

*The Implementation of the
Development Commission Recommendations*



Martin Meyerson, President

Eliot Stellar, Provost

Paul Gaddis, Vice President for Management

Robert Dripps, Vice President for Health Affairs

Almanac

SUPPLEMENT TO VOLUME 19, NUMBER 24 FEBRUARY 20, 1973

The Implementation of the Development Commission Recommendations

February 14, 1973

The recommendations of the Development Commission provide us with important challenges. The momentum toward and the spirit of educational improvement which the Commission has given us in behalf of the goal of "one university" must be translated into prompt action.

It is appropriate, then, to report to the Council, and also to the Senate, the students, the deans and other parts of the University the early stages of administrative deliberation and decision on most of the Commission's recommendations. In many cases, the Commission has recommended a policy or action which was already in place or has since been implemented. For a few recommendations, we are planning to pursue alternative courses of action (often with the same goal in mind). For some recommendations, the Commission called for task forces to flesh out proposals, and a number of these have been started. Then there are certain key recommendations on which the administration needs the advice of the Council, and in various cases the Senate, the deans, or other deliberative bodies before taking any further action. It is essential that we hold to our established agenda and complete the initial review process, but for a few longer-term matters, by the beginning of April. This means that Council committees will need to report promptly to the full Council. The administrative officers, of course, will continue beyond the spring to seek the guidance of the Council and other deliberative bodies as specific recommendations are implemented.

The Development Commission's recommendations are inventoried below with a summary response for each. Occasionally the order has been varied or several recommendations considered together, but this review generally follows the organization of the Report of the Development Commission.

1. REALLOCATION

1. That net auxiliary enterprise costs must be eliminated.
2. That any school whose income in fiscal 1973 is less than direct costs receive three years in which to equalize them.
4. That a direct cost deficit in any clinical facility must be met by the school for which that facility exists.

These recommendations already represent current budget practices of the University. The precise process for dealing with a part of the University which proves unable to meet direct costs in several years has still to be formulated. Such a process will involve the University Trustees.

3. That a school whose income now exceeds direct costs should meet financial targets in keeping with past performance; the President and Provost acting with the advice of the Budget Committee should set targets for each coming fiscal year.

This recommendation suggests that schools whose incomes exceed costs should generally maintain that performance: this represents a departure from the current Budget Committee's working assumption which is that fiscal performance targets for schools should reflect academic priorities set with the assistance of criteria recommended by the Academic Planning Committee. Advice on this issue will be sought from the deans and Council.

5. That the President appoint a task force, including outside consultants, to evaluate the academic benefits of Graduate Hospital to the University, its probable future costs, and in light of these, its relationship to HUP. The task force should report by February 15, 1973.

The two hospitals and their educational and clinical costs and benefits are under careful analysis by the Vice Presidents for Health Affairs and for Management. All 40-plus cost centers of the Hospital of the University of Pennsylvania and Graduate Hospital are being examined for possible further coordination. An *ad hoc* committee of the clinical faculties of the two hospitals is examining the potential for greater integration of the clinical staff. Finally, the Finance Subcommittee of the Health Affairs Committee of the Trustees (the Committee also includes non-Trustee members) is giving the closest scrutiny to the monthly financial accounts of these two facilities. Given these extensive ongoing analyses which share the concerns of the Development Commission, the purpose of recommendation #5 is being carried out.

6. That schools be allowed to charge their own tuition rates subject to approval by the Provost, the President, and Trustees, with the advice of the Budget Committee.

The instructions this year to the separate schools have included a provision for proposing differential tuitions for graduate and advanced professional students.

7. That the Provost, the Council of Undergraduate Deans, the Dean of Admissions, and the Director of Financial Aid cooperatively set admissions targets and financial aid levels for each coming academic year well in advance of selection of new students. The Provost, Dean of Admissions, and Director of Financial Aid should regularly and frequently report back to the Undergraduate Deans on progress in meeting targets and on modifications which seem necessary.

This recommendation is endorsed and will become the responsibility of the Vice Provost for Undergraduate Studies with advice from the Council Committee on Undergraduate Admissions and Financial Aid.

8. That the University provide direct subvention to each school for the difference between the average level of scholarship aid given to undergraduate students who are not in mandated categories and the financial aid required by students admitted as Commonwealth applicants, Benjamin Franklin Scholars, athletes, or members of special socioeconomic groups.

