

Almanac

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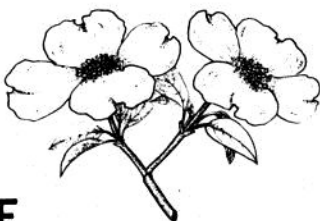
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Cornus florida Linnaeus
is a tree of Pennsylvania . . .
(below and page 4)



NEWS IN BRIEF

"A VIGOROUS AND DISTINGUISHED FUTURE"

Trees of Pennsylvania by Hui-lin Li, Director of the Morris Arboretum, has recently been published by the University Press. For more on the future operations of the Press, see the President's statement on page 4.

SOCIAL SECURITY: INCREASED DEDUCTIONS

The Office of the Comptroller has announced that the amount of tax deducted from your wages for social security and "basic" medicare has been increased beginning January 1, 1973.

In 1973, wages up to \$10,800 are subject to these taxes. (The wage limit in 1972 was \$9,000.) The tax rates are 4.85% for social security and 1.0% for "basic" medicare for a combined rate of 5.85% and a maximum of \$631.80. (For 1972, the combined rate was 5.2% and the maximum tax was \$468.) This tax is in addition to regular income tax deducted from your pay.

If more than the maximum amount of social security and medicare taxes was deducted from your wages because you worked for more than one employer during the year, take a credit for this overpayment on your federal income tax return for the same year.

TRUSTEES MEETING: JANUARY 11-12

The report of the University Development Commission will be a principal topic at the mid-winter meeting of the Trustees this week. At a joint session of the Educational Policy, Long-Range Planning and University Development committees, Commission members will present an over-view of the report and President Meyerson will make an initial response on the part of the Administration.

Six committees will also meet: Finance, Student Affairs, Government and Urban Affairs, Alumni Relations, Honorary Degrees and the ad hoc Committee of Resources Evaluation.

The election of a new Provost is the main item of business for the Stated Meeting of the Corporation on Friday afternoon.

The Trustees have been invited to attend two dedication ceremonies: one for the Ravdin Courtyard Building; the second for the portrait of Provost Emeritus David R. Goddard, both on Thursday. A Friday luncheon will celebrate the 50th Anniversary of the Moore School.

Moore School Begins Fiftieth Year

The New Year marks the fiftieth anniversary of the Moore School of Electrical Engineering, which will be celebrated throughout 1973 by ceremonial banquets and symposia for scientists, alumni, and teachers. The anniversary program will be inaugurated officially on Founder's Day; a lecture series and the observance of Engineers' Week will begin next month.

The School grew out of a department of the old Towne Scientific School and became autonomous in 1923 through the bequest of Alfred Fitler Moore, a Philadelphia manufacturer who wished to honor the memory of his parents. Cheyney's *History* records the 1926 purchase of the School's building, "whose adaptability to its new uses [was] so remarkable as to suggest a favoring providence."

The Moore School early made its name nationally known through its educational innovations: it developed graduate as well as undergraduate studies in a rapidly expanding new field and from 1928 on has offered graduate-level evening courses to working and professional engineers. The Graduate School of Arts and Sciences granted the country's first Ph.D. in computer sciences, a study established at Moore. Recently, a two-way television network has brought graduate classes to students employed by engineering firms throughout the Delaware Valley.

During World War II, scientists at the Moore School developed ENIAC, the first large-scale electronic digital computer, and have continued to explore the fields of computer language, computation, simulation, and data processing. The School has also made significant contributions in power transmission, circuit theory, sonics, systems analysis, and biomedical electronic engineering.

On Friday, the University Trustees will note the Moore School's anniversary at a luncheon. In addition to the Founder's Day celebration, Moore faculty and alumni will present papers and attend a dinner in May during Alumni Weekend proceedings. A special convocation and the presentation of honorary degrees will close the celebration next year.

PEOPLE TO PEOPLE: GRAMMATEIS CHRISTMAS GIFT

The following is from a letter to Marion Pond, President of the Grammateis Organization, from Thomas F. Kelly, Director of Development at Wilkes College.

