Although Hatcher’s skillful gentleman-scholar approach had provided effective leadership during the 1950s, it was challenged by the emerging student activism of the 1960s, a decade marked by the formation of the Students for a Democratic Society (and the Port Huron Manifesto) and the growing student protests over issues such as civil rights and the Vietnam Conflict. It was clear that times were changing, and a new style of leadership would be necessary as student activism against “the establishment” escalated. Hatcher retired in 1967 at the age of 70.

The Regents turned to Robben Fleming, chancellor of the University of Wisconsin, to lead the university during a time of protest and disruption. Fleming’s background as a professor of labor relations specializing in arbitration and mediation served him well during the tumultuous years when Ann Arbor was a center of student activism. His patience, negotiating skills, and genuine sympathy for the concerns of students and faculty helped Michigan weather the decade without the destructive confrontations that struck some other universities. Despite pressure from conservative groups, Fleming was careful both to respect the freedom to protest and to avoid inflexible stands on non-essential matters, believing that most protesters would soon wear themselves out if not provoked.

Fleming believed that the most important role of the president in a successful university was to keep things running smoothly, a task best accomplished by recruiting a team of outstanding administrators. He once noted, “If you start out as president with a provost and a chief financial officer who are superb people, you are about three-quarters of the way down the path of success, because these are your critical areas.” And talent he had in abundance: Allan Smith, Frank Rhodes, and Harold Shapiro as provosts, and Wilbur Pierpont and James Brinkerhoff as chief financial officers.

Campus construction was relatively modest during the 1970s and early 1980s. While the University was finally able to negotiate an adequate degree of control over state-funded facilities projects, only one modest state-funded academic building was approved during the 1970s, the Modern Languages Building. The Arab Oil Embargo and rising energy prices brought an end to the robust post-WWII economy, leading to a major recession in the mid-1970s followed by rampant inflation in the early 1980s. However, even more serious was the beginning of the decline of the American automobile industry, the key to the state’s prosperity, as foreign competition from Japan emerged.

Hence there was little campus expansion during the 1970s, and the new buildings that did appear were financed with non-state funds. For example, Crisler Arena (1968) was debt-financed with student fees, as were recreational sports facilities on the North Campus (NCRB, 1976) and Central Campus (CCR), including the Dance Building (1977). The Power Center (1971) was built with a gift from Regent Eugene Power. Baits Housing (1966), Bursley Hall (1968), Northwood IV (1969), and Northwood V (1972) were financed with student housing rental fees, while the Administration Building (1968), South Stacks Library addition (1970), Dental Building (1971), Business Administration Assembly Hall (1972), the Institute of Science & Technology (1973), the William Revelli Hall (1973), the Art and Architecture Building (1974), and the William A. Paton Center (1976) were built with internal funds. The Bentley Historical Library (1973) and Gerald R. Ford Library (1976) were financed with gifts, while the Football Practice Field (1971) and Track and Tennis Building (1974) were built with Athletic Department revenues.

President Fleming successfully led the University through tempestuous times, with its capacity and reputation intact. The Vietnam protests of the 1960s evolved into the Black Action Movement of the early 1970s. Concern about classified research led to the University’s decision to sever its relationship with the Willow Run Research Laboratories, which were transferred to the independent Environmental Research Institute of Michigan (ERIM). The emerging concerns about the environment led to the first Earth Day (1970), while the University faced concerns regarding recombinant DNA research. A wave of collective bargaining swept the campus, with first the hospital interns and residents and then the graduate teaching assistants unionizing. With typical irreverence, Ann Arbor approved a $5 fine for smoking pot and briefly flirted with declaring itself a “nuclear free zone.”

One of President Fleming’s most lasting achievements was successfully negotiating a plan for building a replacement university hospital, an action that required him to become chair of the University Hospital Executive Committee to negotiate through an impasse. The University acquired the old St. Joseph’s Mercy Hospital to serve as a staging area, a facility that would later become the home of the School of Nursing. Fleming retired in 1979 and became President of the Corporation for Public Broadcasting.
Buildings Completed During the Late 1960s & 1970s

1977 Central Campus Recreation and Dance Building
1968 Events Building Crisler Arena
1974 Track & Tennis Building

1973 William D. Revelli Hall
1971 Dental School
1971 Power Center

1972 Modern Languages Building
1970 Graduate Library Stacks
1971 Thomas Francis Jr. Public Health Building

1971 300 North Ingalls Old St. Joe's Hospital
1968 Administration Building
1971 Mott Children's Hospital
1969 Towsley Center for Continuing Medical Education
1979 William A. Paton Center
Buildings Completed During the Late 1960s & 1970s