This recommendation would affect the accounting system by which costs are spread among schools as part of the budget planning process. The University is not using the technique recommended in #8 presently, but alternative treatments, including the one proposed above, are under study by the Budget Committee.

9. That the total of allocatable costs and general overhead, eliminating costs of auxiliary enterprises, be held at a constant percentage of total direct costs for academic and related programs.
10. That the Vice President for Management establish reviewing panels of qualified experts from within and without the University to review each principal administrative function as described above. Formal review for each function should occur at least once every three years.
11. That a regular subcommittee of the Budget Committee, with the help of outside consultants when needed, continually monitor and advise on general administration and general expense.

The Budget Committee has recommended and the administrative officers are using a constant percentage formula for estimating and controlling the amount of overhead. We expect however—through continuing review of administrative functions and expenses such as in items #10 and #11 above—that the crude formula can be considerably refined and that a wide range of distinct administrative functions can be budgeted according to the ratio of academic and related costs which are appropriate to each. Incidentally, over the past half year the Vice President for Management has been reinforced by the services of one of the country's outstanding management consulting groups in the education field.

12. That real savings to the University after payment of all expenses be placed in an Academic Development Fund the policy group for which would be an Academic Development Board appointed by the President with the advice of the Senate and the University Council. The Chairman of the Academic Planning Committee or his representative should be an ex officio member of the Board.
13. That if the goal of at least \$1.5 million per year for the Academic Development Fund is not reached within three years, schools be required to meet more than 100 per cent of their direct costs in order to make up the difference.
14. That perhaps 10 per cent of the Academic Development Fund be permitted to be allocated for student aid.

A redevelopment fund was in effect programmed this year on a modest scale and is being planned for next year at a more substantial level, although not yet the three-year \$1.5 million goal proposed in Recommendation #13. Some income will regularly be set aside for expenditures which may be of high priority but which cannot always be fully anticipated and budgeted.

We have, moreover, a number of existing mechanisms for proposing priorities for the use of such funds. The Academic Planning Committee is charged with recommending overall educational directions. The Budget Committee builds contingencies into its recommendations and advises on priorities to the claims which might be made on these contingent incomes. Finally, the Faculty Reinvestment Fund Committee is charged with helping allocate funds made available for new hiring for outstanding faculty. With Associate Provost for Academic Planning John Hobstetter providing coordination among these groups, we believe it preferable not to create yet another body separate from the ones mentioned above. In short, we wholeheartedly approve the concept of the Academic Development Fund, are already initiating it and endorse the magnitude to which the Commission aspired. We believe, however, that an Academic Development Board as a wholly separate function

from the normal planning and budgeting process is not now necessary, but that a regularized consultative arrangement with the key committees of Council should be established. We acknowledge in particular the goals of increased minority faculty hiring (recommendation #20), libraries (recommendations #82 and #83), and student aid (recommendation #14) to be among those of highest priority.

15. That the President and Provost appoint a University-wide task force on intercollegiate athletics to recommend to them by September 30, 1973, the optimum size and cost of this program. They should provide the task force with all past reports on this subject and should offer necessary staff assistance.
16. That until the task force reports, the programs of the Department of Intercollegiate Athletics be kept at their current levels of activity with whatever further reductions in costs seem feasible; the Budget Committee should advise on these reductions.
17. That the Department try to increase its income from gifts and gate receipts. Careful monitoring of increased gifts will be necessary on the part of the Development Office to insure the stability of general giving to the University.
18. That two-and-one-half per cent of the salary budget of the Department be transferred to the Academic Development Fund.

The President and the Provost will establish a task force in accord with this recommendation. The chairman of such a study, with whatever assistance is appropriate, should work closely with the Budget Committee as well as with the Council and University committees on Recreation and Intercollegiate Athletics. Such a study should be charged with recommending policies for support of athletics and recreation. The task force will have to consider Pennsylvania's possibilities in the light of Ivy practices and policies. The Council and others will be asked to comment on its findings and recommendations. In the meantime, the Budget Administrator is currently assuming stable athletic programs and a 2.5 per cent salary budget transfer from the Department of Athletics to redevelopment funds. The suggestion that athletics increase its outside incomes will continue to be pursued by the Department and by the Athletic Council as a matter of high priority. There have been some modest successes on this score in the last year.

19. That the Budget Committee present the President with a plan by March 15, 1973, for an across-the-board cut in all university budgets to generate funds in fiscal 1974 needed for implementing recommendations for the Black presence.

This recommendation is discussed below along with recommendations #41-49.

