An enormous amount has been written about student unrest and the usual factors which we all know have some relevance. Our survey show that students are brighter than ever before, there is unquestionably stress on them from competitive pressures, many of them are ideologically aware, the war and race problems seriously disturb them and raise doubts in their minds about the attitudes of the older generation, and many of our internal procedures unquestionably require revision in order to give students a more significant voice in what goes on in the university society.

'ILLEGAL TACTICS'

All of these factors, and others, cause unrest. The new factor is the plainly illegal and disruptive tactics that some students are now willing to use. Whatever one thinks of Columbia University, for instance, there is no question that the university was immobilized for days by the seizure of certain buildings, to the exclusion of all who would normally inhabit them. It is also clear that the president's office, along, perhaps, with others, was ransacked, damaged, and seriously disrupted.

There are those among both students and faculty at Columbia who appear to pass off these tactics rather lightly. Presumably, they gloss over such tactics today because they approve of the objectives. Tomorrow the objectives of another group, which could be completely unacceptable to them, may be.

(Continued on page 2)

U-M Surgeons Transplant Heart

This photograph shows a new heart being introduced into the chest cavity of Philip T. Barnum, of Kalamazoo, by University of Michigan surgeons. A 22-man surgical team performed the delicate operation at the University Medical Center in September. A second transplant was performed in December, providing a new heart for Donald L. Kaminski, 48, of Alpena, Michigan.

New Dean Talks of Change in the Literary College

"Today's 'C' student is the 'A' student of ten years ago." That is the view of William Hays, new Dean of the U-M Literary College, who continues:

...students now come much better prepared; we can encourage them to be flexible and experimental in selecting courses and academic programs. In fact, the College has made a number of recent changes that help students who want it get a broad exposure to the great variety of course offerings available in this College."

Dean Hays, Professor of Psychology and formerly Associate Dean, succeeded Dean William Haber in the summer of 1968. Dean Haber is closing a distinguished U-M career that began in 1936. He has been on the Economics department faculty and had been Dean of the Literary College since 1963. Upon retirement he has assumed a one-year assignment as special advisor to the University's Executive Officers.

Innovation and change have been the insignia of the Literary College in the recent past; and Dean Hays has described some of the more important developments designed, he notes, to respond to students' desire for greater flexibility in their educational choices, greater control.
President Fleming Discusses Issue of Faculty Involvement

(Continued from page 1)

equally attainable by similar tactics. Moreover, force and violence are antithetical to the very purpose of a university.

GRADUATE SCHOOL STAND

At Michigan we have had but one incident in which a building was seized. That incident occurred at the height of the emotion over the despicable assassination of Martin Luther King. The students (and some who were not students) were wrong, in my judgment, in using the tactic which they did use. They could have seen me, or other members of the administration, by a mere request. Nevertheless, we tolerated that wrong for the brief period because this is an imperfect world in which emotion sometimes overcomes logic. Happily, we found that our objectives were not basically different in that instance, and we were soon able to reopen the building.

We must assume that a similar event can happen in the future, though I hope it will not, and we must bend all our efforts to seeing that it does not occur. Much of our success will depend upon the faculty and it is for that reason that I write this particular letter. In 1967, when a disruptive incident occurred on this campus, the executive board of the Graduate School promptly reacted with a statement declaring that:

A graduate student is in training to become a member of the community of scholars, and one of the hallmarks of that community is free and objective discussion. When a student seeks to curtail in any way the freedom of discussion of others, he calls in question his fitness for a scholarly career.

The executive board has authority with regard to student discipline to the extent necessary to maintain the freedom of expression of its faculty, student body, and guests.

The strong stand was helpful. I believe, in setting the proper tone for the environment of this University. I believe that exactly the same principles apply to disruptive conduct involving seizure of buildings and interference with offices. If administrative offices are subject to occupation and examination of their files today, the same thing can happen to faculty offices tomorrow.

The dilemma, of course, is what one does at such a time. If police are called, the age-old campus-police hostilities are invoked and almost inevitably there will be violence which will revolt the whole academic community. The result is a university torn asunder.

