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POPULATION PLANNING AT MICHIGAN

1965-1977

A Report to Donors, Alumni, and Colleagues

by

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*Single copies of each appendix are available separately on request.

POPULATION PLANNING AT MICHIGAN, 1965-1977

The University of Michigan had developed by 1977 one of the world's most active and promising university foci in the new field of population planning. Eight tenured professors and eight other faculty in population planning, 60-70 graduate students seeking master's and doctoral degrees in population planning, and experienced administrative, reference, and computer staffs and facilities had emerged as a stabilized, productive University Department as they completed a 12-year development that moved from complete support by the Ford Foundation to regular University funds support of faculty and teaching programs. Over 300 graduates and former faculty were active in 34 countries of the world. Faculty had produced, with over four million dollars of self-generated funds, over 200 published works, many the first on their topic in the world's literature, and had provided valuable leadership and assistance in the practice of population planning to private organizations and governments in Michigan, the United States, and a dozen foreign countries, and to many international agencies. This is a summary of that development for the information of donors, alumni, and colleagues.

Population growth emerged during the 1950's and 1960's as a force to influence the quality of life for most of the world's people for generations. The United States began to reap early consequences of our sustained postwar baby boom at the same time that our society moved to redress inequities in human rights for minorities, women, and the poor; to correct imbalances among natural resources, environmental quality, population, and way of life; to cope with our growing economic and political independence with other countries; and to control natality with new contraceptive technology and fewer impediments to individual and family determination of the number and timing of their children. Leaders in less developed countries experienced the retarding effects of decreasing mortality and static natality on the aspirations of their governments and peoples and initiated historic actions to reduce birth rates. As American foundations, and, later, government began to deal with these population problems, they encountered large gaps in knowledge and could find few persons with knowledge and skills to understand and direct the new sets of actions needed. They looked to American universities as a primary resource for research and specialized education.

The University of Michigan and a few other American universities responded by creating new centers and departments primarily concerned with problems of population growth. Michigan followed Harvard and Hopkins in establishing university departments in this new field. Created in 1965 by the Board of Regents on the initiative of Public Health Dean Myron Wegman and Academic Affairs Vice President Roger Heyns with developmental support from the Ford Foundation, the Center for Population Planning was seen as the University's focal point for applied multidisciplinary efforts to understand and modify worldwide population growth. The School of Public Health was selected as the base for these efforts, linked with demographic expertise of the Population Studies Center (Department of Sociology) and with various biomedical expertise in the Medical School, primarily in the Center for Research in Reproductive Biology (Department of Obstetrics and Gynecology). The new

Center for Population Planning was charged to educate professional workers and leaders, to advance and disseminate knowledge, and to advance practice.

To Educate Professional Workers and Leaders

The Department of Population Planning is particularly proud of its productive alumni body throughout the world (Figure 1 and Appendix 1). By August 1977, 134 women and 151 men had received 235 master's degrees, 9 doctoral degrees, and 43 specialized certificates in population planning from teaching programs at Michigan developed since 1965 (Table 1). In addition 57 students from the U. S. and ten other countries received specialized short-term training in 1965, 1966, and 1968. The Master of Public Health (MPH) program was established in 1966 to provide basic graduate education in public health and population planning, the Doctor of Public Health (DrPH) program in 1967 to provide advanced specialization, the Master of Science (MS) program in 1969 to offer opportunities for students for whom the MPH was inappropriate, the Doctor of Philosophy (PhD) program in 1975 to extend broader opportunities for advanced specialization than was possible under the DrPH program, and the Master of Health Services Administration (MHSA) in 1976 to offer an additional option for students interested in administration of family planning in the United States. As can be seen from Table 1, the basic programs are the MPH and the PhD.

Table 1

Students Majoring in Population Planning
Admissions, Registrations and Graduations, 1965-77

University Year/Term	MPH			MS			PhD (DrPH)			Special Programs		
	Adm.	Reg.*	Grad.	Adm.	Reg.*	Grad.	Adm.	Reg.*	Grad.	Adm.	Reg.*	Cert.
1965-66	3	7	2	--	--	--	(1)	(2)	0	13	3(34s)	1(34)
1966-67	7	21	4	--	--	--	0	0	0	2(1)	5	1
1967-68	21	63	13	--	--	--	(1)	(6)	(1)	2	7(23s)	3(23)
1968-69	16	74	18	3	9	2	(1)	(6)	0	2(1)	4	1
1969-70	15	61	19	1	4	1	(2)	(11)	(1)	4(1)	12	4
1970-71	17	62	9	4	13	4	(3)	(13)	1	5(2)	12	5
1971-72	27	96	18	1	4	1	(2)	(16)	0	5	10	4
1972-73	31	116	31	2	5	3	(2)	(19)	(1)	8(1)	13	8
1973-74	24	111	26	4	4	2	(6)	(22)	(2)	7	13	8
1974-75	29	112	27	3	9	4	(4)	(32)	(1)	2(2)	6	3
1975-76	24	102	25	4	13	2	13t(2)	31(6)	0	4	4	4
1976-77	16	76	20	5	23	4	5t	39(4)	2	1	1	1
TOTAL	--	--	212	--	--	23	--	--	9	--	--	43(57)

* Student-terms

t Includes transfers from DrPH

s Special 2-4 month summer programs in 1965, 1966 and 1968

Figure 1. World Distribution of Population Planning Alumni



Countries of origin in white. Dots show 1977 locations (see Appendix 1).

From an initial offering of six specialized courses in 1965-66 the curriculum had developed to 26 regular courses in 1976-77 plus considerable individualized teaching. Curricula were developed utilizing available demographic, reproductive biologic, and other faculty and courses already on campus but many courses had to be created de novo to fit the mutual needs of new positions developing concurrently in practice and of students preparing to fill them. Given the potential of at least 100 identified related courses on campus, all curricula emphasized flexible use of electives beyond a basic set of courses covering knowledge and skills deemed necessary for every student. Joint MPH programs were developed in several areas, most joint students coming in Health Education and in MCH. A high degree of continuing systematic self evaluation by faculty, students, and alumni characterized this development.

From an initial registration of five students in 1965-66 the student body grew to a purposely stabilized number of about 70 in recent years. The doctoral program in population planning is young and small but has already produced an outstanding set of graduates and dissertations (see ahead). Although most alumni are still quite young, the number holding program leadership and academic positions is already sizeable and growing (Appendix 1). Our graduates hold important posts in government and in private agencies in several parts of the United States and in 15 foreign countries. At least 22 have been faculty members in nine United States universities and in nine other countries of Africa, Asia, Europe, and South America.

To Advance Knowledge in Population Planning

Universities add new knowledge primarily through research by their faculties, students, and staff, although in the long run the lifelong contributions of their alumni may be most significant. Universities disseminate knowledge through teaching but also through writings and publications of many kinds, through meetings and conferences, and through direct application by their faculty, students, staff, and alumni in practice. In all of these ways the Department of Population Planning, although young and small, has already made salient and solid contributions. Typical of a new field, they tend to be empirical and methodological but most look to broader applications and to development of generalizable theory.