20. That financial aid be made available to transfer students on as rapidly increasing a basis as possible, to reach levels now available to other students.

Last year we began providing for the first time some grant aid to new transfer students. Fully implementing this recommendation in the near future will require new sources of income. We wish the advice of the Council Committee on Admissions and Financial Aid on transfer student aid policy.

21. That immediate steps be taken to render voluntary early retirement an acceptable financial possibility.
22. That the Board of Trustees immediately lower the normal retirement age to 65 for all faculty members who achieve tenure after June 30, 1974.
23. That whenever possible, a tenured position vacated by resignation or retirement be turned into a position for hiring a non-tenured faculty member. This procedure should be avoided, however, when it poses a serious threat to academic quality and reputation, especially in smaller departments.

24. That within three days after receiving a departmental recommendation for appointment to or promotion to tenure, the Dean of the school concerned notify the Provost of this fact. The Provost may then wish to appoint an ad hoc consultant on the recommendation.

The recommendations dealing with faculty retirement (#21 and #22) and the recommendation that the final decision on the awarding of tenure be permitted to be deferred until the eighth year (#25) have been sent to the Senate with a request for its advice. Recommendation #23—that retirement or resignation of senior faculty members generally result in the appointment of new junior members—is already policy. The Provost's office hopes to have initiated by the end of this year a system similar to recommendation #24, which would bring *ad hoc* outside consultants into the process of final approval of tenure appointments and promotions.

2. UNDERGRADUATE EDUCATION

26. That the President appoint a task force including representatives of the College and the School of Medicine to investigate the programs in premedical and medical education, and in the biological and behavioral sciences, in order to determine the quality of our present programs and the nature of their present interactions; to determine how their quality can be improved and their interaction optimized; and finally to determine whether new inter-school programs are necessary to meet present and future challenges.
27. That every freshman and sophomore not enrolled in an undergraduate professional program be enabled to take at least one course per term with fewer than 20 students in it.
28. That released time be allowed one or more faculty members for the purpose of developing detailed proposals, particularly directed to the Vice Provost for Undergraduate Studies; a) the Masters College and Residential Colleges with specified educational themes, b) the research option and c) the option for experience in field work, service and research.

The concerns underlying recommendation #26 reflect the huge proportion and number of undergraduates preparing for careers in medicine and related health professions. Vice Provost for Undergraduate Studies Humphrey Tonkin together with faculty from the College and the School of Medicine has been giving considerable attention to curricular and administrative ways of improving the undergraduate premedical experience. We expect a major report to emerge from this examination by the end of this academic year. A task force therefore is not now necessary. The Vice Provost for Undergraduate Studies will also pursue the suggestions summarized under recommendation #28 in refining proposals for more College Houses and expanded undergraduate curricular options. These developing programs should be evaluated through criteria developed by the Academic Planning Committee and the Educational Policy Committee of Council. The Vice Provost will also assess the availability of small (below 20 enrollment) classes for sophomores. We endorse the goal expressed in recommendation #27 and believe that most freshmen and sophomores do in fact have the chance to take some small classes in this academic year.

29. That a University Scholars Program be set up that could be attractive initially to as many as 10 per cent of the undergraduate body.

The University Scholars Program has the full support of the relevant deans as well as of the central administration. We expect to have a pilot program in operation next year.

30. That there be administrative implementation of these ideas, particularly review of present methods of calculating teaching loads and instituting as soon as possible the idea of School or Department commitment of some teaching time to the University as a whole.

The suggested methods for improving the incentives for teaching are excellent and will receive further study by the Provost. In accord with recommendation #30, we intend to have a proposal by the end of this term for measuring teaching, scholarly, and other faculty activities. Advice will be sought from the Council Committee on Faculty Affairs, the academic deans, and their faculties.

31. That specific plans and proposals be made for developing some of the proposed endowed chairs (perhaps 15) in different styles for the purpose of creating new teaching capabilities where they are needed most.

Policies and procedures emerging with respect to endowed chairs are covered under recommendations #75-77. Special recognition of teaching capability will certainly be part of such overall policies. We should note here the four new chairs we have established which are reserved for junior faculty of exceptional teaching and research promise—a start toward the use of some professorships for aims other than the traditional permanent appointments of senior scholars.

3, 4. GRADUATE AND PROFESSIONAL EDUCATION

32. That the University Administration use the Academic Planning Committee's analysis and the above criteria to identify the core disciplines which should be strengthened to at least a minimum (high) standard.
33. That the University Administration use the Academic Planning Committee's analysis and the above criteria to encourage a dozen or more disciplines to national preeminence.