Dear Miss Pond:

We have received the gifts which members of the Grammateis Organization have provided for Wilkes College faculty and staff who were particularly hard-hit by the devastation which accompanied Hurricane Agnes. We are indeed grateful to you and to all of those who contributed to this project because they have truly made the Christmas of certain individuals here a little brighter.

Please extend our heartfelt thanks to all of the individuals who assisted you in this fine project.

In a December 21 address to the Administrative Assembly, the Chairman of the University Trustees defined the separate roles of Trustees and administrators in the day-to-day management of the University, and in closing made some observations about the new Development Commission report.

Some Realities in University Management

by William L. Day

I am delighted to discuss with you informally the role of the Trustees in the overall management of the University. . . .

The three areas which I should like to consider are: (1) the role of the Trustees in University governance, (2) the relationship of the Trustees to the administrative group of the University and the importance of this group, and (3) the present financial outlook for the University.

In many discussions which I have had with students, faculty members, and indeed the Trustees themselves, I have always opened my comments by pointing out that our bylaws provide for a "strong President" concept much the way that our Philadelphia City Charter provides for a "strong Mayor" concept. The President of the University is the Chief Executive of the University. The Trustees bear very much the same relationship to the President as a board of directors does to the president of a corporation.

There have been a great many attempts to define clearly the role of directors, but to my judgment most of them fail because they do not come to grips with the realities of corporate management. No doubt many of you saw the article by former Associate Justice of the Supreme Court, Arthur Goldberg, which was published in the *Evening Bulletin* here on Monday, October 30, regarding the role of outside directors in managing corporations.

He says, "These suits (against directors) are based on the rule of law imposing the ultimate legal responsibility for the management of a corporation upon its directors. Yet the question arises, in the light of the complexity of the operation of any large company, of how even the most conscientious outside directors can meet their basic duty of serving responsibly as directors. In addition to the legal obligation, the modern board of directors is properly being called upon to meet the economic and social challenges of the society at large. The major problem in the corporate director system is the gap between what the law decrees to be the governing role of the corporate director and the reality of management control of the corporation." He goes on to point out that really only the chief executive officer and his staff are capable of managing the intricacies of a large corporation. The parallel between directors of corporations and Trustees of this University to me is exact.

The University has a budget of \$200,000,000. It has 15,000 employees and assets of over \$350,000,000. No individual who isn't living with the problem day in and day out can possibly be in a position to make the decisions which determine the thrust of the University. Certainly, the Trustees cannot, yet they are charged with the ultimate responsibility of keeping the institution viable. This is the gap referred to by Justice Goldberg. This gap led the now-retired president of the Campbell Soup Company, Mr. Beverly Murphy, to

comment a few years ago that the only real responsibility the directors can carry out is to hire and fire the president.

The gray area between the hiring and firing of the president and the actual running of the University is very broad indeed, and it is in this area where the Trustees can contribute to the health of the University. Trustees can bring valuable expertise in such areas as finance, budgeting, investment management, fund raising, personnel, etc. Many have valuable experience in broad matters of educational policy and others are particularly concerned about the social aspects of the University.

I know that President Meyerson has appeared before this body, and has probably discussed this relationship between his office and the Trustees. From my point of view, the trustees can be very valuable to the president in many important areas but, to a large extent, it depends on the president to avail himself of these talents. Fortunately, over the years, the mutual respect which has existed between the president and the trustees has fostered a high degree of cooperation. I hope you can see from this thumbnail sketch that the relationship is at once tenuous and yet very strong.

Let me move on to the second topic, which concerns the relationship of the trustees to the administrative staff—you ladies and gentlemen who play such an important role in the ongoing life of the University. A brief review of the financial problems of the last ten years and the action we took will afford an insight into this relationship.

I am sure the decade of the sixties will go down as a very affluent period for higher education. Great resources of money seemed to be available to nearly all legitimate demands. Our University built up a very large annual volume of research in many disciplines, most of them financed by the Federal government. We had access to General State Authority Funds for many of our building projects. Funds in the medical area were available under the Hill-Burton Act, and there was a great surge of support from private foundations.

