined some fundamental areas to be addressed: improvement of faculty and staff salaries, merit-based support for graduate students, research environment and incentives, undergraduate teaching, support for equipment and renovation, and the intellectual capacity to respond to new intellectual developments and social needs and enable selected program growth and developments.

Cuts to begin July 1

1982-83 will be the first year for implementation of the plan, with \$4 million to be reduced and reallocated by July 1, 1982. A like amount

is to be generated in each subsequent year.

The reduction of the General Fund budget base by \$20 million will be accomplished by selective program reduction or closure, determined through individual program reviews, and by variable shared reductions among all other units of the University.

All units in the University are being asked to submit plans whereby they can accomplish a cumulative 10-15 per cent savings in their budget base over the next five years. This “variable shared reduction” is expected to generate about half of the needed \$20 million. The other half will come from units targeted for reductions greater than 10-15 per cent, units which will face major reduction or closure.

Established governance and decision-making procedures within various units, as well as Regental Guidelines for Discontinuance of Academic Programs, where applicable, will be followed in effecting the reductions and reallocation of funds.

In addition, the University's affirmative action policies will continue to be followed as steps are taken to reach the goal of “smaller but better.”

Complementary efforts needed

The high priority needs which Frye outlined with which the university's fiscal planners must wrestle. The rapidly rising costs of utilities, projected to increase at the rate of several million dollars a year, and a cumulative deficit in maintenance, equipment and renovation expenditures, are two major areas which must be addressed.

The five-year plan will not be sufficient to deal with these needs, and must be complemented by other major efforts, including:

- Cost avoidance through energy savings, efficiency in space utilization, and other resource management;
- An intensive effort to restore a higher and more appropriate level of State support for the University, in recognition of the special contributions the University has and can continue to make to the well-being of the State and the nation;
- An increase in gift support for facilities and endowments to augment General Fund support of faculty and students.

“A vigorous pursuit of these complementary efforts, together with the five-year plan, will, I believe, enable us to preserve our unique strengths and sustain the University in the forefront of great universities,” Frye concluded.

Concern for teaching quality

In announcing his plan to the University community on March 1, vice

president Frye noted that there is a serious need to “maintain and improve the quality of instruction.”

The University cannot assume a reduction in enrollments in proportion to faculty and staff reduction, producing a possible overall adverse effect on the quality of teaching. Deliberate steps must be taken to offset this effect, prevent deterioration, and to enhance instruction. Alternatives include selective enrollment reductions, placing a cap on enrollments, redistribution of resources to provide faculty in areas of high enrollment, and the allotment of special funds designated for the improvement of teaching. Units are also being asked to prepare information on how a budget reduction will affect teaching quality, along with plans for new and innovative ways of providing instruction.

Humanities central to U's mission

Frye also indicated a concern for nurturing of the liberal arts in general and humanities in particular. While concern about the humanities is not new, it is apt to be aggravated by the declining resources, particularly when seen in the light of what may be perceived as an increased emphasis on science, technology, and industrial alliances. “We can allow there to be no question about the future of the humanities at Michigan. A great Philosophy Department or a great English Department is as vital—perhaps more vital—to the mission and the reputation of this

University as is a great School of Medicine or Engineering,” he stated.

In making his request for budget trimming plans, Frye pointed out that, “All units will be expected to participate in this plan. The entire plan of reallocation is aimed, in important ways, at maintaining and improving the quality of teaching, research and scholarship at The University of Michigan. Being mutually inter-dependent, these matters lie at the heart of a great University.”

Six units to undergo reviews

Committees have been named for formal, major reviews of the Institute for the Study of Mental Retardation and Related Disabilities (ISMRRD), the Institute of Labor and Industrial Relations (ILIR), and the Center for Continuing Education of Women (CEW). The committees for ISMRRD and ILIR are to explore the advisability of “major reduction or closure.”

The committee named to examine CEW has a different mission. The Center has not had a formal program review since its inception in 1964. A review assessing the Center's performance and relevance will be undertaken independent of any budgetary or priority consideration. An evaluation of CEW's current and future priority will follow the program review.