The Academic Planning Committee has been asked to prepare, by the beginning of April, a set of evaluative criteria for departments and programs. The advice of Council will be sought on these criteria. With the assistance of these criteria and with the advice of the academic deans, we will begin the "step-by-step process" as suggested in the Report of the Development Commission for strengthening those disciplines with the greatest potential.

34. That in determining fellowships and other forms of financial aid in relation to the admission of graduate students, the University administration take into account the quality of the graduate program as well as that of the student.

Financial aid can be a critical factor in maintaining or changing quality of graduate programs, particularly with the phasing out of the Ford Foundation fellowship support and the continued erosion of federal fellowship programs. We plan to augment aid to graduate and advanced professional students next year by a new University Loan Plan which should be able to lend, on the basis of need, up to \$2500 per student through the Federal Insured Student Loan Program. We also hold that the quality and priority of graduate programs should have bearing upon the distribution of graduate student aid, as in recommendation #34. Such a policy will be carried out by the Dean of the Graduate School and later by the Vice Provost for Graduate Studies and Research in accord with guidelines still to be developed and reviewed.

35. That 20 endowed professorships be sought for outstanding scholars, most suitable to lead in graduate education, particularly in those graduate programs selected for strongest development.

This recommendation will be discussed along with other recommendations for endowed chairs below in #75-77.

36. That the Dean of each professional school appoint a planning and evaluation committee for his/her school.

The planning function ought to be improved in all schools, although most schools do have planning procedures. The Provost will ask that all schools maintain such a planning body to prepare working documents as a basis for curricular, financial, and physical planning by each faculty. The planning efforts

of the separate schools will be expected to work closely with the Associate Provost for Academic Planning as well as with the Academic Planning Committee.

37. That the Trustees closely monitor the financial problems posed by owning two hospitals and be prepared for the possibility of giving up some of these facilities.

The Trustees, through its Health Affairs Committee, are continuously monitoring the financial affairs of the hospitals. They also are kept apprised of the findings of the various studies of the costs and benefits of the hospitals as summarized earlier in response to recommendation #5.

38. That the Trustees support efforts to finance the upgrading of the clinical facilities of the School of Veterinary Medicine.

This recommendation is currently in force.

39. That the President appoint a task force to report in 12 months on the feasibility of a School of Health Science Education and Preventive Medicine that could incorporate and strengthen the Schools of Nursing and Allied Medical Professions and could draw upon the Wharton School and the Graduate School of Education as well as the School of Medicine. The task force should reevaluate the Preston Committee Report recommending phasing out the HUP program to train registered nurses.

40. That the President appoint a task force to investigate and report in 12 months on the establishment of a program in the area of public policy to bring together, coordinate, or strengthen work now represented in or appropriate to the Wharton School, the Law School, the Graduate School of Fine Arts, the Graduate School of Social Work, and the Graduate School of Education and other parts of the University.

The President will appoint a task force to study the role of health paraprofessional services and education at the University—a similar, although somewhat broader, mandate than suggested by recommendation #39. He will also appoint a task force to study possibilities for a greater coordination of the many public policy programs in general accord with recommendation #40. Both of these task forces will be asked to report by September 30, 1973. These reports will be submitted to Council for comment and advice.

5. BLACK PRESENCE

41. That an effective affirmative action plan be implemented with provision to assure among other things a substantial increase in the proportion of blacks on the faculty.

The University's Affirmative Action Plan, having undergone many reviews and revisions, is near completion. Grievance, hiring, and promotion policies have been established for the nonacademic staff. Policies for faculty are either in effect or have been proposed to the deans and others. An Academic Committee on Equal Opportunity has been established, chaired by Professor Anna-Marie Chirico. This committee will assist in such matters as the formulation of specific procedures to assure full compliance with affirmative action policies on hiring, promotion and compensation. Data on employment, rank or job status and compensation of all staff by race and sex are now being analyzed. The Faculty Affairs Committee of the Council has a draft grievance procedure ready for Council action pending consideration by the Senate. While an Affirmative Action Plan cannot by itself assure radical changes with respect to the hiring, promotion or compensation of either women or minority group members, it is a necessary and a potentially powerful part of an overall effort to heighten the black presence at the University.

42. That an academic officer, ideally a black faculty member, devote two-thirds time to identifying and helping recruit black faculty.