ACADEMIC DISCIPLINE

The other realistic alternative is the imposition of academic discipline. Students who support such tactics of course will oppose both alternatives. But to acquiesce in this position is to leave the university defenseless. The idea that seizure and vandalism cannot be countered with academic discipline disregards the fact that they strike at the most fundamental characteristic of a university—its freedom.

If universities wish to continue to govern themselves, they will have to face the fact that tactics of this kind will not be ignored. If universities are unwilling to deal with them, the power to do so will be lodged elsewhere. Some few students who view themselves as revolutionaries for a new and better order may welcome this. Most of us realize that it would spell the end for free universities.

It must be evident that there is little incentive to be a university president in these troubled times. But in the last analysis, it is the professors who are going to have to face the problem which now confronts us. If the faculty is unwilling to take a stand, disruption will continue. If it will take a stand, but also realize that the status quo cannot be insisted upon, the unrest can, I believe, be contained within peaceful bounds.

REVISIONING RULES

We are in the process of revising many of our rules and regulations. There will be student, faculty and administrative participation. If there is reasonableness on all sides, there will be no difficulty in working out satisfactory procedures. If there is not, we will have some of the troubles experienced elsewhere. I hope very much that we will be successful.

'U' Opportunity Program Enrolls 445

For the fall semester the University has enrolled some 445 students through its Opportunity Awards Program. Among these are 161 new freshmen and six new transfer students.

Under this program, all students receive some financial assistance. Amounts vary according to individual need, from the minimum which pays tuition only, to a maximum which includes tuition plus full maintenance—approximately $2,100 per year.

Students in this program are expected to work during the summer to earn money toward their ongoing education, and to work part-time during the school year, after completion of their freshman studies.
New Dean Talks of Change in the 'Lit' College
(Continued from page 1)

over their own academic lives, and a stronger relationship between their course work and the problems facing America and the world today.

PASS-FAIL OPTION

The College now permits the pass-fail option for juniors and seniors. This means that students can elect one course per semester and not have to risk competition for grades from individuals with more background in the subject. "Its effect," according to Dean Hays, "is to encourage students to be more adventurous, to satisfy their curiosity about other fields without incurring a major risk in their academic record. We expect that this option will eventually be extended to freshmen and sophomores."

A second innovation in the College is a new degree—a Bachelor of Arts in Liberal Studies. Requirements for it bracket several departments within the Literary College, with concentration credits divided among three major areas of study—e.g., humanities, social sciences, and natural sciences. The student can also work out an individualized concentration program, if his interests are such that they do not fall completely within one of the standard concentration patterns.

The Literary College has also instituted a number of new courses designed—in response to a general sentiment among today's students—to make academic work relevant to life and to project students into "real" world situations.

INNER CITY COURSE

A second new program of this type is called the INNER CITY COURSE. As Dean Hays describes it: "... the Inner City Course permits with high school graduates to do field work in city problems for which they can earn credit hours toward a degree from this College. Of course, it attracts students who want an involvement with the problems of the cities and some way to directly relate academic work to practical problems that affect people's lives and to have those experiences in return, bear on their academic work. "Relevance is today's operational word on campus, and the Inner City Course is another example. At the same time, it gives academic orientation to social changes now taking place. But it's not just a new kind of field trip. The students work at a great many constructive activities—as teacher aides, in many other types of community service."

RESIDENTIAL COLLEGE

Over the past several years the Literary College has moved in other directions as well. Establishing a Residential College as part of the Literary College, the University has attempted to combine the advantages of its large size and variety of facilities, with a close-knit, small college environment.

Of the Residential College, Dean Hays says: "... it is not for an elite student body; it has a cross-section of students who come to Michigan, and anyone who is admitted to the College of Literature, Science, and the Arts can qualify for the Residential College, if he requests admission. However, we cannot yet accommodate all those who express an interest."

HONORS PROGRAM

Another innovation of the past decade is the Honors Program which is aimed at highly-motivated, highly-able new students willing to do advanced work, more of it, and more independently. "The Honors Program now involves about 400-500 students in twenty-eight departments "distinguish." The balance were all rated "strong," the second highest category.