Then, all of a sudden, the bottom dropped out. In 1968, the economic situation worsened. Tight money placed an intolerable burden on the University. Disturbances on campuses attracted nationwide attention, and the result was unfavorable to the cause of higher education. Almost overnight, we faced a bleak future which would see some of our outstanding private institutions go into bankruptcy or vanish. How do you cope with such a situation?

The only body which directly concerns itself with the "nuts and bolts" of operations is your group, the administrative group and, of necessity, the President and the Trustees had to turn to you to carry out the mandate to reduce expenditures, increase income, and bring the budget into balance.

When one has been living through a particularly affluent

period, whether it be in business or other vocations, one tends to get lax about controlling expenditures. "Building empires" becomes the way of life, and needless expenditures go on unchecked. To reverse this philosophy is an unbelievably slow job and in a great University a formidable task. Just to get people to realize in 1968 and 1969 that we really, honestly, were facing a financial crisis was extremely difficult. As late as a year ago—the end of 1971—a small group of faculty members questioned whether we were really in a financial bind, or had some ulterior motive for our drastic actions. I couldn't believe it.

The administrative group bore the brunt of tightening up the reins and in changing the attitude throughout the University. It has not been a pleasant job. Your group has put on a superb performance in carrying out the duties assigned to correct a very serious situation. We are not out of the woods yet, but we are headed in the right direction. You are the unsung heroes in this delicate battle, but your role is vital to the continued operation of the University.

I think you can perceive the relationship of the Trustees to the administrative staff in this situation. The Trustees saw real trouble ahead in 1968 (as did the President) and realized that drastic measures would have to be taken literally to save the institution—this became the highest of all priorities. Then, in coordination with the President, the necessary plans for implementation were drawn, and then ordered. Sounds easy, but it took a lot of doing.

This brings me to my last topic. What is the financial outlook for the University as seen from the Trustees' level? We have a budget of over \$200,000,000, we are living in an inflationary economy, and we are rapidly getting to the point of diminishing returns in certain areas of revenue production.

We are currently operating on a balanced budget, and this is extremely gratifying, but to pursue our ongoing goal of excellence in education we must continue to innovate and seek new and better ways of realizing our aim. This costs money and demands a searching evaluation of priorities. Of transcendent importance now is the report of the Development Commission which is being put into final form and will go to the Trustees for their consideration early next year. I want to make a few observations about this report: First, it is a monumental work which has taken endless hours and great dedication. We owe a tremendous debt of gratitude to Bob Dyson and Eliot Stellar and others who have worked on the Commission. Second, it has developed a whole new system for evaluating the various educational units within the University; we call this responsibility-reporting in industry. Third, the implementation of the report will depend largely on this group [administrators]. And finally, this report will determine the thrust and the financial viability of the University for the next decade.

THE COUNCIL

DECEMBER 20 MEETING

At the Council's second special meeting to discuss the Development Commission Report, President Meyerson said the Commission will end its responsibilities January 12 but that Co-Chairman Robert Dyson will continue until April to receive suggestions from the University community and transmit them to the President and the Provost. (See next column).

Council also received copies of another Commission Work Team summary, a document entitled "Black Presence" containing proposals for faculty recruitment, admissions, curriculum, advising, and interinstitutional cooperation.

President's Statement on Commission

The draft report of the Development Commission is the result of the widest investigation and consultation process since the Educational Survey of the early 1950's and the Integrated Development Plan which followed. The program of review, evaluation and consideration of the Commission's work has already begun in the University Council, the Senate Advisory Committee and other campus groups. This review constitutes a major task facing the University in the months immediately ahead. Through it we can lay a firmer base for the achievement of greater intellectual distinction and economic strength in the coming decade.