43. That a faculty investment fund of \$350,000 be generated for the purpose of helping identify and recruit black faculty for all areas.

A faculty member with released time to assist in the identification of potential minority group scholars is part of the University's Affirmative Action Plan and will be selected this year. (A similar provision exists for women.) Should a potential faculty member who is black be acceptable to the department and the school in every way except for insufficient budget, reallocation funds should be made available to cover up to one-half the salary as prescribed in recommendation #43. This requires that the addition of black and other minority group faculty be accorded the highest priority within redevelopment budgeting.

44. That funds be provided for better staffing and better equipping our admissions office, to solve immediate problems in black admissions and to permit research into significant, longer-term questions of admissions policies and procedures in general.

Some expansion of the Admissions Office budget was provided last fall, in part for the recruitment of minorities and other high-priority students. The Admissions office must continue to place a greater emphasis on recruiting for all students, especially minority group students. We very much hope, and fully expect, to increase the number of black undergraduates; to do so requires seeking out more qualified applicants. Research will begin later this year on a range of questions dealing with the selection and evaluation of students, including criteria and instruments most appropriate for minority group students.

45. That the Afro-American Studies Program be provided with a regular operating fund for its undergraduate programs and funds for three to five full-time and five to ten part-time faculty.
46. That an Institute of Afro-American Studies be started parallel to our present Afro-American Studies Program and with the same director, and that funds be made available for two additional full-time faculty attached primarily to the institute.

The Afro-American Studies Program was recommended by the Council in late 1970. A progress report on this program and future plans will be brought to the Council in the months ahead. We have discussed with the academic deans proposals that look toward a substantial increase in faculty and course offerings in Afro-American Studies. These faculty will probably (but not necessarily) be black and normally will want and should have a base in academic department as well as the Afro-American Studies Program. We also support the idea of an Institute of Afro-American Studies for which we would seek outside funding and from which a graduate program might evolve. The Institute would be a basic research unit like any other academic institute, devoted to research on the black experience here and elsewhere. Curricular development should be the function of the Afro-American Studies Program rather than the research institute.

47. That special programs for advising, orientation, special education, and career counseling be adequately funded to cover the full range of needs from the pre-freshman summer to graduate study.

The special service programs for black students which have proven successful this year will be maintained. Significant expansion will require new funds.

48. That the Morgan State College-University of Pennsylvania Cooperative Project budget be increased, stabilized and strengthened administratively to permit effective long-range planning.

Discussions are underway with the Director and members of the Advisory Committee of The Morgan State Program to extend its mission to the goal of increasing minority applications, admissions and enrollments from other colleges as well

as Morgan State to all of our graduate and advanced professional schools. A few of these schools (e.g., Medicine and Fine Arts) have such programs already and their experience should be shared more broadly.

49. That each cost unit of the University devote an appropriate flat percentage of its expense budget to provide a \$500,000 to \$600,000 operating budget for the proposed programs for an effective black presence at Pennsylvania.

Student service functions on behalf of black students should be budgeted in the normal fashion. Funds to augment departmental budgets for hiring black faculty should come from reallocation funds rather than from a separate across-the-board cut as proposed in recommendation #19. We believe that sufficient funds can be generated through the reallocation concept to assist departments in hiring black faculty in accord with recommendation #43. We regard this as the central recommendation on the black presence.

6. INTRAUNIVERSITY COOPERATION

50. That centers, institutes, and the Museum be subject to the same kind of periodic academic review as departments and schools.
51. That faculty members in centers or institutes have bona fide appointments in departments or schools and contribute to teaching.
52. That centers and institutes operate within the same kinds of fiscal constraints as departments and schools and not become financial liabilities to the University.

The various centers and institutes as well as the Museum will be brought within those review processes, both academic and financial, which are established and implemented for departments, units and schools. Faculty members in centers or institutes should have bona fide appointments in departments, units or schools and should normally be expected to contribute to teaching. Home schools or departments must not lose the capacity to support all of their tenured faculty members, but this principle should not exclude outside funding of salaries when the faculty member is indeed engaged in the effort supported by those funds.

53. That a Center for the Technical Enhancement of Academic Programs be established under an endowed professor with eight to ten post doctoral fellows and one endowed professor.

The proposed Center for the Technical Enhancement of Academic Programs has been referred to the Associate Provost for Academic Planning, and, in turn, should be considered by the Academic Planning Committee. The Associate Provost would welcome suggestions from Council and others.