During 1965-77 members of the Department conducted some 60 specific major research and other scholarly projects and produced over 220 professional publications (Appendix 2) supported by over four million dollars of self-generated research grants, about half from private foundations and half from the federal government. Most Departmental works have dealt with a single specialized topic within the field. Two have resulted in books encompassing the field broadly. "Fertility and Family Planning: A World View," edited by Behrman, Corsa and Freedman (University of Michigan Press, 1969) made available outstanding papers prepared by 23 world population leaders for the University's Sesquicentennial Convocation on Population which was initiated and conducted by the three University of Michigan population centers. "Population Planning," by Corsa and Cakley is being published by the University of Michigan Press (expected 1978) as an introductory synthesis of the new field. The Department also participated through the Population Club in initiation and publication of

the National Academy of Science's "Rapid Population Growth: Consequences and Policy Implications" in 1970 and through University of Michigan project POPE in initiation and publication of "Growth Policy" edited by Chen and Lagler in 1973.

Other projects resulting in books or monographs include Geijerstam's "An Annotated Bibliography of Induced Abortion" (1968), widely used internationally as the major source of its kind during the formative years of national abortion policies; Poffenberger's intensive village study in India, "Fertility and Family Life in an Indian Village" (1975) and "The Socialization of Family Size Values: Youth and Family Planning in an Indian Village" (1976); Rogers' innovative "Communication Strategies for Family Planning" (1973); Simmons' effective extension of his dissertation, "The Indian Investment in Family Planning" (1971); and Freedman and Takeshita's pioneering "Family Planning in Taiwan: An Experiment in Social Change" (1969).

Research work by Departmental faculty has been determined largely by the initiative, interest, and ability of one or more faculty members and has been characterized by innovativeness, social relevance, potential theoretical value, safeguarded rights of individual subjects, collegial conduct and reporting with external co-investigators, and prompt local feedback of findings and implications for practice. A large number have been international studies conducted with colleagues in foreign countries under difficult conditions, sometimes even threatening the lives of staff overseas, and with inherent high costs, multiple delays, and publication priorities often incompatible with those traditionally cherished by university promotion committees. We have tried hard to maintain our reputation overseas for open participation, persistence, useful feedback, and fair sharing of data and authorship in a world where academic imperialism dies slowly. Our studies fall broadly within one or more of six categories: Family planning program development and evaluation; determinants and consequences of population growth and natality; population communication and education; population policies and program planning; methodology in population planning; and contraceptive technology and induced abortion. More than half of these studies were the primary seminal work on their topic in the world. The list of individual projects follows.

Table 2

Major Research Projects, 1965-77

Investigator(s)	Subject	Dates	Sources* of Funds	Publications**
Eliot	FP educ. in US med schools	1965-66	PC, RF	1966, R3
Eliot and Corsa	Public FP programs in US	1965-68	FF	1966 R2; 1968, R16 1969 R26
Eliot	FP tchg in US hospitals	1965-69	FF, RF	1966 R7, R10 1970, R41
Corsa	Pakistan IUD study	1965-71	PC, FF	1971, WP4
Ten Have, Corsa, Peng and Takeshita	Michigan FP serv. studies	1965-74	FF, PC, NIH	1966, R5; 1967, R12 1970; 1971, R36

Table 2 (cont.)

Investigator(s)	Subject	Dates	Sources* of Funds	Publications**
Peng and Corsa Eliot	Taiwan IUD studies FP educ. in US nsg. schls	1966-72 1966-68	FF FF, RF	1970, R33; 1973, R57 1969, R27
Hashmi	Pakistan pop. growth est.	1966-68	FF	1968
Finkle and Weiss	Econ. incentives India	1966-75	FF	
Poffenberger	Fertil. FP Indian village	1966-	FF, AID	1973, R55; 1975
Geijerstam, Corsa, Eliot, et al.	Abortion biblio- graphy	1967-69	FF	1969
Geijerstam Eliot	Abortion in Sweden FP ed. med. schls. Latin America	1967-69 1967-69	FF FF	1969 1969, R28
Finkle Corsa Ten Have	FP India/Pakistan Public FP California FP tech. assist. Nepal	1967-71 1968-69 1968-70	AID FF AID	1972, R51
Finkle Kar	Fac. Sem. Pop. LDC's Abort. attitudes New Delhi	1968-70 1968-70	AID FF	1972, R53
Finkle	Pol. implicat. demo. change	1968-72	AID	
Eliot	Abort. att. Mich. physicians	1969-71	FF	1971, R37; 1972, R48
Munson	Mich. FP manpower requirement	1969-71	FF	1970, WP3
Takehita	Malaysia FP acceptor f-up	1968-74	FF, NIH	1970, R30; 1973, WP5
Poffenberger	Pop. educ. in US	1969-75	FF	1975, WP14, 15
Poffenberger	Pop. educ. in India	1969-75	AID	1971, R47
Simmons, G.	Indian investment in FP	1969-70	FF	1971
Corsa and Oakley	Health conseq. pop. gr. LDC's	1969-71	FF, AID	1971, R45
Poffenberger and Simmons	Demo. econ. relat. Baroda	1970-72	AID	
Corsa, et al.	Planning for FP in Mich.	1970-71	MDPH	1971, R35, 44
Ness	FP policy Mal./ Philippines	1970-72	FF	1971, R42
Meyer	Mich. soc. wkrs. in FP	1970-72	FF	1974, R72
Misra, Simmons, G. and R., and Ashraf	Kanpur study	1970-78	AID, NIH	1975, R66, WP13, 17; 1976, R73
Meyer	SW/PP in LDC's	1971-77	AID	(11)special series
McGuire	Policy res. pop./ invironment	1971-73	FF, NSF	1973

Table 2 (cont.)

