



Almanac

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TO

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Backgrounds For Business

No longer does the man who "works his way up" in a business necessarily qualify for a top executive position in that business simply by virtue of his hard work or his knowledge of the various techniques involved in each job. Economic, social and political changes in our modern society have forced him into a position of public leadership—have forced him to recognize and to comprehend the various influences and changes and problems of the nation and the world around him. The modern business man not only must have knowledge and proficiency in his special field, but must widen his scope to many fields and many phases of human behavior.

E. Digby Baltzell, writing in the March issue of *Harper's Magazine*, sifts the problem down to a basic definition: "A well-trained man knows *how* to answer questions . . . ; an educated man knows *what* questions are worth asking."

This is not a brand new thought or awareness suddenly cropping on the scene. Company presidents and board chairmen have voiced concern over the problem through speeches, articles and books in increasing volume in recent years.

At least one of those concerned presidents has taken steps to meet the problem head-on. Wilfred D. Gillen, President of the Bell Telephone Company of Pennsylvania, felt that the young executive seemed to have "neither the background nor the ability to make the sort of broad decisions that modern business demands." The problem was: what training would give him that ability? A graduate and trustee of the University of Pennsylvania, Mr. Gillen took his problem to his alma mater and the institution and the industry carefully evolved a curriculum. Together they decided on a program of studies that would supply a firm groundwork in the humanities. The young executives would go back to school and study history, philosophy, literature, art, music, and the social sciences. As a result, the Institute of Humanistic Studies for Executives was begun in the spring of 1953.

Dr. Morse Peckham, an Associate Professor of English with a background in literature, art and scientific history, and who had outlined a liberal arts course for business-

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Foreign Policy Grant Given

The University has received a grant of \$113,000. from the Richardson Foundation, Inc., of Greensboro, North Carolina, for the establishment of a foreign policy research institute.

The activities of the institute will be concerned with the study of major problems in international relations and their impact upon the formation of United States foreign policy.

It will be headed by Dr. Robert Strausz-Hupe, Professor of Political Science and Chairman of the Graduate Program in International Relations. Associated with the institute will be a group of well-known political scientists, historians, economists, sociologists, anthropologists and geographers.

The operations of the institute will be guided by a senior staff conference which will instruct a small research group consisting of post-graduate research associates and graduate fellows.

Members of the advisory group will include Doctors Froelich G. Rainey, Arthur P. Whitaker and Norman D. Palmer of the University of Pennsylvania faculty; and Dr. Stefan P. Possony, Georgetown University; Dr. Hans Kohn, College of the City of N. Y.; Dr. William Elliott, Harvard University; and Col. William R. Kintner of the Department of Defense.

Under the grant received from the Richardson Foundation, post-doctoral and pre-doctoral appointments and awards will be made.

The findings of the institute will be made available in a series of occasional papers as well as book-length studies initiated by individual members of the institute or by the institute as a whole.

According to Dr. Roy F. Nichols, Vice-Provost of the University and Dean of the Graduate School, "the establishment of the institute marks a new and important phase in the University's rapidly expanding program of graduate studies in international relations.

"Of particular significance," he pointed out, "is the impetus which it gives to the progressive coordination of interdisciplinary research in the foreign policy field."

Wanted: Project Proposals

Undergraduate deans are now in the process of circularizing their various faculties for project proposals to come under the 1955-56 Undergraduate Research Scholarships.

For those who are not too conversant with these scholarships, it will be interesting to note that at the present time twenty juniors and seniors are engaged in research projects as diversified as *Application of Infra-red Technique and Library Materials for Courses in Insurance; The Role of the Ion in Changes in Oxidation Metabolism* and a *Study of Russian Nouns; Analysis of Multi-loop Non-linear Systems* and *Shakespeare's Knowledge of Contemporary Literature*.

All of the projects being pursued are under the careful supervision of faculty members and in every instance the project is related to the student's major field of study.

The phase of the workings of the Undergraduate Research Scholarships of which the faculty probably is least aware is the source of funds for the program. No scholarship, departmental, or general University funds are used to underwrite these projects. Every cent comes from the earnings of the various student agencies.

The student agencies are income-producing services which are supervised by the Office of Scholarships and Student Aid.

Douglas Root Dickson, Director of this Office, further explains that "these agencies provide employment for our Work Scholarship students (there are about sixty places available in the agencies), cover their own costs of operation, and in addition provide funds for the \$10,000. a year Undergraduate Research Scholarship Program.

"I doubt that the average faculty member who tips a student parker on the Museum Field parking lot," he continued, "realizes that he is contributing to that student's support and to the support, as well, of an Undergraduate Research Scholar who may, perhaps, be working on a project for the faculty member's own department."

Job Classification Begun

A classification plan for the administrative staff positions has been initiated to assist the Advisory Committee on Administrative Appointments and Promotions with detailed information on the individual tasks and responsibilities of the staff members.