7. CONTINUING EDUCATION

54. That the University facilitate counseled egress and readmission for full-time students to allow for education based on need throughout life.
55. That we weigh more heavily maturity, experience and motivation in the admission of full-time students and that we actively recruit students with broader experience.
56. That a faculty-student committee be established to coordinate policy for Continuing Education consistent with University objectives and to administer a Continuous Education Development Fund.
57. That the College of General Studies and the Continuing Education Program be combined into one division headed by a Dean responsible for admission, counseling, and curriculum.
58. That movement of students between College of General Studies courses and regular courses be made easier.
59. That financial aid be provided for part-time students in proportion to revenue as is the case with full-time students.
60. That pre-higher education programs be expanded only where they provide remedial work for students accepted as

college students or where they are intended to isolate applicant potential for admissions purposes.

61. That a Continuing Education Development Fund be established. Seed money for innovation and research on continuous education programs is needed both to help focus effort on continuous education and to provide for start-up costs where necessary. The annual budget should be \$100,000.
62. That a Continuing Education Scholarship Fund be established.
63. That there be further study of the needs of the various existing programs and evaluation of them with the aim of developing funding proposals for the best as soon as possible.

The series of recommendations dealing with continuing education are challenging but beyond our capacity to fully assess at this time. We are therefore appointing a small task force to examine these and related proposals and report back to the President, the Provost, the Vice President for Management and the Vice President for Health Affairs by September 30, 1973, on steps the University might take with respect to the future of continuing education. This report will be submitted to the Council for advice.

8. INTERINSTITUTIONAL COOPERATION

64. That a program of endowed visiting professorships for foreign scholars, artists and humanists (10) be established.
65. That a program of endowed instructorships for University of Pennsylvania Ph.D. candidates (10) be established.
66. That a program of endowed instructorships for Ph.D. candidates (or young foreign scholars) from other institutions in the U.S. or abroad (5) be established.

The feasibility of securing the endowed professorships and instructorships suggested in recommendations #64-66 depends on the potential funding sources and on the identification of those academic programs which are especially consonant with or require the international exchange of faculty. The formation of policy on endowed chairs, and particularly #65, will be discussed more fully with recommendations #74-76 below. The current and potential academic programs together with organizational arrangements (including the Office of International Studies) will be examined leading to administrative action by the beginning of the next academic year. The academic deans will be involved in this examination. The examination will make fullest use of the working paper prepared for the President by Professor Richard Lambert. Recommendation #71 calling for multi-institutional/multi-national programs will be part of this assessment. The Council will be kept advised.

67. That a program of endowed undergraduate scholarships for study abroad and away (10) be established.
68. That an endowed traveling scholars' program for graduate students (10) be established.

Endowed scholarships for Ph.D. candidates and undergraduates to study abroad must also be reviewed in light of the probable donors for such a venture and on University scholarship priorities generally. It is our view at this time that such endowment funds should be accorded less priority than other funds for the general financial support of undergraduate and graduate students.

69. That an Office of International Affairs headed by a Director be established reporting directly to the Provost. This recommendation has been discussed above.
70. That students in general be actively encouraged to study abroad for a year, a term, or a summer. Language departments especially should be encouraged to help their majors to receive part of their training in the countries where their languages are spoken.

Study abroad and the strengthening of language study generally has the full support of the administration and has recently been strengthened by the appointment of an assistant on foreign studies to the Vice Provost for Undergraduate Studies, Carol Murphy. The University has arrangements for student and faculty exchanges with Pahlavi in Iran and is currently working on exchange arrangements with several other universities.

71. That the proposed Office of International Affairs make an assessment of current multinational programs, especially those of Wharton, so that a specific proposal can be made for taking a first step by building on existing strengths.

This recommendation has been discussed above.

72. That an Office for Cooperative Educational Exchange be established headed by a Director reporting directly to the Provost.

Various cooperative academic arrangements have been formed with other institutions. The department of linguistics, for example, is establishing special ties with its counterpart at Columbia University, with the encouragement of both Presidents. Students at Bryn Mawr, Swarthmore, and Haverford Colleges and the University of Pennsylvania for years have been able to cross-register for many courses. Further cooperative efforts among higher educational institutions in this region are being explored by the University in cooperation with the Commonwealth of Pennsylvania, Department of Education. Efforts described elsewhere in this report are also underway to widen the Morgan State program and to initiate a cooperative program of Early American Studies as proposed for the "Philadelphia Semester" in recommendation #74. The latter is being pursued by Professors Vartan Gregorian and Anthony Garvan and Vice Provost Humphrey Tonkin. The specific proposals for a formal Office for Cooperative Educational Exchange appears premature at this time. The Council will be kept advised of new possibilities.