Investigator(s)	Subject	Dates	Sources* of Funds	Publications**
King	Com'l. sector in FP	1971-73	AID	1973, R62
Poffenberger	FP tech. assist. Nepal	1971-74	AID	
Finkle and Crane	UN system and population	1971-77	AID, RF	1974, WP6; 1975, R69 1976, R
Corsa, Johnson, Peng and Takeshita	Malaysia FP progrm. eval.	1971-77	AID	1970, WP11; 1973, R58; 1974; 1978, R
Peng	Village midwives FP Malay.	1971-76	AID	1972, R50; 1973; 1974; 1974; 1975, WP12
Oakley and Corsa	Population policy Mich.	1971-72	FF	1973, WP1
Oakley	Pop. Res. Trg. US SPH	1971-72	FF	1973, R59
Eliot	Auxiliary midwives in Togo	1971-72	FF	
Eliot	Mich. abort. facilit.	1971-74	FF, Upjohn	1974, R63
Hoffman	Career conflict fert. women	1971-75	FF, NIH	1974 (2)
Hoffman	Value of children in US	1972-76	FF, NIH	1973, R54
Corsa and Oakley	Book. Population Planning	1972-78	FF, CF	1978
Harrington	Migration fertil. in Nigeria	1972-	AID	1974, WP10
Oakley and Takeshita	US role in Jap. pop. policy	1972-	FF, RF	1977
Kar	FP communic. res. Venezuela	1972-	AID	1975 (2), R71; 1976; 1977
Kar, Corsa and Johnson	Inst. dev. FP Bangladesh	1973-74	AID	
Rogers	FP in mothers' clubs Korea	1973-76	AID	1975 (2)
Weiss	Mass media in FP communic.	1973-76	FF	1974, WP7
Poffenberger	Pop. educ. Philip- pines	1974-76	FF	
Takeshita	World fert. survey	1975-		
Kar	FP comm. Egypt, Kenya, Phil.	1976-	UNESCO	
Finkle	Pop. policy in MDC's	1977		
Simmons and Johnson	FP eval. tech.	1976-	UNESCAP	
Johnson et al.	Multi-nation study of pol. capacity as a factor in pop. dynamics	1977-		
Oakley	Childlessness in US	1977-	RF	

Table 2 (cont.)

* AID	Agency for International Development
CF	Commonwealth Fund
FF	Ford Foundation
MDPH	Michigan Department of Public Health
NIH	National Institutes of Health
NSF	National Science Foundation
PC	Population Council
RF	Rockefeller Foundation
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational Scientific and Cultural Organization

** See Appendix 2; R = reprint series no.; WP = working paper series no.

One set of investigations in which the Department takes special pride is the dissertations of its doctoral students, most of which demonstrate unusually high levels of creativity, initiative, independence, and exposition.

Table 3

Population Planning Doctoral Dissertations

Author (year)	Title
Sook Bang (1968)	A comparative study of the effectiveness of a family planning program in rural Korea.
David Kleinman (1970)	Fertility variation and resources in rural India.
Fredric D. Abramson (1971) (joint PhD with Human Genetics)	Spontaneous fetal death in man: A methodological and analytical evaluation.
J. Timothy Johnson (1973)	Evaluation of family planning programs: Presentation of a general model and its application to the national family planning program of Malaysia.
Helen Koo Bilsborrow (1973)	Use of induced abortion and contraception in Taiwan.
Barry Karlin (1974)	Adolescent fertility attitudes and responses to a simulation experience.
Dae Woo Han (1974)	Leadership and family planning program performance: The case of Korea.
Sea Baick Lee (1977)	System effects on family planning innovativeness in Korean villages.
Deborah J. H. Oakley (1977)	The development of population policy in Japan, 1945-52 and American participation.
Leo Morris (1978)	Estimating the need for family planning services: A case study on the suitability of national data for making local estimates in the United States.
Prasanta Majumdar (1978)	The determinants of reproduction and generational growth in the human population: An experience from rural India.

To Advance Practice in Population Planning

Service has always been an important objective of the Department of Population Planning, closely linked with effective teaching and with the relevance and utilization of research as it should be in a university. Primary emphasis in the Center from the start was on a set of long-term partnerships between the University and a few governmental, private, and academic institutions in various parts of the world. We do not believe that any university group training students and conducting research for professional practice can know what is going on, particularly in a new, rapidly developing field, without direct active participation. Our first and longest relationship began in Michigan in 1965 with the agencies responsible for family planning programs at state and local levels. Our second began with the Government of Malaysia's National Family Planning Board in 1966. Our third was with the Government of Nepal's MCH-family planning program during 1968-73. Short term relationships have also developed in conjunction with research projects as with the Indian Institute of Technology at Kanpur in 1970-71, the family planning agencies in Venezuela during 1972-75, the Population Division of the UN Economic and Social Commission for Asia and the Pacific during 1971-77, and the World Fertility Survey since 1975.

Michigan. Many major developments in public family planning in Michigan during 1965-77 were nurtured in part by the initiative of one or more faculty, staff, and students in population planning at the University of Michigan. Eliot and Ten Have started some of the first specialized services and studies (beyond Planned Parenthood) in Michigan in the early 1960's. They and Corsa (and later Peng) responded promptly and repeatedly to Detroit/Wayne County and to State Health Department requests for assistance of many kinds once Detroit and Lansing had officially declared family planning as public health policy in late 1964. Ten Have and O'Brien provided sage legislative information in development of basic Michigan law on public family planning in 1965. Special task forces and working groups from Ann Arbor did much of the fact-finding and analyses preparatory to development of the State, Southeast Michigan, and Washtenaw County programs during 1970-72. Oakley made important contributions toward development of broader state population policies during 1971-73. Eliot sparked development of abortion care standards and their application statewide. "Field Activities in Michigan, 1965-75" summarizes much of this participation in detail (Appendix 3).

Malaysia. Our partnership with Malaysia has been equally productive and mutually satisfying. In long term cooperation with the Government of Malaysia, initially with Ford Foundation support, later replaced by USAID, UNFPA, WHO, and World Bank, the Department has provided technical assistance and training and participated in collaborative research with the new National Family Planning Board since 1965. Ten Have was in residence in Kuala Lumpur from August, 1966 to August, 1968 as Senior Advisor to the Board and was followed by Peng (September, 1968 to June, 1970). A national fertility sample survey was conducted during 1966-67 with James Palmore of the Population Studies Center as principal advisor. A national follow-up sample survey of contraceptive acceptors in the first year of the program was conducted during 1968-69 with Yuzuru Takeshita as principal advisor. Staff of the Board have participated in Ann Arbor as faculty and graduate students and overseas interns from the Department have participated in field research and training in Malaysia. Corsa, Peng, and

Takeshita participated in World Bank-UN-WHO missions to Malaysia during 1971-72 and Peng served as WHO (UNFPA) advisor to the Ministry of Health in family planning during 1973-75. Tim Johnson (1970-71), Shelley Ross-Larson (1972-74), Sylvia Pedraza (1973-75), and Beth Preble (1974-76) were overseas interns in Malaysia on collaborative Michigan projects. Takeshita worked with Malaysia in the World Fertility Survey and, as World Bank advisor, is participating in evaluation of family planning and health projects. Few international relationships of this scope, intensity, and length have been so productive in institutional development, program performance, research output, and satisfying collegial work and ties. Among contributions of worldwide significance are one of the earliest national demonstrations of the effectiveness of oral contraception among rural agricultural villagers, sustained program operation and performance through a period of serious racial disruptions reflected in subsequent national plan objectives; early nationwide postpartum approach; sustained collaboration of family planning and rural health; effective family planning as a component of rural land development; early productive use of traditional birth attendants (kampong bidans) in family planning; and an exemplary evaluation system involving program records, sample surveys, and birth records, and including unique direct measurement of program impact on the national birth rate. What greater proof of collegiality and trust than Malaysian insistence, despite powerful Malay-Chinese internal ethnic strife, that our Chinese-American faculty member return as international advisor in family planning? The years of Malaysian-Michigan work and friendship have lasting effects.

