

Schollander Day
DON SCHOLLANDER of New Haven, Conn., world record holder for the 200 meter free-style, swam the East London, South African crowds with an effortless 2 minutes, 16 seconds time for the 220-yard freestyle in a special border swimming meet arranged in his honor.



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EARLY KLONDIKE - These Cub Scouts from Pack 880 took a routine Saturday morning hike recently, but a sudden snowfall turned it into a Klondike Derby a couple of months ahead of schedule. Don Homanoff is their leader, and the Cubs (from front to rear) are Bruce Westerman, Ken Grieve, David Hauer, John Rosevere and Arthur Scott. Staff photographer Harry Mahto was on the scene.

BULLETIN
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Army 'Primitive' Enough To Lead

New Air Force second lieutenants were warned that American society is being "overcivilized" to the point where "we are running short of people capable of making effective decisions."
Speaking to the mid-year graduates of the University of Detroit Air Force ROTC at commissioning ceremonies last week, Dr. Bernard P. Landuyt, dean of the College of Commerce and Finance warned: "You can civilize a society to the point where members are exquisitely capable of setting up, elaborately and thoroughly, the advantages and disadvantages of any situation. But they are not capable, after they have drawn up this complex statement, of making the necessary decision."
Dr. Landuyt, veteran professor of economics and business administration, is the co-author of "Administrative Strategy and Decision Making." This book has become a standard text in the field, is widely circulated in Europe, Great Britain, America, and the Far East.
Dr. Landuyt, warned that society must insure leadership services to replace the traditional ones of aristocracy and the rugged individualism of the frontier.
"This is what has happened to the French, and it is what is happening in our own country."
"THE MILITARY," he told the new second lieutenants, "is one of the places where this is not so."
"This," Dr. Landuyt said, "is because you are entering a primitive society. The military society retains sufficient elements of primitiveness. More military leaders are forced to learn to make decisions than those in any other element of the American scene."
"Some might say that the business community supplies this leadership. Unfortunately, leadership talent and keenness in business is being blunted by the separation of the functions of management from ownership."
"There is greater education for democracy, and the increased ability of the masses to communicate their position. This means that people know their rights and can express them. It thus means that leadership is more suspiciously accepted, and must be better."

L.T. COL. W.E. Cerrone, officer in charge of the U. of D. Air Force ROTC, noted that U. of D. will graduate 36 commissioned Air Force officers this year.



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Hospitals Need New Sources Of Capital

A survey of hospital statistics graphically illustrates the critical need by Michigan hospitals for new sources of capital to relieve the costs versus income squeeze, according to Albar Barth, executive director of the Michigan Hospital Association.
"Probably the most critical problem currently facing Michigan hospitals is where to find capital for much-needed improvements to facilities and equipment," Barth said.
He pointed out that because of the time required for reporting and tabulating the statistics, they include only the first indications of the impact of Medicare, Medicaid, the federal Wage-Hour Act and other governmental influences on rising hospital costs.
BARTH SAID the statistics are compiled in an annual study of Michigan hospitals that also includes data collected from 33 Michigan osteopathic hospitals which are surveyed by the Michigan Osteopathic Hospital Association.
The study reveals that hospital operating expenses continued to increase more rapidly than total revenue, leaving the hospitals with a surplus of less than one-half of one per cent to be used in meeting depreciation of facilities and equipment.
This is the equivalent of only 25 cents per patient day.
While operating expenses rose to \$133,624,000, voluntary non-profit hospitals took in \$365,407,000 in total revenue, an increase of slightly less than \$45 million over the previous year. This total revenue figure includes such items as grants, gifts, rentals, concessions and other non-patient payment sources.
Income from patient and third-party payments to Michigan voluntary hospitals in 1966 came to \$350,572,000. Based solely on patient revenues against expenditures, the hospitals suffered a deficit of \$13,052,000 or an average of \$1.85 per patient day.
There was a 10.3 percent increase in hospital expenses per patient day in voluntary, short-term general hospitals. Costs increased from \$47.64 in 1965 to \$52.56 in 1966.
THE LARGEST PORTION of hospital expenditures was for payroll, which comprised 62.5 percent of overall hospital expenses in Michigan institutions. Nationally, the average total expense patient day was \$48.32 with payroll making up 61 percent of the total.
In the overall survey of statistics from 293 hospitals compiled by the Michigan Hospital Association, 151 were in the category of voluntary, short-term general care. These institutions and the hospitals included in the psychiatric group have 73 percent of the state's hospital beds and ad-

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Central Michigan University freshman football coach Bob Sullivan posted a 90-18-5 high school record while coaching at Kingston and Marysville



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