- 1968 Joseph & Marguerite Bursley Residence Hall
- 1969 Northwood IV Courtyard
- 1969 Northwood IV - 1972 Northwood V
- 1971 Aerospace Engineering
- 1973 Bentley Historical Library
- 1974 Art & Architecture Building
- 1969 Highway Safety Research Institute
- 1966 Vera Bates Residence Halls
- 1976 North Campus Recreation Building
- 1979 Alumni Center
- 1967 Chrysler Center - North Campus
- 1975 Institute of Science & Technology
- 1965 North Campus Commons
- 1969 North Campus Computer Center
After an extensive nationwide search, the Regents turned inside to select the university’s provost, Harold Shapiro, as the next president. A Canadian by birth and educated at McGill and Princeton, Shapiro had served as chair of the Department of Economics and led the economic forecasting project that analyzed the Michigan economy. Shapiro served as chair of the Department of Economics from 1974-77, and Vice President for Academic Affairs from 1977-79.

Shapiro understood well that the state’s economy would likely drop in prosperity to the national average and below in the years ahead. During the 1970s and 1980s, state support would drop from 60% of the university’s general and education budget to 30% (and decline still further to 15% during the 1990s). Together with his provost, Billy Frye, he started the university down the long road toward becoming a privately supported public university.

Campus construction also languished during the early years of the Shapiro administration. The recession of the 1970s became a serious depression in Michigan, compounded by double-digit inflation. State budget cuts followed budget cuts, forcing the University into a serious retrenchment mode for several years that would see the eventual loss of roughly 30% of its state support.

President Shapiro was determined not only to preserve but also to enhance the academic quality of the University. But he realized that to do so during this difficult period would require focusing resources through reallocation. While every academic and administrative unit was required to participate in this effort to become “better paid, better supported, with a smaller staff,” several units were eliminated entirely (e.g., Geography, Extension Services, Michigan Media), while others were targeted for far more substantial cuts as the criteria of quality, centrality, and cost-effectiveness were applied: Art (18%), Natural Resources (33%), and Education (40%). Ironically, although the “small-but-better” theme clearly guided most University decisions during the early 1980s, during the decade the institution actually grew at a 7%/year rate, with the Medical Center growing even faster at 15%/year.

Perhaps more significant, like many other public universities facing eroding state support, the University began to stress those professional schools such as medicine, law, business, and engineering that were less dependent on state support, since it was clear that generous state support was unlikely to return.

Of highest priority during this era was the successful effort to build a new University Hospital, both the largest project in the University’s history and an effort that required an extraordinary commitment of resources during a period when the state was in a deep recession (as Shapiro put it, the University “bet the ranch” on the project). Although extraordinarily complex both logistically and politically, the project was remarkably well-managed and came in on time and under budget. It provided the University with one of the finest clinical facilities in the nation, generating substantial resources for further clinical and research facilities in later years.

Yet the rest of the campus suffered several negative consequences from this massive effort to expand the Medical Center (beyond traffic and parking congestion). Because of the massive cost—second only to the Mackinac Bridge in Michigan history—other University capital facilities needs were put on hold throughout the 1970s and 1980s. Indeed, the magnitude of state funding required for the project, $174 million, essentially crippled state funding of higher education projects throughout the state for almost a decade.

Although state funding of campus buildings resumed in the 1980s with the Electrical Engineering and Computer Science Building on the North Campus and the Chemical Sciences Laboratory on the Central Campus, this modest state commitment paled in comparison with the needs of the academic programs of the University, particularly LS&A. Many of the most distinguished academic programs of the University were housed in ancient buildings, badly in need of repair, and totally inadequate for modern teaching and research. As the University entered the 1990s, the situation looked bleak.

Although students began to resume traditions in the 1980s such as fraternities and sororities and college athletics, Michigan remained a very politically active campus. Military research was still a cause, with the “end-use” criterion adopted for the few remaining classified research projects. Racial issues remained important, first with the effort to complete University divestment of South African holdings, and then with concerns about racism on campus (addressed by the United Coalition Against Racism and the Black Action Movements II and III).
On December 24, 1981 the Economics Building, the oldest academic building, was destroyed by an arsonist’s fire. The department moved to the North Ingalls Building (Old St. Joe’s Hospital) and in 1986 moved to new quarters in Lorch Hall. This caused a severe space problem on the Central Campus and hastened the move of Engineering to the North Campus. In 1981 the Law Library addition opened, an underground facility carefully constructed to preserve the Gothic architecture of the School.