In addition to formalized long-term partnerships individual faculty of the Department participated actively in and provided technical support of various kinds to many other national and international organizations. Principal among them have been:

Alan Guttmacher Institute (Planned Parenthood), New York and
Washington
American Friends Service Committee
American Public Health Association
Association of Planned Parenthood Physicians
Association of Schools of Public Health
California Council on Family Planning
Centre de Planning Familial de Quebec
Ford Foundation
Governmental Affairs Institute
International Development Research Centre (Canada)
International Planned Parenthood Federation
International Union for the Scientific Study of Population
Louisiana Family Planning Program, Inc.
National Academy of Sciences
National Family Planning Forum
National Urban League
Pakistan Population Planning Council
Pan American Health Organization
Planned Parenthood Federation of America
Population Association of America
Population Council, New York
Population Institute, Washington
Rockefeller Foundation

Southeast Asia Development Advisory Group
 United Nations Educational, Cultural and Scientific Organization
 United Nations Fund for Population Activities
 U. S. Agency for International Development
 U. S. Congress
 U. S. Department of Health, Education, and Welfare
 Center for Population Research
 Office of Population Affairs
 Center for Family Planning Services
 Center for Health Statistics
 Center for Disease Control
 U. S. National Citizen's Commission on International Cooperation
 White House Conference on Children
 World Bank
 World Fertility Survey
 World Health Organization
 Zero Population Growth

One major international activity that combined service with training was the University Overseas Population Internship (UOPI) Program. This program, designed to provide overseas experience for postgraduate workers interested in international careers, was initiated by mutual agreement among USAID, Michigan, North Carolina, and Johns Hopkins in 1969. The three universities served not only their own graduates under these agreements but also graduates of other universities, California and Columbia by Michigan as it turned out. The Michigan program was under the direction of Johan Eliot (1969-73), Everett Rogers (1973-75), and Judith Harrington (1975-76). After a special evaluation of the initial five years, USAID found that the program had been effective in achieving its goals but elected not to continue it because they felt the lower demand for American professionals in international work could be met through AID'S regular internal internship program. Despite its continued value as a source of relevant technical assistance at a fraction of usual AID costs for overseas advisors and as a means to recruit a few bright young Americans for overseas careers each year, the program was terminated in 1976. The following persons were awarded UOPIs from Michigan during 1969-76:

Table 4

University Overseas Population Interns from Michigan

Name (* = UM grad.)	Country and Institution of Internship	Starting Month	Months as Intern
J. Timothy Johnson*	Malaysia. National Family Planning	Oct 70	12
Barbara Santee*	Chile. Centro Latinoamericano de Demografia	Sep 71	24
Richard Moore	Iran. Ministry of Health	Jul 71	14
Gerald Murray	Haiti. Centre d'Hygiene Familiale	Oct 71	24
Shea Rutstein*	Peru. Centro de Investig. Soc. per Muestro	Feb 72	24
Shelley Ross-Larson	Malaysia. NFPB.	Jan 72	24
Richard Monteith*	El Salvador. Inst. Salv. del Seguro Social.	Mar 72	24

Table 4 (cont.)

Name (* = UM grad.)	Country and Institution of Internship	Starting Month	Months as Intern
David Dornan	Malaysia. Fed. FPA's	May 72	24
Robert Peterson*	Uganda. Dept. Prev. Med., Makerere Univ.	Jun 72	24
Sylvia Pedraza*	Kenya. IPPF	May 73	
Gale Metcalf	Malaysia. NFPB	Jan 73	24
James Ringrose	Malaysia. Ministry of Health	Mar 72	12
Louise Wohl	Taiwan. National Health Administra- tion	Feb 73	24
Joseph Chamie*	Malaysia. Ministry of Health	Apr 73	24
Mary Chamie*	Lebanon. Amer. Univ. of Beirut	May 73	24
Dorothy Kearse*	Lebanon. Amer. Univ. of Beirut	May 73	24
Thomas McDevitt*	Nigeria. Univ. of Ibadan	Jun 73	24
Richard Barrett	Nigeria. Univ. of Ibadan	Jun 73	24
Mary Lambert	Taiwan. Academica Sinica	Oct 73	24
Wilma Klein	Guatemala. Univ. del Valle	Dec 73	24
Linda Lacey	Haiti. Centre d'Hygiene Familiale	Mar 74	20
Herbert Hopkins*	Nigeria. Univ. of Ibadan	Jul 74	23
Elizabeth Preble*	Philippines. Cagayan de Oro Model	Aug 74	18
Robert Hanenberg	Malaysia. NFPB	Aug 74	21
Paul Meyer	Thailand. Inst. of Pop. Studies	Nov 74	14
Brenda Doe*	Indonesia. Gadjah Nada Univ.	Jan 75	12
Carol Carpenter*	Korea. Seoul National Univ.	Mar 75	19
Cynthia Dean*	Turkey. Hacettepe Univ.	Jun 75	12
	Kenya. Univ. of Nairobi	Aug 75	12

Faculty

Faculty are the main ingredient of any academic pursuit. More than anything else the successful development of population planning at Michigan depended upon recruiting and maintaining a critical mass and mix of faculty from different backgrounds who could work together across prior disciplinary and cultural borders. It was assumed early that a reasonable target for mass was (1) a teaching faculty of about 15 persons (about 10 full-time equivalents) whose half-life in Ann Arbor would be relatively long although some would be overseas on various assignments during a given year; (2) a small visiting faculty to replace regular faculty who were overseas and to provide additional viewpoints, especially from other countries; and (3) a research faculty of about 15 part-time persons, continuously assembled from other faculty of the University with a relatively short half-life in the Center. The mix was influenced by the existence at Ann Arbor of co-centers in demography and reproductive biology and by the decision that the new multidisciplinary applied center would have dual responsibilities for training professional health workers for the field and for developing interdisciplinary academic teaching and research in the School of Public Health and with other units of the University. Recruitment of faculty was made difficult by the small pool of qualified and interested faculty in many disciplines, the heavy demand for them in universities and

international agencies, and the need to satisfy two sets of University of Michigan criteria in the usual case of joint appointments.

