

*Second Report on
The Implementation of the
Development Commission Recommendations*



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Almanac

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It has been two years since the University Development Commission issued its report entitled PENNSYLVANIA: ONE UNIVERSITY. That report, the product of a year's intense study by Professor Robert Dyson and Professor (now Provost) Eliot Stellar, was the most rigorous self-examination of the University since the educational policy survey of the early 1950's. The purpose of the Development Commission was to suggest directions for the University of Pennsylvania in the decade or so ahead; more specifically, it was to document the resources and needs of the University as an initial step in preparation for major fund-raising. During the past two years, the 94 recommendations and supporting text of the Commission's report have stimulated wide deliberation, extensive planning, and the implementation of a great many of its proposals. The report received careful attention from the University Council, the Faculty Senate, and other school and University-wide deliberative and advisory bodies; their contributions are reflected in the pages that follow.

This report reviews the implementation of each of the 94 recommendations, clustered around five themes of Educational Directions, Academic Planning, Tools for Scholarship and Learning, The Changing Membership of the University, and Arts and the Environment at the University.

We hope that this Second Report on Implementation, like the implementation report of February 1973 and the Commission's report itself, will continue to serve neither merely as an agenda for the future nor as an accounting of past actions, but as a guide and a stimulus to further discussion and continuing self-examination. As always, we welcome the comments of the University community. Responses may be sent to the Provost's Office, c/o H. M. Neiditch.

—Martin Meyerson, Eliot Stellar,
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I. Educational Directions

The report of the Development Commission based its theme of "One University" on the premise that

our greatest potential strength and uniqueness lies both in our historic linkage of professional education with the liberal arts and sciences, and in our contemporary advantage of the close proximity of our schools on our campus.

It is clear that successful interaction among the schools, departments, and other academic units of the University depends upon their individual quality. The Commission found that their quality varied significantly, and recommended that all achieve at least a minimum high standard or be eliminated and that some be strengthened to reach (or in a few cases to maintain) a level of national and international preeminence. It was thus, the Commission concluded, that we could realize the concept of "selective excellence." Specific proposals were:

32. That the University administration use the Academic Planning Committee's analysis and the above criteria to identify the core of 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 at work for more than two years studying ways by which hard information, independently verifiable, may be obtained about academic programs. The charge to this committee, as outlined in a preliminary report of 1973, was that it devised methods for examining academic programs in terms of their *quality*, their *academic productivity*, their *centrality* within the University, and their *uniqueness or relation to national need*. Such methods of examination are principally meant to help the schools assess their

own departments and programs and to set priorities among them, and also to help the University as a whole set priorities.

In addition to the work of the Academic Planning Committee, the deans, with help from department heads, school planning committees, and other advisory bodies, have submitted plans for the development of their schools, giving special attention to long-range evaluation of their education and research. Their plans have been coordinated by the Associate Provost for Academic Planning and the Vice President for Health Affairs. Consequently, with the help of existing advisory machinery such as the Academic Planning Committee, the Budget Committee, and the Provost's Staff Conference, the University can now make "selective excellence" a basic and continuous factor in its future development.

GRADUATE PROGRAMS

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.

This recommendation is a necessary consequence of responsibility center budgeting. The amount of graduate fellowship aid and the method for its allocation is determined by the responsibility centers that teach graduate students—primarily the Faculty of Arts and Sciences. Allocation is increasingly determined by the deans' assessments of program quality. The Vice Provost for Graduate Studies and Research will coordinate university-wide policy on graduate fellowships.

PROFESSIONAL SCHOOLS

The Development Commission suggested that an excellent professional school do three things: "It should train highly competent practitioners and prepare them for continuing self education. It should train excellent teachers to pass on the discipline of the profession to others. In achieving these first two goals, an excellent professional school should provide leadership developing new curricula, new professional structures, and a new system for delivery of services. As its third goal a professional school must engage in advancing the knowledge base on which the profession rests."

The Commission noted with regret the uneven quality of our professional schools and their tendency to exist in isolation from other units of the University. To remedy this situation, the Commission has proposed:

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

This recommendation has been made policy. In the course of planning for the development drive, the deans have established long-range planning committees which are coordinated and assisted by the Associate Provost for Academic Planning. The result has been greatly increased interschool cooperation. This planning machinery is expected to remain a permanent part of our academic units.

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

This recommendation is being implemented. The Board of Trustees has approved plans for the construction of a small animal teaching hospital. This new hospital will provide both in-patient and out-patient services, and also special emergency facilities for injured animals that include radiology and intensive care units. The building will be located immediately adjacent to

the facilities of the school in West Philadelphia. Loan funds from the Commonwealth of Pennsylvania, supplemented by private philanthropy raised in conjunction with the development drive, are expected to provide the necessary funds for the construction of the hospital.

The Trustees have also approved projects to better the facilities at the school's New Bolton Center. A major addition, the C. Mahlon Kline Orthopedic and Rehabilitation Center, is now nearly completed and partly operating. Future improvements now being planned comprise a large animal clinic, an addition for a teaching laboratory-classroom, and a dormitory. The securing of funds for these facilities is expected to be completed in 1975.