In January the Development Commission will present its formal report to the University community, a report which will take into account the very helpful comments now being made on the present working drafts. While the Development Commission's formal responsibilities will come to an end on January 12th, the broader task facing the University Community will by no means be accomplished. To aid in that broader task, I have persuaded the Commission's able chairman, Robert Dyson, to stay on until April 1 in order to receive the suggestions that derive from discussions of the Commission's report and to transmit them to the President and Provost. I am sure that Bob will have the informal help of Commission members as well as others in the University community during this period.

The initial responses of the University Council and the Senate Committee on Academic Priorities suggest that the broad directions of the Development Commission's proposals command large-scale support within the University community. I concur wholeheartedly in that support. However, the translation of these proposals into a working agenda will require the concentrated effort of all concerned.

The Council has already devoted considerable time and energy to the Commission's draft report. I am asking our Steering Committee, in setting the Council's agenda, to organize a series of extended discussions of both the long-range impact of the Development Commission's proposals and the immediate financial implications of their work.

On Monday (December 18) the Council of Academic Deans established a small committee to organize their consideration of the Commission's report. In addition I have asked the Deans and through them their faculties to develop further the Commission's proposals in relation to the plans of our schools and colleges.

I note with appreciation that the Faculty Senate has scheduled a special meeting for February 21 to consider the Commission's findings and the recommendations of its own committee on academic priorities. In addition, I ask the Senate to take special cognizance of the Commission's proposed changes in tenure and retirement policy, the report on libraries and audio-visual aids, and the proposals on continuing education and interuniversity cooperation.

The Academic Planning Committee is now processing its questionnaire submitted last spring to every department and academic program within the University. The Committee should report shortly on the basic measures we might use to assess the academic achievement and potential of our various programs. I assume that the Academic Planning Committee will continue to serve as a principal forum for the long-range assessment of our academic priorities.

Finally, the University Budget Committee has begun to draw upon the fiscal recommendations of the reallocation report in the Commission's draft in framing our budgets for 1974 and 1975.

Other issues will be laid before the appropriate University committees for evaluation and advice.

At their January meeting the key Trustee committees will discuss the work of the Commission. I do not envision the Board's taking any action except to authorize its ad hoc Committee on Resources to work with the Office of Development in assessing the feasibility of a series of major funding efforts. As you know, the Trustees do not act on questions of academic priorities. That is the job of the Administration and the University's deliberative bodies. But we do have a special obligation to keep the Trustees informed of our plans and prospects. We ask much of our Trustees, but most of all we call upon them to provide the financial resources we require to assure Pennsylvania's future. A fully

informed Board, one that understands what we seek and why, is an invaluable asset. In that spirit, I know that the Trustees in January, and indeed at all their meetings, will fully and frankly discuss the issues raised by the Development Commission.

The major challenge facing the Trustees will be that of raising resources for a next era of excellence. I am sure they will devote themselves wholeheartedly to that work when the time comes, and that they will be able to depend on the support of the University Community.

In conclusion, let me express the thanks of the whole University Community to the Development Commission. We are all deeply in the debt of those many members of our University who, under the able stimulus and guidance of Professors Dyson and Stellar, have worked so devotedly to prepare the present draft report. With continuing responsible deliberation we shall build on the foundation set by the Development Commission.

THE TRUSTEES

THE UNIVERSITY PRESS

The following text was released by President Meyerson after meetings of the Trustees and the Editorial Board of the University Press.

University presses perform an invaluable service to the advancement of scholarship. Carrying direct and indirect subsidies from their parent institutions, these presses have been able to publish works of scholarly merit which would never have passed the criterion of potential profitability that must inevitably dominate commercial publishing. Through the university presses, research and creative scholarship have been encouraged, and new knowledge made available to contemporary and future scholars everywhere.