With support from Apollo Computer and General Motors, Engineering installed the most advanced computing network (the Computer-Aided Engineering Network, or CAEN) on any campus. Faculty and students were given the opportunity to purchase personal computers at reduced rates, and “computer clusters” began to appear all over campus. Computer Sciences moved from the College of Literature, Science and the Arts to Engineering and into a new building. Chemical Engineering moved into its North Campus building in 1982.

Major efforts were directed toward strengthening the physical sciences. Chemistry and Physics received new facilities. The Willard Dow Chemistry Laboratory, appeared where the Barbour and Waterman gymnasiums once stood.
The Replacement Hospital took a decade of persistent effort by the Regents, three University presidents, their vice presidents, three Medical School deans, two Hospital directors, and a growing RHP staff. Robben Fleming drafted a comprehensive plan, which was then successively executed by Harold Shapiro’s administration. Five years of construction (1981-86) followed the five years of intensive planning (1976-1981), as the RHP slowly rose on its new site northeast of the University Hospital (Old Main). The new hospital opened in 1986 and was named “University Hospitals.” Three years later, Old Main was taken down, not in a massive implosion as had originally been contemplated, but brick by brick. Survival Flight, an emergency medical helicopter service to link the facilities in Ann Arbor with surrounding communities, was inaugurated in May of 1983.

In 1982, a major gift from the Kellogg Foundation made possible the construction of the new, $12 million W. K. Kellogg Eye Center. In 1986 the Medical Science Research Building I opened, and in 1989 the Medical Science Research Building II was completed, housing the Hughes Institute for research on molecular genetics.
Business Administration added new library and classroom facilities and its own hotel for executive conferences.
Following Shapiro’s departure to Princeton, the Regents conducted a long search, eventually turning back inside once again to tap the university’s provost, James Duderstadt—only the fourth insider in Michigan’s history. A graduate of Yale (B.S.) and Caltech (Ph.D.), Duderstadt had been a faculty member in nuclear engineering at the University since 1969, serving as Dean of Engineering in the early 1980s when he orchestrated the move of the College of Engineering to the North Campus. Since he had worked closely with Shapiro as provost, his appointment assured a smooth transition with no loss of University momentum.

James Duderstadt

Building upon Shapiro’s efforts, the Duderstadt administration completed the objectives of stabilizing the university’s support base in the face of the continued erosion of state support by launching the first $1 billion fundraising campaign for a public university (eventually raising $1.4 billion), restoring the reserves of the institution, leading Michigan to its status as the nation’s leading research university (in research volume), and building its financial strength to the highest level in its history (as measured by achieving the highest Wall Street credit rating of Aaa, the first for a public university).

Foreseeing a 21st-century world in which knowledge, globalization, and diversity would be critical elements, Duderstadt launched the Michigan Mandate and Michigan Agenda for Women to diversify the campus community, created a new International Institute, and moved to reshape academic programs to prepare students for the global economic and information revolution (including Michigan’s role in building and managing the early phases of the Internet). During the 1990s, a process of institutional transformation was launched to explore possible futures for a 21st-century university, establishing programs throughout the world, launching an Internet-based university, stimulating interdisciplinary programs, and promoting a renewed focus on the quality of undergraduate education.
In the 1990s, several factors converged to provide the University with a remarkable window of opportunity for rebuilding its campuses. First, falling interest rates, coupled with the University’s high credit rating, made it quite inexpensive to borrow money. Second, because of a weak economy, there were few competing construction projects underway in the private sector, and hence construction bids tended to come in quite low. Third, the University’s success in auxiliary activities, including clinical revenue and continuing education fees, generated substantial revenue. And, fourth, the University was able to convince the Governor to launch a major state capital facilities program, with the understanding that the University would match the state contribution through the use of its own internal funds.

In the late 1980s, a carefully designed plan was developed to rebuild, renovate, and update all university buildings. This massive campus renaissance, which eventually amounted to over $2 billion of facilities construction and renovation, was made possible by a combination of state support for capital improvements, gifts and grants, the reallocation of internal UM funds including contributions from the University’s auxiliary units, and student fees. Its tremendous success was due to the vision, commitment, and hard work of a great many individuals at the University, including Gil Whitaker as provost, Farris Womack as VPCFO, and Paul Spradlin as director of plant extension.