Mr. Charles A. Gallagher, Chief of Regional Classification for the Civil Service Commission, and Mr. Milton Lavine, Chief of the Classification and Pay Division for the Philadelphia Personnel Department, are preparing the classification plan.

When all of the questionnaires are in, these specialists will evaluate each individual job and will then recommend to the University an appropriate wage scale for each position. If the recommendations are accepted by the University, pay increases will then be made—consistent with available funds—in cases where present salaries are below the minimum recommendations. The plan will also serve as a guide for salary scales in hiring new people for specific jobs.

This first survey will be a pilot study. Depending on its findings and applications, it may then be made for other segments of the University family.

Fulbright Applications Due April 15

While the announcement has been late in coming to the attention of the University, there is still time to apply for United States Government Awards for University Lecturing and Advanced Research. These are the Fulbright Awards on the post-doctorate level for the academic year 1956-57.

Anyone interested in applying for an Award is urged to write immediately to the Conference Board of Associated Research Councils, Committee on International Exchange of Persons, 2101 Constitution Avenue, N.W., Washington 25, D. C., requesting Application Forms.

The completed Application Forms must be postmarked not later than April 15, 1955 in order to be eligible for consideration for an Award for the year 1956-57.

Law Studies Psychiatry

A need for acquainting lawyers with behavioral and psychiatric problems and for fitting them better in judging and counselling such problems, has given rise to a pioneer three-year project to be developed by the Law School.

Through a grant of \$89,640 made under the National Mental Health Act, law students will be trained in the behavioral sciences with specific attention to the development of teaching methods and materials in the area of law and psychiatry.

This will be the first complete institutional program of its kind, although isolated courses and seminars in the psychiatric aspects of law have been given by individual teachers here and in other institutions for several years.

Lawyers are constantly being "called on for advice by the disturbed and mentally ill, and they see many problems with mental health aspects," the project application stated. "They need understanding of human conduct, its motivations and determinants. They need this understanding, not so that they can substitute for psychiatrists, but to be better counsellors and judges."

General responsibility for the progress of the project will be placed with a supervisory committee of which Louis B. Schwartz, Professor of Law, will be chairman. Dr. Kenneth E. Appel, Chairman of the Psychiatry Department of the School of Medicine, also will serve on the committee.

New Course Established

The Veterinary School and the Graduate School of Medicine have established a graduate course in Veterinary Medicine and Surgery which will lead to the degrees of Master or Doctor of Science. One of the major objectives of the new program is to provide advanced training for men who wish to prepare for full-time academic positions in veterinary schools.

The new course, the first of its kind in America, will emphasize broad training in basic sciences and their correlation with diagnosis and treatment of clinical problems.



Above: Director W. Rex Crawford conducts a seminar at the Institute of Humanistic Studies for Executives. Right: Student John S. Seigle, a division plant superintendent of the Southwestern Bell Telephone Co., inspects a bookcase full of textbooks used in the Institute.



Business

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men the previous autumn, became the first Director of the Institute. The first group of 17 Bell executives arrived at the Institute in Blanchard Hall the following September.

Their studies included ten months of intense discussions, lectures and seminars. They heard lectures by 160 of the nation's leading intellectuals. They visited the museums of Philadelphia, New York, and Washington, D. C.; they attended the United Nations sessions and they heard concerts by the Philadelphia Orchestra.

The final month was devoted to reading by the men entirely on their own. Their fifty-odd "textbooks" included Beardsley's *Practical Logic* and Joyce's *Ulysses*; Homer's *The Iliad* and *The Hemingway Reader*; *Bhagavad Gita* and *The Bible*. They studied the plays of Shakespeare and Eugene O'Neill; *African Folktales and Sculpture* and Robb's *Harper History of Painting*.

Last fall, 19 more men were enrolled in the Institute and are now in the process of pursuing the same type of courses as their predecessors.

Dr. W. Rex Crawford, Professor of Sociology, who had recently returned from 15 months in Austria as the Director of the Salzburg Seminar in American Studies, became Director of the Institute of Humanistic Studies for Executives when Dr. Peckham relinquished that post to direct the University Press in June, 1954.

And what of the men of the first class? Full evaluation of the Institute's degree of success may never be possible, but by the time they had returned to their jobs, almost to a man the students felt their outlook had been changed—had been given a scope, a vitality and meaning it had lacked before. They said:

"It has caused me to re-evaluate my place in society. It has increased my interest in civic betterment and the social welfare."

"I find myself today taking a much broader view and making much more critical analyses of both on and off-the-job problems."

"There have been innumerable times since leaving the Institute when I've said to myself: 'You wouldn't have thought of that a year ago.'"

These men and their successors will go on thinking new thoughts and making new decisions with a new interest and meaning as a direct result of what *Time* magazine has labeled "as bold an experiment as has ever been tried in business."