The University of Pennsylvania has made significant contributions to this tradition of scholarly publishing. Although the University of Pennsylvania Press as such was not formed until 1927, the University began publication of the distinguished series *Translations and Reprints from the Original Sources of European History* as far back as 1894—a project which was continued intermittently until the 1950's and revived in part in 1971 with the republication of selected volumes edited by Edward Peters. In the same tradition, the Press in the early 1960's began publication of the great multi-volumed *History of the Crusades* under the general editorship of Kenneth Setton, and became the publisher of such authors as Robert E. Spiller, George Sarton, Paul Miliukov and others. Of particular pride to the Press are the Pennsylvania faculty whose works have been published, including in recent years Aaron Beck, Ray Bird-whistell, Lynn Case, Thomas Cochran, Erving Goffman, Sidney Goldstein, Alan C. Kors, William Labov, Hui-lin Li, Robert M. Lumiansky, Clarence Morris, Morse Peckham, Arnold Reichenberger, Alexander V. Riasanovsky, E. A. Speiser, and André von Gronicka.

During the past several years, both higher education and the publishing industry generally have been increasingly burdened by costs outrunning sources of income. Not surprisingly, university presses have been doubly troubled, with universities less able to absorb losses at the very time that publishing costs were rising the fastest and book sales suffering most from a decline in library budgets and a general downturn in the economy. A number of academic publishers have either gone out of business or curtailed current operations; some have consolidated with other presses; others have sharply reduced publishing volume and become less and less willing to accept manuscripts which cannot possibly "break even," regardless of scholarly merit.

Our Press has not been immune from these financial difficulties. In 1971, it was made independent of the University and placed under its own Board of Trustees, although continuing to be dependent upon a University subvention to cover anticipated deficits. This arrangement was designed in part to control the annual cost of the Press to the University; however, last year's deficit rose beyond all expectations. Better than half of this deficit was due to a one-time adjustment in inventory policy and an expansion in titles; losses were also attributable to a continuing sluggishness in the industry generally. But the sudden increase in the deficit at a time when the

University was proceeding to balance its budget led the Trustees of the Press to declare a temporary hiatus in publishing new titles.

Recent meetings of the Board of Trustees and the Editorial Board have strengthened the financial situation and established policies for the continuing operation and development of the University of Pennsylvania Press. The volume will be modest, but University support will be maintained, and the quality of publication will be high and worthy of our University and faculty. I hope that many of our faculty will look to the University of Pennsylvania Press for publication. Should the Press be unable to accommodate a manuscript, it will still be able to give our faculty authors good counsel based on broad experience in academic publishing. With high quality manuscripts and a return to health in the publishing industry generally, we foresee a vigorous and distinguished future for the University of Pennsylvania Press.

BULLETINS

CO-ORDINATOR OF SPECIAL SUMMER PROGRAMS

In 1973 the summer school at the University of Pennsylvania will be considerably expanded, principally with special programs of an experimental nature. We wish to appoint a full-time co-ordinator probably for an eight-month period beginning as soon as possible. The co-ordinator will report to the Director of Summer Sessions and also work closely with the Vice-Provost for Undergraduate Studies. The main responsibilities of the co-ordinator will be:

1. To co-ordinate and supervise the development of the special programs already planned.
2. To initiate and supervise publicity for these programs and the regular offerings of the summer school.
3. To supervise the registration of students in the special programs.
4. To evaluate and make recommendations on the programs.

The salary scale will be in the \$4000-6000 range for the eight-month period, depending on qualifications.

DEPARTMENT OF RECREATION

sixteen ways to fight winter blahs

badminton . . . dance . . . fencing . . . gymnastics
handball . . . ice skating . . . jogging . . . Pennguin-
ettes . . . scuba diving . . . senior life saving . . .
squash . . . swimming . . . tennis . . . volleyball . . .
water safety . . . weight training

REGISTRATION

Open to faculty, staff, and students January 15

Continues until classes are filled

205 Hutchinson Gym 9-5 daily Ext. 8387

SHARED DUTIES, SHARED TITLE

Drs. Robert H. Dyson and Eliot Stellar now share the title of Co-Chairman of the University Development Commission. Until a few weeks ago, they were respectively chairman and vice-chairman; however, because they have shared equally in Commission responsibilities, President Meyerson and Dr. Dyson proposed altering the title. In confirming the change, the President noted that it "affirms what has in fact been the case."

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