There was also a substantial effort to improve the landscaping and appearance of the campus. With the completion of the major construction projects on the Central Campus and North Campus, new master landscaping plans were developed and launched, including the Ingalls Mall, the East University Mall, and the Diag projects on the Central Campus, and the “North Woods” landscaping plan for the North Campus. At the same time, a number of safety concerns were addressed with increased lighting, new plantings, gardens, and courtyards designed to augment the new construction.

While the rebuilding and/or major renovation of most of the University’s campuses during the decade was an extraordinary accomplishment, of comparable long-term importance was the massive effort to eliminate the deferred maintenance backlog that had arisen during the 1970s and 1980s. Furthermore, major efforts were made to provide ongoing support for facilities maintenance so that such backlogs would not arise again in the future.
Most encouraging of all was the great progress in addressing the critical needs of the Central Campus. The Undergraduate Library, appropriately referred to as the “UGLi,” was surrounded by an attractive shell, totally renovated, and dedicated as the Harold & Vivian Shapiro Library. The Physics Department benefited from a major new research laboratory. Tisch Hall was constructed to join Angell and Haven Halls to serve the humanities faculty. Total building renovations were accomplished for East Engineering and West Engineering (renamed East Hall and West Hall), C. C. Little, Angell Hall, Mason Hall, and Haven Hall. The Student Activities Building acquired a new addition, the Huetwell Visitor Center, and the School of Social Work received a marvelous new building. Funds and renovation plans were also provided for Hill Auditorium, the Rackham Graduate School, the Frieze Building, the original Ann Arbor High School and the LS&A Building.
The last remaining facilities needed to complete the North Campus were finished, including the François-Xavier Bagnoud Building (FXB) for aerospace engineering, the Lurie Engineering Center, and the Media Union, a remarkable digital library and multimedia center. Further, the eminent American architect—and University alumnus—Charles Moore was commissioned to design a striking carillon, the Robert H. and Ann Lurie Bell Tower, that soon became the symbol for the North Campus.
The Medical Campus

The Medical Center continued to expand with a series of new teaching, research, and clinical facilities that augmented the new Adult General Hospital. A new Child and Maternal Health Care Hospital replaced Mott and Women's Hospitals. A high-rise Cancer and Geriatrics Center was constructed. A trio of sophisticated research laboratories, Medical Science Research Buildings I, II, and III came on line to keep the Medical School at the forefront of biomedical research, while also housing the Howard Hughes Medical Research Institute. As the Medical Center growth began to strain against the limits of its downtown Ann Arbor site, the University Hospitals acquired a large site northeast of Ann Arbor and began to develop its East Medical Campus to respond to the need for additional primary care facilities. It also developed new primary care facilities throughout southeastern Michigan, including a major concentration in the Briarwood area in south Ann Arbor, and a Child Care Center for the Medical Center staff.

Medical Science Research I, II, & III

The Cancer & Geriatrics Center

The South Campus

The University's South Campus also experienced extensive construction activity, including the renovation of most athletic facilities. Michigan Stadium was renovated, and a natural grass field was installed. In the process, the stadium floor was lowered so that an additional 3,000 seats could be added, thereby increasing the capacity of the stadium to 106,000. Other new or substantially renovated facilities included Canham Natatorium, Schembechler Hall, Keen Arena, Weidenbach Hall, Yost Arena, the Michigan Golf Course, the varsity track, and the new Michigan Tennis Complex. New facilities were provided to support business operations, including the Wolverine Tower and the Campus Safety Office.

Schembechler Hall

Similar progress was made on the University's regional campuses. UM-Dearborn benefited from new classroom and laboratory facilities, while UM-Flint brought on line a new science laboratory, library, and administrative center. UM-Flint was given the AutoWorld site, along with funds for site preparation, by the Mott foundation, as the first stage of a major expansion of the campus.
After eight years as president, Duderstadt returned to the faculty with a University-wide appointment as University Professor of Science and Engineering to build a new research center, the Millennium Project, located in the Media Union (later to be named the James and Anne Duderstadt Center). The Regents appointed Homer Neal, Vice President for Research and professor of physics, for a brief interim period to allow them to complete the search that eventually named Lee Bollinger as Duderstadt’s successor.