Actual faculty recruitment follows in chronological order of first appointment:

Professorial Appointments

Name	Prior Field	Years
Leslie Corsa	Medicine--public health	1965-
Johan W. Eliot	Medicine--public health	1965-
Jason L. Finkle	Political science	1965-
Ralph Ter. Have	Medicine--public health	1965-70
Yuzuru J. Takeshita	Sociology--demography	1965-
J. Y. Peng	Medicine--public health	1966-
Millicent P. Higgins	Medicine--epidemiology (joint)	1967-68
Anna Lee Feldstein	Biostatistics (joint)	1968-69
Fred C. Munson	Hospital administration (joint)	1969-70
George B. Simmons	Economics (joint)	1969-
Thomas Poffenberger	Education (joint)	1969-
Snehendu B. Kar	Health education (joint)	1969-
Henry Meyer	Sociology--social work (joint)	1970-
Judith Harrington	Sociology--demography	1971-
Lois W. Hoffman	Psychology (joint)	1971-74
John W. McGuire	Biostatistics (joint)	1971-75
Deborah Oakley	Political science/pop. planning	1971
Eugene M. Weiss	Education/psychology (joint)	1971-76
J. Timothy Johnson	Population planning	1973-
Everett M. Rogers	Sociology--communications (joint)	1973-75

Visiting Professors

Name (home country/state)	Field	Years
Sultan S. Hashmi (Pakistan)	Sociology--demography	1966-68
Gunnar K. af Geijerstam (Sweden)	Medicine--obstetrics	1966-68
Robert W. Day (California)	Medicine--public health	1968
Saad Gadalla (Egypt)	Sociology	1970-71
Kazue Koda (Japan)	Sociology	1970-71
Dipak Bhatia (India)	Medicine--public health	1971
Bhaskar D. Misra (India)	Sociology--demography	1972-73
Sevinc N. Oral (Turkey)	Medicine--public health	1972-73
G. Izevewa Osayimwese (Nigeria)	Economics	1976

Research Faculty and Faculty Associates
(part-time unless starred)

Name (Institution or UM Department)	Field	Years
(R = Research Fac.; L = Lecturer; F = Fac. Associate; N = Non-resident Lect)		
S. J. Behrman L	Medicine--obstetrics/gyn.	1965-77
Gitta Meier* R	Social work	1965-68
Lien P. Chow N (Taiwan)	Medicine--public health	1966-70
Raja Indra* R (Sri Lanka)	Demography	1966-68
Shih C. Hsu N (Taiwan)	Medicine--public health	1966-70
Ariffin bin Marzuki N (Malaysia)	Medicine--obstetrics	1966-70
Donald Harting N	Medicine--public health	1966-69
Goldy Kleinman R	Health statistics	1967-70
Joanna Muller R (in California)	Sociology --demography	1968-69
Sandra Tangri R	Psychology	1968-69
James D. Clarkson F	Geography	1969-71
Gayl D. Ness F	Sociology	1969-
Gunnar P. Olsson F	Geography	1969-72
Aram Yengoyan F	Anthropology	1969-
Joginder Kumar* R (India)	Demography	1970-71
Robert B. Smock F	Sociology	1970-71
Catherine Chilman F	Social work	1971-72
James M. Fields* R (in Nepal)	Sociology	1971-73
Richard Johnson* R (in Nepal)	Nursing	1971-73
Peter King R	Business administration	1971-73
Robert Miller* R (in Nepal)	Health education	1971-73
Shirley Poffenberger* R	Education	1971-73
Rodney Powell R (in Uganda)	Medicine--public health	1971-73
Ruth S. Simmons R	Political science	1971-
Jerald Young* R (in Nepal)	Population planning	1971-73
Pi-Chao Chen R	Political science	1973-
Ramon Gonzalez (Venezuela)	Medicine--obstetrics	1974-
Gloria Feliciano F (Philippines)	Psychology	1975-
Saad Gadalla F (Egypt)	Sociology	1975-

Bond, Hoffman, Kuo, and Munson also served as Lecturers and/or Research Associates.

Critical mass of faculty can be estimated in different ways but all must take into account in the long run the University's quantitative relationships among full-time equivalent (FTE) professors, registered FTE students, course and credit hour teaching loads, faculty salaries, and tuition generated. In the School of Public Health the ratio of registered student FTEs to professorial FTEs is seven and the course credit hours expected of each FTE professor is 12 per academic year (two four-month terms). Class size becomes the limiting factor. Given the norms of 30 credit hours per student per academic year, of three credit hours per course, and of 25 percent of specialized advanced teaching in individual courses, the average class size must be maintained at slightly less than 20, and each professor must also teach about 50 individual student credit

hours each year. For a field like population planning that is new, international, and not yet required basic content for all public health students, more majors will be taking courses in other departments than vice versa, so that an entering cohort of 20-25 will result in average class size less than the School's norm. Our expected eight FTE teaching faculty mean 56 registered students (about 20 master's and five doctoral admissions a year) and about 25 three-credit courses.

Critical mix is a much more difficult problem. To cover the field broadly requires finding 10-15 individuals with primary interest in population planning who can work well together from such disparate disciplinary backgrounds as administration, biostatistics, demography, economics, education, epidemiology, medicine, nursing, political science, psychology, public health, and sociology. The principal alternative is specialization within the field involving fewer disciplines and making more likely a mix of faculty with common interests.

We elected at Michigan for broad coverage of the field and for formal joint professorial appointments with other departments and schools where relevant. We also emphasized recruitment of women and ethnic minorities long before that became popular or mandatory. We did well in recruiting highly competent women and Asian-Americans but population planning was not first choice of American black professors. We tried to avoid being part of the international brain drain but did take advantage of opportunities arising after individual foreign nationals had elected for personal reasons to come to the U. S. We were able to recruit an adequate number of competent professors in relevant disciplines with extensive international experience, most in joint positions with other departments, as shown in the preceding lists. We were less successful in holding them, only three of eleven joint professors still surviving in population planning by 1976. Two were terminated by pregnancy, followed by a decision to work only half-time in their initial discipline. Two elected to return full-time to their original department to avoid disadvantages to them of joint appointments and one resigned to accept a more attractive offer by another university. Three were terminated by failure of assistant professors to be promoted. Even so we had a good faculty of about 20 persons and ten FTEs in 1977 and good opportunities for involving more excellent Faculty Associates from other departments on campus. What problems we had as a faculty grew from our heterogeneity of disciplinary interests, our different views of population planning as an academic field, and, most seriously, from personal differences that included different views of the rights and relationships of faculty and students. Disciplinary heterogeneity tended to limit faculty-student discussions of highly specialized topics and meant differences of emphasis on training for practice or for academic pursuits. Our most intense debate about the relative importance of developing population planning as a new field versus treating it as a set of problems best dealt with separately within existing disciplines developed quite naturally about development of a PhD program in population planning. Most faculty members with PhDs in a particular discipline felt at first that training in that discipline coupled with some work in population planning was best but eventually the faculty agreed on a program that utilized an interdisciplinary approach to population planning as a new discipline and that required a significant cognate and permitted a joint degree in another field. Destructive elements of the personality differences emerged in 1976 as

our most serious problem and led to the unanticipated emergency of 1977 to be examined later.