CURRENT PROBLEMS

But the University and the Literary College are not without the problems that go with a reputation for leadership and quality. For example, Dean Hays cites the rapid growth in enrollment—about 40% in the past five years.

Total Literary College enrollment today is some 16,200 students—4,000 of whom are graduate students. It is the largest of the University's seventeen schools and colleges, and contains thirty departments of study.

U-M RESIDENTIAL COLLEGE features small group discussion and close association with faculty. Meeting here with Professor of Geography George Kish (left facing students) are (l. to r.) Erick Erickson '71, of Birmingham, Michigan; Mary Hensel, '71, of Manhasset, Long Island, New York; Noel Buckner, '71, of Orchard Lake, Michigan; and Kirk Nims, '71, of Grosse Ile, Michigan. Recent action by the U-M Regents has assured permanent quarters for the University's innovative Residential College, established in 1967. Funds were approved to renovate and expand East Quadrangle to house the College which, by 1970, expects to enroll approximately 1,000 students. It currently enrolls some 450 freshmen and sophomores. Junior and senior classes are planned.

Dean Hays says: "... the percentage of faculty growth over these years has been comparable to the growth in student body. Our greatest problem has been a lack of educational facilities—e.g., classrooms, offices, laboratories, and research facilities. We keep falling behind in acquiring and replacing these essential facilities, and are teaching and working in old houses, public schools, dormitories, and what have been referred to in the past as "pie plates." University President Huyck has emphasized the need for leadership and quality. In fact, it has helped us in our responsibility toward the development of what we might call a 'creative frame of mind,' rather than the 'informational frame of mind' that traditionally has been the focus of our College. To the extent that we are using the facilities available to us in the Literary College consider our objective to be training people for the future, developing people who know how to learn. Of course, no one knows what the future will be, but we feel our students have to be prepared for a very different world than the one we know," the Dean said.

The Literary College does not turn out 100% finished products, according to the Dean. "We work to develop people who are curious, inquisitive and able to learn. Not only are they the graduates who qualify for medical and law school; our graduates are capable of moving into all the professions—as they do."

HOW TO GET IN?

With all the changes and innovations at Michigan, admission standards continue to remain high. In general, a student has to stand near the top of his high school graduating class; to have good grades on his College Entrance Examination Board tests, a favorable judgment from his high school, and some record of extra-curricular activities at his high school. However, the number of applicants is increasing each year, the Dean noted.

As admissions standards remain high, the costs of education have continued to go up. A Literary College undergraduate—our typical Michigan student—has a family income of $10,500 and pays $1,648. A Michigan resident undergraduate pays $1,554 for the two-semester year; an out-state student pays $1,648. A Literary College resident undergraduate pays $480; and graduate students pay $540.

TODAY'S STUDENT

Asked for a brief profile of today's Literary College student, Dean Hays offered: "... he (and she) wants to be involved; perhaps he is given to the customary impatience of the young and to his inarticulate judgments about the world and people. He wants to have a single, all-embracing answer to the ambiguity of everyday life. But he is also sincere, and feels very deeply about his academic work and why it must bear some direct relation to what's wrong in the world and how it can be corrected.

"Today's student also comes better prepared from better high schools; he feels much closer and more involved with the world as he knows it from the great media outpouring he grows up in, and he is very interested to be master of his own academic destiny."
Several significant gifts have been made to the University since you received your last copy of the 'Vital Margin,' a publication now replaced by Michigan TODAY.

A gift of $500,000 from Charles R. Walgreen, Jr., board chairman of Walgreen Drug Stores of Chicago, has established the Harry Ann and Charles R. Walgreen Jr. Professorship for the Study of Human Understanding. He is a 1928 graduate of the College of Pharmacy. In 1951 the University awarded him an honorary Master of Science degree.

Presenting his gift, Mr. Walgreen said: "Our wish that empha-
sis be placed on study of the under-
lying causes of lack of understand-
ing between people.