The School of Art, School of Education, and School of Natural Resources will undergo program and
(See “Five-Year”, page 2)

Eye Center named for Kellogg

A major grant of \$4 million from the W. K. Kellogg Foundation of Battle Creek has brought The University of Michigan well over the half-way mark toward construction of a \$12 million national eye care center.

To be known as the W. K. Kellogg Eye Center, the comprehensive educational, medical and surgical facility will provide sophisticated treatment for glaucoma, cataracts, children's eye diseases, diseases of the retina and cornea, neurological diseases related to eye problems, plastic surgery involving the eye, and more effective services for individuals with visual disabilities. In addition, the Center will conduct a major program to identify risk factors which indicate a susceptibility to preventable eye disease and will give special emphasis to problems of the elderly and diabetics.

“The Center will make use of the latest equipment for the detection and treatment,” Paul R. Litcher, M.D., U-M professor and chairman of ophthalmology, said. “At least half of all blindness is preventable. We hope

that the Center will serve to increase public awareness of the importance of early detection and treatment in preventing blindness, including that resulting from glaucoma, which Mr. W. K. Kellogg suffered from in the last years of his life.”

In announcing receipt of the grant in January, U-M President Harold T. Shapiro said, “The Kellogg Foundation commitment provides confidence that the Eye Center Capital Campaign will soon reach its goal. The award is an important example of the successful partnerships that are possible between the university and the private sector. Such partnerships have been important in the 1980s. This is one of the first of what we hope will be a series of fruitful joint initiatives.”

The Center will work closely with all disciplines in the education of people for the medical profession, and will conduct “mini residencies” for practitioners, as well as regular continuing education for physicians. Research will also be an integral function of the new Center.

Pending federal aid cuts prompt student action, statewide cooperation, call to University alumni

A variety of U-M groups are joining forces to spread the word to Washington that proposed cutbacks in federal student financial aid will cause serious immediate and future problems in higher education.

The potential of a massive decrease in federal support for U-M students in fiscal year 1983 would create long-term problems for both students and programs at U-M. Currently, two-thirds of the 45,000 students on the three U-M campuses receive some form of financial assistance through federal loan and grant programs.

Under a continuing resolution, approved by Congress last month, it appears that the University will lose \$1.5 million in need-based federal funds for academic year 1982-83. This is far less severe than the Reagan Administration request for further rescissions, which were not approved, or its proposal to reduce these programs by 63 per cent (vs. 1981-82) for the following year (fiscal 1983). The 1983 proposal, if approved, would cost University students about \$7 million in help.

Also still to be reconciled is the Administration's recommendation to eliminate graduate students from the Guaranteed Student Loan Program. This is a separate issue which, if approved, could affect about half of America's graduate students. At the U-M alone, 4,800 graduate students borrowed about \$21 million under that program this year.

Students march on Washington

A student protest, of a different sort from those of the 60s and 70s, greeted residents of Capitol Hill on March 1. More than 5,000 college

students from across the country participated in "National Student Action Day." Forty-five U-M students were among the nearly 100 who traveled from Michigan to voice their opposition to the proposed cuts in federal student aid.

The student representatives, who contacted as many members of Congress as they could in a six-hour period, came home with a positive feeling about their efforts. "At one point I was discouraged," said Cora Trowbridge, Student Financial Aid Task Force coordinator for Public Interest Research Group In Michigan (PIRGIM), "until Speaker of the House 'Tip' O'Neill spoke at the rally on the Capitol steps. He told us, 'your presence here can make a difference in the way your Congressman votes on student financial aid.'"

Statewide support led by U-M

In another move to increase the public's awareness of the potentially destructive nature of federal aid cutbacks, a group of more than 40 Michigan college and university presidents, along with their financial aid officers, met to express their concern about federal support of student financial aid.

Held at the suggestion of U-M President Harold Shapiro, the gathering was the first by presidents of Michigan's community colleges, independent colleges, and public colleges and universities in more than a decade.

They unanimously passed a resolution which, in part, stated,

"We believe that, if the full cutbacks currently proposed by the Reagan

Administration are enacted, they may have tremendous impact on access to higher education for many American families.