73. That the Office of the Vice President for Management investigate the possibilities of cost-cutting and other benefits from combined plannings and operations, security, purchasing, housing, etc. with other Philadelphia institutions in the immediate area.

Certain cooperative arrangements in nonacademic areas—e.g., purchasing, security, housing—have also been explored in accord with recommendation #73. There is some integration of purchasing among the various hospitals with which we are associated. In computing, much of our capacity has been given over to UNICOLL, a consortium. We will continue to examine various possibilities for the coordination of certain services which might provide both improved services and lower costs.

74. That a Philadelphia Semester be developed, focusing on the study of colonial history and civilization and the American Revolution as a study in the mechanisms of change in society's institutions.

This proposal is under study as cited above.

9. ENDOWED PROFESSORSHIPS

75. That Endowed Professorships serve both outstanding scholarship and outstanding teaching, but that they also serve to encourage innovation in both educational and research programs; that some be for life, and others for five-year terms or less.
76. That endowed professorships be developed to support some of our present faculty as well as to recruit outsiders, that most professorships be associated with specific departments and programs, and that levels of endowment be such as to provide resources for educational and scholarly programs.
77. That we specifically seek to make available resource money for our endowed professors and other professors as

well, through a fund-raising program for Named Endowment Funds.

Raising endowment for as many as 100 chairs is a prodigious and long-range undertaking. We need the wisdom of the Trustees, especially the *ad hoc* Committee on Resource Evaluation, on appropriate targets and timetables. Equally important is the establishment of priorities for the various possibilities suggested by the Development Commission. The Provost will ask all the academic deans, and through them the department chairmen and program directors, for an analysis of those programs or school or departmental goals which could profit most through endowed chairs or funds. Vartan Gregorian, Tarzian Professor of Armenian Studies, will prepare a draft report in this planning stage. The advice of the Academic Planning Committee will be sought and the Council will be kept advised.

The policy guidelines enunciated in recommendations #75 and #76 are sound and generally in accord with policy. The summary of the proposed chairs which was contained in the Development Commission's Report identified some according to an "undergraduate" and others according to a "graduate" orientation, suggesting a dichotomy which was pointed out in the minority report of Senate Chairman Jean Crockett, but which was no doubt not intended. The major recommendation was that most incumbents be outstanding both as scholars and teachers.

Special funds to supplement regular school and departmental budgets and smaller endowed chairs might be a more attractive approach to some donors than the prospect of an endowed chair. Questions such as these should be considered by the Trustees' *ad hoc* Committee on Resource Evaluation.

10. EDUCATIONAL LIVING

78. That the University seek endowment for a total of six colleges, four of them to be located in the Quadrangle and organized around educational themes.
79. That the University renovate the Quadrangle as proposed here.
80. That early in the planning stage a project coordinator for the college system be appointed by the University Administration to direct development of the project and gain the cooperation of all segments of the University involved in it.

The administrative officers endorse the Development Commission's goal of additional college houses especially within the Quadrangle. Plans have already been developed in the Office of the Vice Provost for Undergraduate Studies for a health sciences college house. The language floors recently instituted in Harrison House might provide the basis for another college house. Plans have also been developed for moving Hill toward college house status; although the physical and programmatic renovation of Hill was not one of the Commission's recommendations, we believe it should have a high priority for resources devoted to the "college house" concept. Further cost studies as a basis for funding plans are being undertaken by the Vice President for Management and the Vice Provost for Undergraduate Studies. The advice of Council will be sought as plans unfold.

81. That the University obtain funding for renovation and adequate operation of Houston Hall.

Renovation of Houston Hall is currently under examination by the Budget Committee. We have asked the Dean of Students, working with the Provost and the Vice President for Management and with student groups, to review the most recent renovations and existing proposals and provide a specific recommendation for outside funding.

11. LIBRARY

82. That a Library Technology Fund be established with a capital sum of \$3,500,000, yielding about \$175,000 a year.
83. That a Selective Book Acquisition Fund be established with a capital sum of \$14,500,000 yielding about \$725,000 a year for the development of collections.