In 1992 the University celebrated its 175th year. One of the events brought the former presidents together for a panel discussion of the University. A University History and Traditions Committee was also established. Robert Warner, former National Archivist and Dean of the School of Library Studies and Information was named University Historian, by Regental appointment.

One of the projects of the History and Traditions Committee was the preservation of the Observatory. The Observatory, completed in 1854, is the only surviving original building on the University of Michigan campus. Under the direction of Dr. Patricia Whitesell, the building was renovated with historical accuracy. All of the original astronomical instruments (purchased by Henry Tappan) were also restored. Dr. Whitesell’s book, *A Creation of His Own: Tappan’s Detroit Observatory*, captures the story of this University treasure.
Although Lee Bollinger had long been a faculty member and dean of the Law School at Michigan, he was offered the Michigan presidency while provost at Dartmouth College. A First Amendment scholar, Bollinger had received his undergraduate degree from Oregon University and his law degree from Columbia before joining the Michigan faculty in 1974.

Bollinger had strong interests in campus architecture (appointing the noted architect, Robert Venturi, as campus planner) and the arts (promoting the university’s earlier relationship with Robert Frost and Arthur Miller and funding performances by the Royal Shakespeare Company). Several of his projects met strong resistance, such as the Venturi-designed “halo” installed at Michigan Stadium (and soon dismantled after the Regents suffered withering complaints from Michigan fans) and his plan to move his office to Angell Hall, displacing the undergraduate counseling office. After a brief four-year tenure, Bollinger left to become president of Columbia University. The Regents named B. Joseph White, Dean of Business Administration, as Interim President for the brief time it would take to select a new permanent president for the University.

While the University had successfully bet the ranch on the Replacement Hospital Project, it fared less successfully (at least initially) on another massive project in the biomedical sciences, the Life Sciences Institute. Launched during the brief tenure of President Lee Bollinger, the project involved a complex of several extremely expensive research, instructional, and conference facilities, financed primarily by $350 million taken from Hospital reserves. The Life Sciences Institute itself was designed by Robert Venturi and looked remarkably similar to a somewhat larger biomedical research facility Venturi had just completed at Yale. But perhaps most controversial was the “build it and they will come” philosophy of the project, since the University had few world-class faculty in the Institute’s basic research areas of genomics and proteomics and would face difficulty recruiting talent in such intensely competitive fields, with only a laboratory building to offer.
Mary Sue Coleman came to Michigan from the University of Iowa where she had served as President from 1995-2002. For 19 years she was a member of the biochemistry faculty at the University of Kentucky. Her work in the sciences led her to administrative appointments at the University of North Carolina at Chapel Hill, where she served as vice chancellor for research, and the University of New Mexico, where she served as provost and vice president for academic affairs. She earned her undergraduate degree in chemistry from Grinnell College and her doctorate in biochemistry from the University of North Carolina.

2001  Supreme Court Decision on Michigan’s Affirmative Action Case

President Coleman represented the University in the successful conclusion of the Supreme Court decision on the University of Michigan Affirmative Action Case. Largely because of Michigan’s earlier leadership in achieving diversity in higher education, the University became a target for those groups seeking to reverse affirmative action. Two cases were filed in 1997, one challenging undergraduate admissions policies and the second challenging Law School admissions. The University defended its practice in both cases all the way to the Supreme Court in 2003. Although the Court ruled against the University's particular admissions process for undergraduate admissions, Michigan won the Law School case with a landmark Supreme Court decision affirming that “Student body diversity is a compelling state interest that can justify the use of race in university admission.”

2003  The Michigan Difference

Under Coleman’s leadership, the University launched a $2.5 billion capital campaign to enhance programs across the campus, including new scholarships and fellowships for students and endowed chairs for faculty members. Coleman faced new challenges to find new sources of income as the state’s economy crashed in the midst of a national recession, leading to appropriation cuts which reduced state support even further (dropping to less than 8% of the university’s total budget) and requiring further restructuring of the university’s finances.
21st-Century Campus Buildings

Kelsey Museum Addition

The Rachel Upjohn Depression Center

Ross Student Academic Center

Computer Science and Engineering

C. S. Mott Children’s & Women’s Hospital

Museum of Art Addition

Robert & Ann Lurie Biomedical Building
21st-Century Campus Buildings

Cardiovascular Center

Public Health

Ross School of Business Administration

Asian Studies

Gerald Ford School of Public Health - Weill Hall

Nanosciences Laboratory

Perry Building Addition

Medical Sciences Building

Wallgreen Center for the Performing Arts