"We all recognize that certain adjustments are necessary if our country is to live within its means. We agree that higher education must participate in these adjustments and we are ready to do so. Our concern is that the proposed cuts are precipitous ones, which will have the effect of isolating whole strata of our population from the benefits of higher education at a time when our country is much in need of the strength that comes from highly trained people and the wisdom that comes from an educated citizenry."

U-M efforts reach nationwide

An appearance on NBC's *Today* show by U-M President Shapiro in early February helped inform a nationwide audience about the impact of the proposed cuts.

Not only would many U-M students be forced to leave school because of the aid cuts, Shapiro said, but those students who remain would experience a "drop in the level and breadth of experience that the students bring to the school." Colleges will suffer as they will be recruiting from a narrowing band of the socio-economic structure, he added.

"Students in this country are taking an enormous share of the adjustments in the federal budget—far beyond what is in the national interest," he concluded.

Alumni assistance sought

Volunteer leaders of the U-M Alumni Association were apprised of the federal student aid dilemma in a letter from Association President Frederick C. Matthaei, Jr., and Executive Director Robert Forman. The letter outlined the various federal aid programs, their proposed future allocation levels, and a timetable for Congressional fiscal actions. The March issue of the *Michigan Alumnus* carried the message of the financial aid quandary to all members of the Association, pointing up the dramatic implications for U-M students if the budget cuts proceed as proposed.

Humanities bolstered by professorships

The gift of a \$500,000 endowment to the University will do much to bolster the humanities at The University of Michigan. Pledged by Edna and Norman Freehling of Chicago, Illinois, funds from the endowment will be used to establish two professorships in the humanities.

Recent increased emphasis, and subsequent growth, in teaching and research programs in medicine, law, engineering and high technology fields have drawn attention away from humanities programs, and caused fears about the status of the humanities at some institutions of higher education.

The University of Michigan, with some of the world's finest programs in the humanities, is committed to maintaining these vital programs, considered central to the well-being of the University and society. The training of teachers and scholarly research in the arts, history, language and literature and philosophy remain the foundation for the development of an intellectual society and culture.

In announcing the Freehling's gift, U-M President Harold Shapiro noted that, "their generous gift to the University represents an exciting and innovative idea—to endow professorships to assist in attracting young faculty members in the humanities." The gift will strengthen "the University's commitment to the humanities, not only as repositories of the ideas and values of human culture, but as a critical source for enhancing the development of human society," he added.

The Wilhartz Professorships, named for Mrs. Freehling's father, will provide needed encouragement and support for humanities teachers and scholars, particularly young scholars who may be facing a critical juncture in their career plans. In addition, the professorships will enrich the University community as a whole by helping ensure a continued flow of outstanding talent and new ideas to the campus. Their renewable nature will provide a three-fold investment in the future—in young scholars and teachers, in the humanities programs at Michigan, in humanities nationwide.

"Showcase" aids Palazzola fund



June Handy (right) and Louise Palazzola enjoy a few moments of relaxation from the hectic pace they set this winter in planning a "Decorators' Showcase" in Ann Arbor. "The Hermitage," one of Ann Arbor's stately old mansions, was the scene for the showcase, with proceeds from the month-long event designated for the School of Art scholarship fund named for Guy Palazzola.

A long-time U-M art professor and associate art dean, Palazzola died in 1978. He was widely known for his painting demonstrations which were distributed through U-M's Michigan Media for broadcast on television stations across the country.

"Scholarships from the endowed Palazzola Memorial Fund will be awarded to students who distinguish themselves with extraordinary achievements, the best possible way to remember our friend and colleague and to foster the goals of artistic excellence he would be proud of," according to Dean George V. Bayliss of the School of Art.

The Showcase was organized by Ann Arbor resident Marguerite Oliver, one of Palazzola's former art students and his friend, along with Mrs. Handy and Guy's widow Louise. More than 25 design and supply firms were involved in the restoration and redecoration of 27 rooms and hallway areas in the house. An estimated 6,000 persons toured the 65-year-old former fraternity house. It is anticipated that the project will generate approximately \$17,000 in additional income for the endowed fund.