Organization

The Center for Population Planning (CPP) was established in February, 1965 by the Board of Regents with a dual administrative structure in the University. Basically it was a unit of the School of Public Health reporting to the Dean but it was also a unit of a new University Population Program reporting to the Vice President for Academic Affairs. The dual structure, which applied also to the other two population centers (demographic and biomedical), served a useful purpose during the developmental years but the Program structure found little function after the first five years. Since University centers do not have powers over professorial appointments or curricula, which are reserved to departments, the Center operated in those areas through the Department of Health Development, chaired by Donald C. Smith and including such allied programs of study as health education, maternal and child health, and nutrition. As faculty, staff, students, and teaching programs in population planning developed, the Board of Regents established in October, 1971 the Department of Population Planning (DPP) which subsumed all of the functions of the Center. In the 1974 reorganization of the school following appointment of a new Dean, the Department was continued as one of nine in the School.

Internal governance of the Center and Department has been collegial and open. During 1965-69, 87 CPP staff meetings (faculty, staff, and usually some students) dealt with planning, appointments, admissions, curricula and courses, research, service, budgets, organization, etc. During 1967-70, 62 meetings of CPP Faculty dealt with teaching matters separately from the larger staff meetings. Since the fall of 1967, on the initiative of and with the continuing encouragement and support of the faculty, students in population planning have had their own student organization, officers, and formal representatives in Center and Departmental affairs. By 1970 the size and complexity of the Center warranted a more formalized organization which was achieved by adoption of rules of governance that established a Governing Body and Executive Committee that continued through 1976-77 with slight modification when the Center became the Department in 1971. The Governing Body met 56 times between September, 1970 and July, 1977. The Executive Committee met 171 times between September, 1970 and July, 1977. Minutes were recorded, approved, distributed, and filed for each of these meetings since 1965. All minutes were open except Executive Committee (since they usually dealt with matters concerning individuals) which were summarized in writing monthly for the Governing Body meeting and discussed there. Members of the Executive Committee in addition to the Department's Chair were elected by the Governing Body and have been:

1970-71	Finkle, Simmons, Takeshita
1971-72	Finkle, Kar,* Takeshita, Poffenberger**
1972-73	Kar,* Poffenberger, Simmons, Takeshita
1973-74	Kar, Simmons, Takeshita
1974-75	Harrington, Kar, Simmons
1975-76	Harrington, Johnson, Kar
1976-77	Kar, Poffenberger, Takeshita

*Acting Chair, 1972

**Replaced Kar

In brief, the Department's policies have been set by the Governing Body and the Executive Committee operating within the framework of the Regents' Bylaws, the University's administrative policies and procedures, and the School of Public Health Governing Faculty's policies and procedures. The Governing Body has included all faculty holding at least a 50 percent appointment in the Department, other part-time faculty by annual election, three students elected by their organization to represent all, and one elected representative of the research staff. The Departmental Faculty and student representatives have carried responsibility for teaching matters such as admission policies, curricula, courses, and teaching faculty needs in meetings every month or two as required.

While overall coordination and administrative responsibility rest with the Chair, various functions in which the Department must engage have been delegated to committees and individuals. Principal among them in 1976-77 have been:

- Committee on Academic Rank (all tenured faculty and one non-tenured)
- Committee on Doctoral Programs (six faculty)
- Director of Doctoral Programs
- Director of Master's Programs
- Committee on Master's Admissions and Fellowships (three faculty, three students)
- Director of University Overseas Interns
- Director of Preventive Medicine Residency Program
- Coordinator of Job Placements

Staff of the Department have included administrative, secretarial, reference, data processing, and research. Administrative leadership has rested with Mimi Holman (1965-73), Stuart Baggaley (1973-75), and Marlene Staggs (1975-). Student Services responsibility has rested with Rita Kambo (1970-73), Sharron LeBaron (1973-75), Nancy Bozeman (1975-76), and Alice Bingner (1976-). Center/Departmental Secretary has been Mimi Holman (1965-66), Joetta Mial (1966-69), Gwendolyn Durr (1969-70), Nancy Bozeman (1970-74), and Alice Bingner (1974-). Other secretaries have been assigned and responsible to individual faculty members for their fractional appointments and have been listed in each annual report.

The Center and Department have developed and maintained a specialized Reference Collection since 1966 which has been a charter member of the international network of population libraries known as APLICI (Association for Population Libraries and Information Centers International). Directors of the Reference Collection have been Rebecca Mason (1966-68), Jeannette Goldberg (1968-71), and Dan Joldersma (1971-77).

A small specialized data processing and computer programming staff have facilitated faculty and student research and teaching since 1968 under the direction of Howard Bond. Principal members have included Robert Moenart (1968-69), Sarah Hughes (1969-71), and Jeannie Kuo (1971-), with basic support over many years from Shirley Denney.

Space has never been ideal. The Center was housed initially in the Victor Vaughan annex of the School of Public Health but moved in the fall of

1965 into new rented quarters shared with the Population Studies Center on the second floor of privately owned University Towers. Upon completion of the new SPH II in fall, 1970, the Center moved into the School but was divided between the fourth floor of SPH II and the third floor of SPH I. In July, 1975, following reorganization of the School, the Department was consolidated on the third floor of SPH I, except for its computer staff, still in SPH II.

Intra-university relationships have also never been ideal. Although considerable collegial work went on concerning teaching, clinical, and service activities with staff of the Center for Research in Reproductive Biology, few CPP faculty had overlapping knowledge and interest with our biomedical colleagues and most of the biomedical research was highly specialized in areas where we had only latent interest. Similarly, collegial work with faculty of the Population Studies Center was limited by differences of population concerns between sociologist-demographers and multidisciplinary population planners, inherent in the original Michigan decision to form a separate new Center rather than to expand the interests of the existing demographic center. Individuals like Ronald Freedman and Albert Hermalin continued interests common to ours and we continued to utilize demographic courses taught in sociology but the kinds of joint research in which we engaged at first in Michigan and Malaysia dwindled as young sociology colleagues like James Palmore and Andrew Coliver moved to more appreciative departments elsewhere, as both Centers grew too large to fit in our common conference room, as we developed our own demographic and survey expertise, and as we no longer shared adjacent space. Both Centers assisted the Economics Department to recruit joint faculty and obtain federal funding for a Ph.D. program in economic demography but interchange between economics and population planning decreased as both programs developed. Sufficient priority has not yet been given to the idea of a collegial base in population planning for faculty associates from other parts of the University working on related population issues. Informal interchange has occurred over the years with faculty in anthropology, administration, engineering, genetics, geography, health planning, history, journalism, law, library science, medical care, natural resources, nutrition, political science, and urban planning but no mechanism for continuous interchange has evolved.

Interchange and occasional joint projects have been fostered since 1965 among the various population units in American Schools of Public Health through an informal Population Club but most national collegial interchange has occurred through national professional organizations like the American Public Health Association and the Population Association of America. The principal international link among university population specialists has been the International Union for the Scientific Study of Population to which most population planning faculty belong.

Funds

A primary force in establishing the Center for Population Planning at Michigan was developmental financial support from the Ford Foundation which was then actively seeking American universities beyond small beginnings in Baltimore, Berkeley, and Boston with interest in action on world population problems. A

basic condition was that the university was interested enough to commit future university funds to the field if initial efforts proved promising. The Ford Foundation found the efforts at Michigan productive enough to follow its initial three-year grant of \$700,000 in January, 1965 with a second five-year grant of \$1,500,000 in January, 1968, a third two-year grant of \$427,000 in March, 1973, and a final developmental three-year grant of \$400,000 in April, 1975.