The Director of Libraries Richard De Gennaro is examining recommendations #82 and #83 and suggesting ways in which different levels of total resources might be apportioned between and within a Library Technology Fund and a Selective Book Acquisition Fund. This report should also consider kinds of potential donors for such efforts including the recently reorganized Friends of the Library Governing Council. The Trustees' Ad Hoc Committee on Resource Evaluation, in addition to considering possible amounts and sources of funds, should consider whether such needs are better served by seeking endowment or current operating monies.

84. That a study be made of how to attain a satisfactory Student Study and Reserve Book Center on the campus.
85. That studies be made of the feasibility of combining separate departmental and school libraries in related areas.

Vice President for Facilities Management and Construction John Hetherston, working with the Advisory Committee on the Library, the Director of Libraries and appropriate student groups, will review existing proposals and report by June 30, 1973, with recommendations on the need for and projected costs of a Student Study and Reserve Book Center. The feasibility of combining some of the smaller departmental and school libraries is being studied by the Director of Libraries. We recognize the difficulties in effecting amalgamation, but believe that some economies of this type are essential if we are to increase our funds for book and periodical acquisitions.

12, 13, 14, 15, 16. OTHER PROPOSALS

86. That an Audio-Visual Resources Center be established, to be responsible to the Provost.

The potential contribution of audio-visual resources to more effective teaching should be brought to the attention of all of the faculty. The generally less than successful history of such efforts at many institutions, however, has dried up most funding sources and suggests the need for careful study of a variety of goals and modes of operation. Any such center would hopefully maintain strong links to the libraries. The Provost has asked the Chief of the Medical School Library, Jerome Rauch, to conduct further studies of possibilities in the audio-visual area and report back by the beginning of the 1973-74 academic year.

87. That the Council of Academic Deans review the issues involved and come to a decision about a synchronized calendar for the whole University before the end of this academic year.
88. That discussion begin in the Academic Planning Committee of the fuller use of the calendar year, and the issues involved be identified for the President and Provost.

The Provost will request consideration of this item by the deans; additional examination and recommendations from the Academic Planning Committee will also be sought.

89. That the President appoint a Council on Physical Environment including members of the School of Fine Arts and the Department of Art History to advise him on the creation and maintenance of a physical environment at the University which will reflect our own expertise and which will provide a lift to the spirit of campus life.
90. That the President appoint a Council on the Visual Arts to coordinate, program and promote the University's knowledge of an interest in the visual arts.

A committee on the Visual Environment has already been created by the President; on it is composed of faculty (including representatives from fine arts and art history), students and several key persons from outside the University. As this committee evolves, it is intended that by the new academic year it achieve the purposes in recommendations #89 and #90. That may require a division into the two groups suggested.

91. That the President set up a Council on Arts in the University which would have cognizance over the creative and performing arts and function as an advisory committee in both extracurricular and academic activities. This Council should initiate ad hoc studies of many or all Arts programs within the University.
92. That the University hire an Artistic Director responsible to the Council who would bring performances to the campus, who would have complete cooperation in the use of our facilities, and who would coordinate with and complement departmental plans.

Steps have been taken to establish a Council on the [Performing] Arts in accord with recommendation #91. An artistic director is essential, and the Performing Arts Council should be helpful in defining his or her eventual mission. (It should be noted that the Annenberg Center already has a part-time artistic consultant.) Proposals are under discussion and Council will be kept advised and called upon for recommendations if policy decisions are needed.

93. That administrative steps be taken to implement the recommendations of the Dramatic Arts Curriculum Committee to institute a major in theater.

A major in theater would presumably be a joint program between the College and the Annenberg School. The Vice Provost for Undergraduate Studies will assure that this issue is resolved.

17. FUTURE PLANNING

94. That the Provost immediately designate an administrative mechanism for handling individual proposals, calling upon appropriate individual faculty and faculty committees (existing or proposed) for advice and evaluation. This mechanism must operate in the context of continual university-wide planning under the leadership of the Associate Provost for Planning.

Since many proposals are not exclusively academic in their impact, we see the need for a planning group which also will have at its disposal the capacity to conduct significant institutional research. This is a matter which is under deliberation by the President, the Provost, the Vice President for Management and the Vice President for Health Affairs, and we expect to outline a course of action shortly.

* * *

We hope it is clear from all of the above that except for a few longer-range matters we are determined to act promptly on the Commission's recommendations and to do so taking into account as much additional advice as the appropriate deliberating bodies of the University will provide promptly.

*Martin Meyerson
Eliot Stellar
Paul Gaddis
Robert Dripps*