"Five-year Framework," continued from page 1

budgetary reviews. The decision to review these three units was made because "enough questions have been raised concerning such matters as enrollment, funding requirements, possible organization changes, academic strengths and weaknesses, and mission, together with budgetary implications, to warrant reviews," Frye stated. The units were targeted for review after a thorough study by the vice president's staff, and the unanimous concurrence of members of the Budget Priorities Committee and the University's executive officers.

The specific direction the review of each school takes will ultimately be a matter of judgment—the judgment of those involved in the planning process who are "responsible for monitoring changing intellectual interests, faculty strengths, and priorities, as well as the broader concern of society's needs and demonstrated willingness or capacity to support all the worthwhile initiatives it once did," Frye stated.

However, two assumptions will guide the review process:

- Faculty, staff and students will have ample opportunity to make their views heard, with a multi-layered system of evaluation awaiting any recommendation of the review teams. A presumption that the outcome has been prejudged is misleading.
- All parties involved are to be sensitive to the fact that important scholarly work and the professional lives of faculty, students and staff may be wounded to some extent by the fact of the review itself, independent of its final disposition.

"This is a high price to pay but we have no choice given the continuing underfunding of the University's general fund and our need to remain resilient," Frye noted. "We may expect reviews such as these to produce constructive outcomes, including re-direction of such units toward areas of strength, the reallocation of resources from lower to higher priority needs, and the opportunity to preserve the excellence and distinctiveness of the University," he added.

New Alumni Association links promise a stronger future

Hopes for strengthened and more widespread alumni support of the University form the foundation for two new cooperative ventures being launched by The University of Michigan Alumni Association and the Central Development Office.

The formation and active involvement of a campus-based student awareness program and the creation of regional Development Relations Committees in alumni clubs across the country are designed to increase the participation of alumni in supporting Michigan in a variety of ways.

Organization of the new student awareness program is the result of a student-faculty-alumni study committee's efforts to find a way of creating student awareness of the University's need for private gift support, and an understanding of its goals as a top-ranked educational institution.

The student awareness program is being carried out through the volunteer Student Alumni Council. It is a joint effort of the Association and the Development Office, with shared funding and staff support from the sponsoring units.

The awareness program reflects an expansion of the Council's goals and programs, and adds another dimension to its traditional activities. The 25-year-old Council continues to be active in acquainting prospective students and their parents with the U-M through student-led walking tours of the Ann Arbor campus. Its approximately 100 graduate and undergraduate volunteers represent a variety of U-M schools and colleges.

Volunteers in the student awareness program will work toward creating a deeper student awareness of the value and significance of their later alumni involvement with the University. Activities that take place while the students are campus residents, as well as post-graduation contact, are planned to provide the building blocks for future volunteer support and donor activities. Past and present alumni involvement in the affairs of the University has played a significant role in the high standards of academic quality at the University, notes Chris Benshoff, SAC advisor. "We are keenly aware of the difficulties facing the State of Michigan and are trying to bring home the economic needs of the University," she adds.

The Student Alumni Council program will work to develop a sense of pride in and belonging to the University family, even before students leave the campus. It is hoped that once they are gone, the sense of community will encourage them to assist

in sustaining and strengthening the University, for the benefit of those who follow.

Campus-based activities have so far included a "Michigan First and Foremost Week" and the distribution of "Michellaneous", a student-authored and designed booklet on the history and traditions of Michigan, to entering freshmen during summer orientation.

Other student volunteers are currently working on a brochure for 1982 graduates; a second group plan to test a major awareness communications campaign this spring, prior to a fall launch.

The stark reality of economic hard times has provided the impetus for the development of a second cooperative Alumni Association/Development Office venture—the creation of a nationwide network of Development Relations Committees formed by member clubs of the Association. In addition to suggesting gift sources, the committees will suggest local alumni who may wish to work directly with central U-M Annual Giving Program staff and/or representatives of the Presidents Club in specific local fund raising programs. Fund raising committees will be formed separately and independent of the existing structure of Alumni clubs, notes David Parkes, U-M director of annual giving. Development Relations Committee members will lend their support and counsel to the University, but will not be directly involved in fund raising campaigns or solicitation activities. Rather, they will assist University development personnel in identifying major gift prospects, and will serve as liaison between their fellow graduates and Central Development Office representatives.