Meanwhile, the United States Agency for International Development which in 1964 was also beginning to seek American universities interested in population planning but was then prohibited by conflict of interest rules from investing in Michigan (the new director at Ann Arbor was one of AID's major part-time population consultants) named Michigan in June, 1968 one of the initial three American universities (with Hopkins and North Carolina) to receive institutional developmental support (\$1,250,000 for five years) in population under a new legislative authorization (Section 211d). That was complemented in June, 1971 by a new form of university support, the University Services Agreement, which combined core institutional support with individual projects usually involving collaborative research with colleagues in a less developed country. The initial grant of \$1,089,428 included three years of core support (\$572,036) and seven individual projects. Two new individual projects were added in 1972 (\$283,523) and annual increments of core support in 1974 (\$400,000), 1975 (\$149,850), and 1976 (\$150,000).

Knowing that such developmental support is normally limited to about ten years, the University, starting in 1968, kept its commitment to fund the basic teaching faculty and support staff so that by mid-1977 salaries of all (eight) tenured faculty and teaching support came from the University's General Fund (Table 5).

Overall development of expenditures by the Department is shown graphically in Figure 2. The bottom section of the graph includes the absolute amount of student support (tuition, stipend, and travel; exclusive of externally administered support directly to individual students) and University indirect costs (overhead) generated by the Department each year. These two sources of University income from the Department for the 12-year period far exceeded UM General Fund support of the Department's teaching shown in the lowest (dark) portion of the top section increasing irregularly since 1968. The graph also shows the costs of two major but temporary activities, overseas service (Malaysia with Ford Foundation support 1966-71 and Nepal with USAID support 1968-74) and overseas interns (with USAID support 1969-76, see report section on practice). It also shows the total of over four million dollars in faculty generated research support from multiple federal and foundation sources (see Table 2). It cannot show the enormous variation in Departmental investments in research projects from one taking over seven years at a cost of about \$400,000 to a large number completed in one to two years at less than \$20,000 each. Nor can it show the relatively high costs in money and time of our collaborative projects in less developed countries that are reflected in the 1971-75 peak of research expenditures when the overseas operations of a number of major research projects coincided.

By 1977 the Department had outgrown its dependency on developmental grants, and had moved into a stabilized financial situation receiving basic

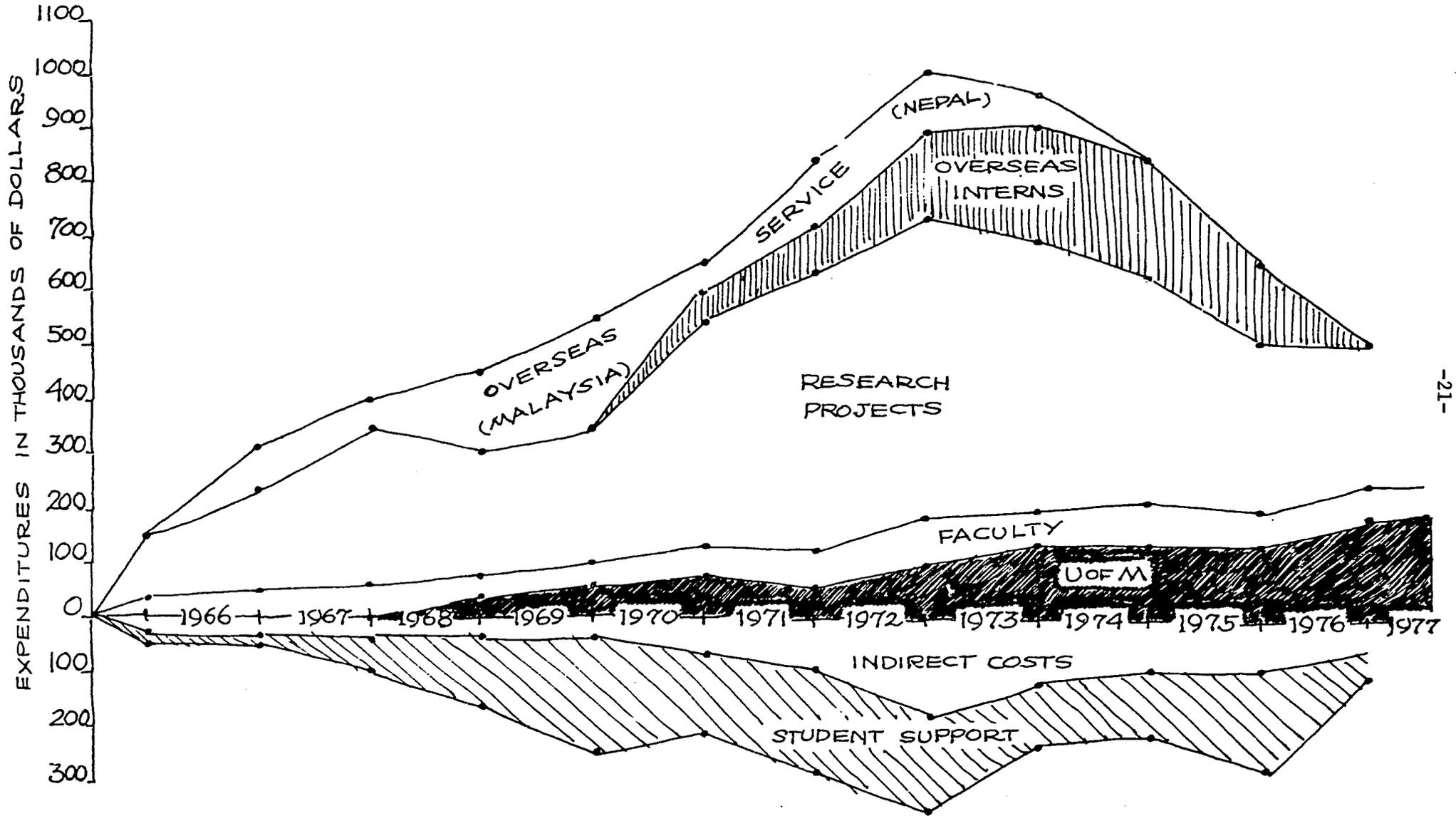
Table 5. Expenditures by Type and Source, 1965-77