New Seats For Palestra

During World War II, in order to accommodate the additional students sent to the University by the Government under its Army, Navy and Marine Corps educational training programs, the Palestra was converted from a basketball court into a large mess hall.

To provide sufficient space for tables, the banks of wooden seats which bordered the court were removed and stored away.

Now, with the advent of the University's five-way agreement with Temple University, LaSalle College, St. Joseph's College and Villanova University for the use of the Palestra for basketball games beginning next year, the need for these 2500 seats will again be felt.

In addition, new rest room facilities and four new team dressing-rooms will be needed.

To renovate the old seats would involve an expenditure almost equal to that required for new stands. For this reason, the Business Office announces that new folding stands will be purchased and these and the other necessary facilities will be installed during the coming summer.

Names In The News

The 1955 Philadelphia Award was conferred on March 10th on Dr. Esmond Ray Long, Director of the Henry Phipps Institute for the Study, Treatment and Prevention of Tuberculosis.

The Philadelphia Award (which takes the form of a gold medal and a check for \$10,000.) was established in 1921 by the late Edward W. Bok. It is given each year "to the man or woman living in Philadelphia or its vicinity who, during the preceding year, shall have performed or brought to its culmination an act or contributed a service calculated to advance the best and largest interests of the community of which Philadelphia is the center."

Dr. Long is one of the Nation's top experts on tuberculosis and has been credited with exerting more influence on control of the disease in the United States than any other individual.

* * * *

Roy F. Larson, an Associate Trustee of the University, was awarded the 1955 Medal of Achievement of the Philadelphia Art Alliance on March 18.

The presentation was made at the Art Alliance's 40th Annual Dinner by Laurence H. Eldredge, its President, in recognition of Mr. Larson's outstanding achievements as President of the Philadelphia Art Commission, founder-member and a Vice-President of the Independence Hall Association and Chairman of its Committee on Research and Planning.

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With a small reception and party given by his associates in the public relations and publicity fields on March 17, Henry L. Herbert was feted on the occasion of his completion of "thirty years of devoted service to the University of Pennsylvania as the Director of its News Bureau."

Among the congratulatory messages read at the gathering was one from President Harnwell who expressed the deep appreciation of his colleagues for "the fine work which you have done to set forth our excellencies and virtues before our fellow citizens."

"On behalf of the University," he continued, "may I extend to you our congratulations and best wishes, and on my own account, may I add my thanks for the pleasure of working during these recent years with so capable and cooperative a colleague."

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Dr. Norman Topping, Vice-President in Charge of Medical Affairs, has been appointed a member of a committee of three men to advise Harry Shapiro, the State's Secretary of Welfare, on a survey to be conducted in accordance with an amendment to the Federal Hospital Construction Act (popularly known as the Hill-Burton Act).

The advisory committee is undertaking the job of re-surveying the needs with particular emphasis on chronic diseases, diagnostic and treatment centers, nursing homes and rehabilitation facilities. The three men will advise and evaluate the survey and finally will evolve a plan for the approval of the Federal Government by April 1, 1956.

Space Utilization Studied

One member of the faculty lamented recently that "something should be done about the way classrooms are assigned. Some seats never get cold; others collect dust!" Well, something is going to be done about it starting before the end of this month.

Three young men in the Wharton School are undertaking an exhaustive study of 43 of the University's 80 buildings.

Acting upon a request from the Business Vice-President, the survey is being conducted by Thomas W. Schwartz, Lecturer in Geography and Industry, and Research Technician-Investigator in the Wharton School. Aided in this work by Instructor Nelson McElhatten and Laboratory Assistant Harold Haase, Mr. Schwartz has been making preliminary studies of the buildings and of existing blueprints (available for only about half of the buildings), as well as the information provided by the survey teams of Cresap, McCormick and Paget.

After studying all available information, the three men, assisted by students and measuring tapes, will form teams of two or three people each. These teams will measure all rooms and gather such pertinent information as:

Placement of seats and rostrums. The number of seats now contained and the maximum efficient capacity.

Locations of permanent equipment. All which cannot be moved, i.e. bookcases, wall cabinets, etc.

Fire escapes, doors and windows. To determine size of classes which can be handled safely and amount of unbroken wall space available.

Blackboard space.

Types of lights. When possible, courses where intricate laboratory work is done should be scheduled in rooms with fluorescent lights; lecture courses with less illumination.

"When all the information is in," Mr. Schwartz explained, "it will be carefully compiled and tabulated on IBM cards."

"Using this equipment, it will be possible for the person in charge of allocating classrooms to meet nearly any puzzler as it comes to him from a faculty member," he said.

"This kind of efficiency is not only a possibility," concluded Mr. Schwartz, "but we hope to see it in effect in the reasonably near future. Our survey should be completed by summer."

THE ALMANAC

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The Editor is assisted by an Advisory Committee comprised of representatives of Faculty, Administration, and Personnel of the University.

Letters, items of news, and articles of interest to the faculty and staff are earnestly solicited.

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