Word on the formation of the Development Relations Committees has already been passed along to many alumni leaders, notes Richard Carter, director of field activities for the Association and coordinator of the joint program. The concept and organizational framework for the program is being presented to the membership of the Alumni Association at district meetings by representatives of the Alumni Association and the University's Development Office.

"We are pleased that we have been able to forge these exciting new links with the excellent cooperation of the Alumni Association," noted Wendell Lyons, U-M director of development. "Involvement of our graduates in volunteer and financial support of the University is critical to sustaining and improving Michigan's position as a top-ranked institution of higher education."

New Development Council board

Thomas V. Koykka, a Cleveland, Ohio, attorney with the firm of Arter and Hadden, was elected chairman of The University of Michigan Development Council Board of Directors at its December meeting. Dr. Harry A. Towsley, emeritus professor of post-graduate medicine and health professions education, Ann Arbor, will serve as vice-chairman. Wendell R. Lyons, U-M director of development, was elected secretary.

Joining the Council for new three-year terms are: Dr. Fleming A. Barbour, Flint; Joseph A. Boyd,

Melbourne, Florida; William M. Caldwell, Dearborn; Fenwick J. Crane, Seattle, Washington; George H. Cress, Ann Arbor; George B. Martin, Troy; Dr. Charles E. O'Brien, Dayton, Ohio; Christopher J. Steffen, Detroit; Howard S. Holmes, Chelsea; and Donald A. Lindow, Detroit.

The 41-member Development Council is composed of volunteer U-M alumni, committed to strengthening and furthering of alumni involvement in and financial support of the University.

Fire destroys U-M Economics Building



Gardner Ackley, professor of economics, surveys mementoes of his career salvaged from the U-M Economics Building. A central campus landmark for over a century, the building was extensively damaged by a Christmas Eve arson. Home of the University chemistry labs until 1909, the building had undergone seven additions since opening in 1856. Through it all, though, the facility had retained its character of the pre-Civil War period and was a deeply loved second "home" for many of those who worked there.

The problem of displacement of the distinguished faculty members was almost immediately solved, temporarily. The department has been relocated in newly renovated space at the 300 North Ingalls Building, formerly part of St. Joseph Mercy Hospital. The "temporary" move is expected to last about two and one-half years, according to department chairman Frank Stafford.

Perhaps the greatest damage, which even time and money will not be able to totally repair, was the destruction of faculty papers and personal research libraries. Though some were relatively untouched by the ravages of the fire, and others were saved by valiant efforts in freeze-drying and restoration, much will remain lost forever. Replacement of periodicals, in particular, has become a top priority for faculty and staff members.

MITs: Instant access to nation's knowledge banks

Another asset, this one educational, has been added to the State of Michigan's impressive resources. The Michigan Information Transfer Source (MITs) has opened the materials of the U-M libraries to members of industrial and business communities, and to individuals seeking research assistance.

Established in late 1980, MITs provides research and information to people and organizations beyond the Ann Arbor campus. Services include computerized search for information, delivery of needed books and journal articles, in-depth reference work such as gathering statistics and other hard-to-find information, and translation assistance.

Cuts through "red tape"

Rising outside interest in using the vast resources of the University library system, coupled with the fact that regular library staff could not meet these demands and continue in its primary function of serving faculty and students, prompted the creation of MITs. It has also cut down on the amount of time and "red tape" encountered by outsiders seeking information from University sources.

MITs Director Anne Beaubien points out her staff is also ready to assist potential users in the analysis and definition of questions, to help determine what information is needed. "With clearly defined research questions, the answers we find are more relevant to people's needs, take less time to uncover, and the process is less expensive," she explains.

Can tap resources beyond the U-M

So far, MITs has been able to fill 80 per cent of its information re-

quests from materials in U-M library collections, the nation's fifth largest system, with 5.7 million volumes and 40,000 current journal subscriptions. However, resources for MITs are not limited to U-M holdings. MITs can link up with 130 computerized data bases nationwide. It's also part of two major library networks, one composed of public and academic libraries, and the other a consortium of 25 research libraries, including the New York Public Library and those at Princeton, Cornell and Stanford.