- The Paul G. Goebel Endowed Professorship has been given to the College of Engineering by the U-M Regent from Grand Rapids. Funds to establish the Goebel Chair were given by more than 100 friends of the national chairman of the $55 Million Program, to honor his ser-
vice to the University as an alumnus, an athlete, Regent and most recent-
ly national campaign chairman. Regent Goebel is a 1923 graduate of the Engineering College. The Goebel chair is the first en-
dowed professorship in the College of Engineering. But it brings to sev-
en the number of Professorships fully or partially endowed for the University by the $55 Million Pro-
gram.

- To honor the memory of her late husband and daughter, who were close to the University, Mrs. Frank H. Davis of Indianapolis, has given the University funds to establish the Frank H. Davis and Agnes Adele Wood Memorial Fellowship Fund in Actuarial Science. Mr. Davis, who died in 1966, was a prominent insurance executive, born in Coopersville, Michigan and graduated from the University in 1908. His daughter, Agnes Adele Wood, graduated from the University. Dr. Martin Luther King, Jr. Accord-
ing to Michael Radock, vice presi-
dent for University Relations, the funds raised will be used to help disad
dantaged students enter the University and do both undergradu-
ate and graduate work, up to and in
ccluding the Ph.D.

Budget Request Seeks to Preserve 'U' Quality

The University of Michigan has asked the state for an operations appropriation of $75.9 million for 1969-70. Dr. Arthur M. Ross, the Universi-
ty's vice president for planning and state relations, said the request was "the minimum which is necessary to avoid substantial deterioration of program quality." Ross added: "We are concerned that such de-
terioration would be a serious loss to the state and that the Regents,
the University administration, and the state government have a joint responsibility to prevent such loss." The 1969-70 request is only $100,000 more than was asked for 1968-69, but it is $12.6 million more than the Legislature appropri-
ated.

Vice President Ross, in submit-
ting the request, noted that "Michi-
gan has fallen behind other compar-
able states in the intensity of ef-
fort" to provide for higher educa-
tion in the 1960's.

Over the past 10 years, the state has dropped from ninth to 17th na-
tionally in per capita appropriations for higher education and from 14th
to 34th in appropriations per stu-
dent.

Moreover, while appropriations in the past two years have risen 20
to 40 per cent at such schools as the Universities of Wisconsin and Minnesota, UCLA, and Ohio State, they have risen only 8.9 per cent at the University of Michigan.

The University anticipates it will receive $41.3 million in student fees, indirect cost reimbursement, and other income—some $690,000 more than last year. The total oper-
ating budget would thus be about $117.3 million.

Salary and benefit increases ac-
count for nearly $6 million of the requested increase. More than $5 million of that was recommended in budget guidelines proposed by the University's Governor George M. Romney.

Other increases as specified by those guidelines are $805,600 for improvements in the Dental School program, $429,600 to allow for ris-
ing enrollment at U-M's Flint Col-
lege, and $328,912 for operation and maintenance of new facilities.

LENLESS PHOTOGRAPHY demonstrated by Professor Emmett Leith, re-
search engineer at the U-M Institute of Science and Technology and pro-
essor of electrical engineering. Laser holography makes possible such 3-di-
ensional 'photographs' without the use of lenses. Professor Leith, who won the 1967 Industrial Research magazine's "Man of the Year" award, headed the University research team which employed a laser beam to make practical wavefront reconstruction techniques first proposed by British scientist Dennis Gabor in the late 1940's.

The U of M Scene

'CORE TESTER' impact device is shown here (right) being used by Dr. David Beckman of the U-M High-
way Safety Research Institute Bio-
mechanics' Department, to make fundamental measurements of hu-
man bone strength. HSRI examines major aspects of highway safety.

RECORD-SMASHING Captain of the 1968 Wolverines is Ron John-
son, senior from Detroit. Against Wisconsin, he scored 5 touchdowns and ran for 347 yards—breaking the Big Ten, Michigan and 'all-games' season records for yards rushed, most points, most touchdowns and total offense. His yards gained set an NCAA single game record. In touchdowns per game (5) and per season (19) he beat Tom Harmon's old record of (4) and (16). With 30 points Johnson surpassed Harmon's single-game performance record of 27 in 1939. He also broke the Big Ten's season rushing record with 1,017 yards.