	<u>1965-66</u>	<u>1966-67</u>	<u>1967-68</u>	<u>1968-69</u>	<u>1969-70</u>	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>
	\$200,498	\$355,892	\$494,904	\$650,582	\$789,851	\$868,655	\$1,144,375	\$1,361,862	\$1,204,058	\$1,075,833	\$945,257	\$601,631
Total Expenditures*												
Types of Expenditure												
Staff:												
Teaching Faculty	65,470	126,007	138,811	107,285	183,270	202,625	201,310	276,371	268,885	281,143	262,105	285,066
Other Academic	9,551	52,694	87,430	159,471	54,865	109,761	264,783	301,609	169,087	149,818		
Non-Academic	21,397	32,066	67,848	52,030	105,722	134,793	116,856	123,134	157,252	115,879		
Consultants	2,711	2,300	2,679	2,840	4,054	13,208	7,022	6,833	6,766	2,112	242,171	97,348
Benefits	7,316	13,273	24,826	31,123	30,270	47,436	68,028	65,368	77,028	74,533		61,436
Facilities:												
Equipment	14,789	7,491	9,397	7,889	14,278	15,705	5,796	5,879	5,555	5,019	10,708	
Utilities	1,018	7,026	8,314	6,574	10,188	14,416	12,119	9,544	6,171	5,729	2,047	3,077
Rent	14,147	13,547	19,522	19,522	19,522	25,922	7,763	—	—	—	3,548	3,867
Supplies	9,275	20,337	17,121	26,042	25,362	23,767	32,593	—	—	—	—	—
Computer	1,029	100	7,182	5,250	9,575	11,711	16,628	36,003	27,044	39,481	—	—
Travel:												
U.S.	8,224	4,930	9,885	10,164	14,471	31,525	19,562	19,936	10,760	20,367	5,703	7,398
Other	2,736	28,969	9,305	24,857	20,670	25,973	68,685	38,428	78,411	64,550	24,361	6,138
Student Support:	24,197	13,418	56,602	146,992	188,178	142,693	176,751	130,173	112,734	119,469	180,086	45,542
Miscellaneous:												
Field Research	—	—	—	—	—	5,048	52,381	133,550	151,850	84,869	39,064	1,624
Grants	—	2,000	—	9,408	68,682	—	—	—	—	—	—	—
Income	—	—	—	(-214)	(-1,897)	(-331)	(-283)	(-302)	(-31)	—	—	—
Overhead	18,638	31,734	35,982	41,351	42,641	63,903	94,381	193,178	125,695	103,328	98,084	46,738
Income Sources for Expenditures:												
University of Michigan*	—	—	9,755	55,615	74,351	81,355	77,560	111,773	146,822	149,311	145,621	189,520
Ford Foundation - General	163,175	241,779	370,994	267,485	275,390	289,727	264,786	322,786	155,809	116,809	179,773	131,018
AID - All(d) - General	—	—	—	111,430	202,458	278,973	353,683	159,492	134,919	—	—	—
- Univ. Serv. - Gen.	—	—	—	—	—	—	57,784	263,913	184,842	410,704	170,192	155,498
- Univ. Serv. - Projects	—	—	—	—	—	—	75,669	160,037	240,466	93,013	116,977	18,982
- Univ. Overseas Interns	—	—	—	—	—	—	98,659	154,678	208,011	212,171	143,411	60,692
Ford Foundation - Special	—	69,461	55,349	94,571	133,626	30,370	—	—	—	—	7,216	—
AID - Special	—	—	—	40,736	62,914	14,508	122,203	119,946	46,964	—	—	—
HEW - PHS	—	—	19,693	76,797	41,112	105,112	62,454	26,976	28,554	43,135	153,653	17,129
Other Foundations	25,822	39,652	33,047	3,950	—	1,614	—	11,534	3,087	10,714	12,323	—
Other	11,500	5,000	6,064	—	—	7,790	31,577	30,727	54,584	39,976	21,726	28,792

*Does not include general administrative support; included student support through 1974-75

FIGURE 2 POPULATION PLANNING EXPENDITURES 1965-'77

ANNUAL EXPENDITURES ARE SHOWN AT MIDPOINT OF FISCAL YEAR SEE TABLE 5



teaching support from University funds like other departments, sharing the national reductions in federal support of financial aid to schools of public health and their students, and seeking research support for individual projects by individual investigators. Its financial future was as sound as that of the School and University.

Future

The record to this point shows the stimulating growth and development of a new field of knowledge and practice in a major university and of a new department ready for many years of productive teaching, research, and service on a major world issue fundamental to public health and human welfare. Instead, in early 1977 unbelievable disaster struck. On 2 February 1977 the Dean suddenly announced to the Population Planning Faculty that he had requested the University's Board of Regents to terminate the Department by July, 1978 and had placed an immediate moratorium on admissions to our teaching programs. Ten weeks of intensive examination by the School's Governing Faculty, a special Vice President's Review Committee, and the Board of Regents resulted in a compromise adopted 15 April by the Regents whereby the Department would be replaced by an interdepartmental Program and a modified Center with all teaching programs, research, service and University funding in population planning to continue.

Basic documentation and explanation of what led to the Dean's action and of the events that transpired in the next ten weeks are available in Appendix 4. In essence a new School departmental review process initiated in fall, 1975 polarized the Department which was inherently divided in various ways by its multidisciplinary nature and composition and more than usual by personal differences. A destructive minority was able in secret, often distorted, testimony to convince the Review Committee and Dean that the Department was not doing well at the same time that the Dean became fully aware of probable serious School financial deficits starting in July, 1978. He sought to ameliorate both problems by eliminating the Department and acted in unprecedented tight secrecy from the School's Faculty to produce a near fait accompli with the Regents while telling the Department that he was establishing a search committee for a new senior professor to strengthen it. The Department fought well with tremendous support from students, alumni, and colleagues in the United States and abroad, but the Dean was saved and the Department terminated because the University Administration had to support him and because the Departmental Faculty was by that time too seriously divided against itself.

During May and June, 1977 the Dean moved rapidly toward establishing the Interdepartmental Program and modifying the Center so that the Department could be terminated by 1 July 1977. Tom Poffenberger was named Director of the Program and Yuzuru Takeshita Director of the Center. Population planning faculty were reassigned to other departments effective 1 July: Corsa, Eliot, Johnson, Oakley, and Peng to Community Health Programs; Harrington, Kar, and Takeshita to Health Behavior/Health Education; and Finkle, Poffenberger, and two Simmons to Health Planning and Administration.

Time alone will tell what this means for the future of population planning

at Michigan and what can be learned from what happened after the investment of \$2.6 million in developmental support by the Ford Foundation, \$2.5 million in developmental support by USAID, and many years of developmental effort by faculty and staff. Almost 300 alumni active in responsible positions worldwide and over 200 professional publications of faculty during 1965-77 are accomplishments well completed even if what was a promising institutional base for much needed long-term work is at least temporarily shattered. The institutional default must be attributed in part to failure by those of us at Michigan attempting to assemble a strong multidisciplinary faculty to assure sufficient common goals and interests to work together rather than become a house divided against itself. It also raises afresh earlier questions of the place of American universities and schools of public health in population planning. Even without a divided house and without deans playing divisive zero sum games with faculty, it is difficult to defend the broad and international concerns of population planning against the more traditional and legitimate domestic concerns of public health in times of financial stringency.