Promptness is a hallmark

MITs prides itself on prompt response. "In most cases we can provide two-day turnaround of materials from U-M collections," notes Beaubien. If materials must be gathered from other resources, the process takes longer. Materials provided range from bibliographies, many including abstracts, to statistics, to copies of articles, making MITs "a very important resource for businesses and other organizations that cannot maintain their own libraries, adds Beaubien.

Ease of use, low cost are pluses

Users are pleased with the low cost of the service. There is no membership fee or minimum charge; cost estimates can be provided before work is begun. Requests for assistance can be taken by phone, or submitted through the mail. Delivery of materials can be expedited through courier services if a user is in a hurry. And, ready to provide research in all subject fields, MITs is open every University working day.

Information on MITs can be obtained from 400 Hatcher Graduate Library, Ann Arbor, Michigan 48109; 313/763-5060.

Back Page Briefs

Researcher on national board

U-M space researcher Thomas M. Donahue has been appointed chairman of the Space Science Board of the National Academy of Sciences. Established in 1958, the board provides program and policy assistance for the national scientific program in space research. A U-M faculty member since 1974, Donahue has been involved in space-related research since 1950. He is a professor and former chairman of the U-M's atmospheric and oceanic science department.

Lyons leaving U-M

Wendell R. Lyons, U-M's director of development for the past decade, will be leaving the University at the end of May. He will become vice president of John Grenzebach and Associates, Inc., a Chicago-based consulting firm, specializing in advising colleges and universities on fund raising and financing.

Lyons started with the U-M in 1964 as field director for the University's 150th Anniversary Celebration \$55 million fund raising campaign. He became director of development in 1972.

Robert E. Debrott, associate director of development and director of planned giving, has been appointed interim director of development. Debrott will continue planned giving activities while assuming the administrative activities of the central development office.

U-M Hospitals: new name, services

University Hospital is now The University of Michigan Hospitals.

The name change more accurately reflects the scope and diversity of activities, as the hospital is no longer a single entity but instead functions as a set of hospitals, each tailored to distinct patient populations.

Established as a single institution in 1869, the U-M Hospitals have evolved and expanded over the years into seven hospital-sized units, with a total of 965 beds clustered on the U-M Medical Campus.

In January, U-M Hospitals unveiled a new Emergency Services unit that will also serve as a regional trauma facility for Southeastern Michigan.

The new Emergency Services unit has been completely redesigned, rebuilt and re-equipped to effectively and efficiently handle every medical or surgical need. Treatment areas in the new Emergency Services unit include three trauma bays; five treatment rooms for less critical emergency cases; and rooms for isolation/observation, family consultation, and emotional crisis intervention.

Staffing to stay on top

U-M's Central Development Office has seen several staff additions and changes in recent months.

Mallory Simpson, previously with the Annual Giving Program, is now focusing her efforts on Presidents Club activities.

Two new assistants to the director for Annual Giving were named in February. Alice E. Preketes will concentrate on direct mail campaigns for annual giving. Cindy A. Donovan will be working on the development of new relationships with the Alumni Association and student awareness groups.

Jane R. Elgass became *Michigan Today's* editor in February, and will serve as managing editor for other Development Office publications.

Presidents Club growth continues

Membership in the Presidents Club continued to increase during the winter. The 94 alumni and friends accepted for membership during December, January and February brought total Club membership to more than 3,300. New members include:

Harry D. Allis, M.D. and Susan Allis
James W. Baker
Jeffery W. and Jane M. Barry
Mrs. Margaret N. Baude
Peter Bauer
Dr. and Mrs. Daniel M. Benson
Mr. and Mrs. Herbert A. Beyer
G. Fredric and Joan E. Bolling
Donald R. and Margaret M. Brown
John J. and Florence L. Brownfain
Jordan D. Burke, M.D. and Jane K. Burke
Mark B. Covell
Fenwick J. Crane
Lawrence D., D.D.S. and Winnie Hill Crawford
Thomas J. Crawford, M.D.
Dr. and Mrs. Charles A. Crockett
Dr. Robert J. and Mrs. Bettejane Crossen
Mrs. Jennison L. Dean
Scott Duensing
Prof. Claude A. and Nita W. Eggertsen
John H. and Claire Chenoweth Eggertsen
David Foltyn
Raymond and Marsha Foresman
Mr. and Mrs. H. W. C. Furman
Maxwell T. Gail
Allan D. Gilmour
G. Richard and Jocelyn Watt Glass
James F. and Shirley L. Graves
Barbara M. Grayson
Mr. and Mrs. James W. Haischer
Doris H. and Edward J. Heiser, Jr.
Arlene Boyce Howe
Dr. and Mrs. J. Richard Jaconette
John M. Jenks
Jere D. Johnston
Dr. Fred J. Kellman
G. Peter Kelly, D.D.S. and Barbara N. Kelly
Mrs. Louise Tuthill Kingsbury
Mr. and Mrs. Albert J. Koegel
C. Douglas Kranwinkle
Carl Addison Kreager
Stephen Lee and Cornelia Schorr Landes
James M. Lawler
Larry W. Leddy, D.D.S.
Evelyn J. Lehman
George A. and Viola C. Leonard
Audrey L. Libke
Elizabeth J. Macomber
Mr. and Mrs. John W. Madigan
Oliver F. Manzini, D.D.S.
Michael V. and Diane D. Marston
Dr. and Mrs. Colin A. Mayers
Mr. and Mrs. William J. Maze
James M. and Allana McGuire
Margaret M. McIntosh
Neil McKay
Mr. and Mrs. William L. McKinley
Robert M. Meisner
Theodore L. Mullett
Dr. and Mrs. Kenneth H. Musson
N. Thomas O'Keefe, M.D.
Mrs. Phyllis Eiseman Orde
Mr. and Mrs. George E. Parker III
Michael James Peikert, M.D.
J. Daniel and Katherine W. Peterson
Norman P. Peterson, M.D.
Thomas C. and Linda L. Pink
George James Platsis
Arthur C. and Elizabeth Richards
Dr. and Mrs. David Ripper
Harriet G. Rosenberg (In memory of Bernard Rosenberg)
Morton M. and Marguerite Rosenfeld
David J. Rosso
Dr. and Mrs. Gary Sasaki
Dr. and Mrs. Norman J. Schuen
LeRoy B. Scott
John F. Smith
Otis M. Smith
Mr. and Mrs. Stewart G. Smith
Mr. and Mrs. Thomas G. Stafford
David R. M. Stakor
Mr. and Mrs. Mark H. Sutton
Marian Taylor
Ivan H. Trevor
Dr. and Mrs. Vernon C. Urich
Mr. and Mrs. Thomas Van Gessel
Ruth M. and Warner G. Vaughan
Paul C. Visser
Raymond W. Weber
Mr. and Mrs. Frank T. Westover
Louis P. Wiener
Mrs. Candace M. Woodbury
Barb and Fred Woodruff
Jerry L. Yohey

U-M stars on shuttle telecast



U-M graduate Jack R. Lousma (displaying an "M Go Blue" banner) served as Mission Commander for the third flight of the space shuttle Columbia. Lousma and pilot C. Gordon Fullerton spent just over eight days aloft in late March, conducting tests of the shuttle's mechanical arm and various experiments related to the sun and the environment surrounding the shuttle. Lousma received his B.S.E. in 1959 and also played on the Wolverine football team. A veteran astronaut, he was a crew member of the second manned Skylab mission in 1973. U-M awarded him an honorary Doctor of Astronautical Science degree that year.

Lousma is one of six veteran astronauts to have received training at The University of Michigan. But, U-M's involvement with the space program does not end with providing astronauts. A mass spectrometer designed and built by the U-M Space Physics Laboratory is part of the equipment aboard the first four flights of the shuttle. The instrument measures the gaseous environment around the Columbia, checking for any contaminants added by the shuttle's presence.

Bo says "Yes to Michigan"

"I'm staying where I belong." Those five words ended 36 hours of nail-biting among U-M football fans when Coach Bo Schembechler announced January 15 that he was turning down a lucrative offer from Texas A & M University. Wrote a Flint sports columnist that day, "Texas A & M lost more than an outstanding football coach Friday. It also lost quite a man."

**AMERICA'S
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