39. That the President appoint a task force to report in 12 months on the feasibility of a School of Health Sciences 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 re-evaluate the Preston Committee Report recommending phasing-out of the HUP program to train registered nurses.

A modified version of this recommendation has been implemented. A Task Force on Nursing, Allied Medical Professions and Related Health Sciences, co-chaired by Professors Alfred P. Fishman and Samuel P. Martin, submitted a report in December 1973. The report recommended that for now the Schools of Nursing and Allied Medical Professions be housed in common. Efforts are underway to implement this recommendation in the Tri-Institutional Nursing Educational Building. The task force recommended that the Diploma School of Nursing in the Hospital of the University of Pennsylvania be phased out. The Trustees Health Affairs Committee approved this recommendation, and it was accepted by the Trustees at their January 1974 meeting. The last class will graduate from the Diploma School in the spring of 1978.

The task force endorsed the concept of further development of graduate programs, and the establishment of a council to help coordinate the development of the Schools of Nursing and Allied Medical Professions and of the related health sciences.

In December 1974, Vice President Langfitt announced the establishment of a Commission on Education for Primary Health Care at the University of Pennsylvania. It will report by mid-April 1975.

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.

This recommendation has been implemented. The study of the University's programs in public policy was undertaken by Professor Almarin Phillips, professor of economics and law. Professor Phillips consulted with appropriate individuals, departments, and schools, and recommended the creation of a semi-autonomous School of Public and Urban Policy as one of the three academic arms of the Wharton School (in addition to the Wharton Graduate School and the Undergraduate Program).

Extended discussions were then held with administrative and faculty members of those departments and academic units that might comprise or be associated with such a school. A revised plan proposing a school within Wharton—based initially on the Fels program and probably incorporating existing programs in transportation and urban studies as well as a new master's and an undergraduate-level program—was drawn up by President Meyerson, Provost Stellar, Dean Carroll, Dean Shepherd, and Fels Center Director Julius Margolis. The Academic Planning

Committee endorsed the proposal, which was also submitted to the Wharton Faculty and approved by it. At the October 24-25, 1974 meeting of the Trustees, the School of Public and Urban Policy was officially established. Professor Almarin Phillips was named acting dean and a search committee chaired by Professor Curtis Reitz of the Law School was established to recommend the first permanent dean. The committee made its recommendation, and subsequently, at the January 9-10, 1975 meeting of the Trustees, Professor Phillips was confirmed as first dean.

UNDERGRADUATE EDUCATION AND PROGRAMS

26. That the President appoint a task force including representatives of the College and the School of Medicine to investigate the programs in pre-medical 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.

This recommendation has not been implemented. A committee chaired by former Assistant to the Vice Provost for Undergraduate Studies Kent Schell was charged with consideration of short-term factors in premedical education and submitted a report to the Provost and the Vice Provost for Undergraduate Studies. This report offered several suggestions for gathering data about premedical education at Pennsylvania and at other major universities, and about the high school science curricula which our premedical students have taken. The Provost hopes to appoint a task force this semester.

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.

This recommendation has been generally implemented. The Freshmen Seminars and the College of Thematic Studies conduct small, seminar-type courses of under 20 for freshmen and sophomores. Freshman seminars have been elected by nearly all first-term freshmen and have been available to all second-term freshmen wanting them. In addition, the College of Thematic Studies program has made it possible for all second-term sophomores who wish to enroll in one of their courses to do so. A study conducted in June 1974 by the Office of the Vice Provost for Undergraduate Studies showed that 99% of College freshmen and 90% of College sophomores in 1972-73 enrolled in a course (including recitation sections that require separate registration) with fewer than 20 students. In addition to these opportunities for freshmen and sophomores, the Faculty of Arts and Sciences is planning a program of seminars for seniors.

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 minor cost of this planning effort should be borne by reallocation funds.

This recommendation has not yet been implemented. The Vice Provost for Undergraduate Studies has had the assistance of several faculty members (Professors Roger Allen, Robert Giegengack, Richard Beeman, Seymour Mandelbaum) in program planning and has also proposed to the undergraduate deans the establishment of a small group of academic fellows for research and program planning related to undergraduate

curriculum and teaching. A proposal is being prepared to secure outside funding for the partial support of such plans.

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

This recommendation is being implemented. The program has been formally launched and is administered in the Office of the Provost. The governing body of the University Scholars Program is the Council of Senior Scholars composed of distinguished members of the faculty. Last year the council was chaired by Professor Richard L. Solomon of the Psychology Department; this year's council is chaired by Professor Otto Springer of the German Department. Ten students were accepted into the program last spring, and eight students this fall. Each of them in collaboration with two tutors (one in the undergraduate area and one in the graduate or professional area) is beginning to shape an academic program with the goal of integrating undergraduate with graduate and professional work. The principal goal of the University Scholars Program is to provide the early academic concentration needed by some of our best students, and in so doing to strengthen their liberal education as well as their graduate or professional preparation. The Provost closely supervises the program and, along with the council, is monitoring the progress of this first group of scholars. In the academic year 1974-75, there will be two admissions cycles: one each semester.

UNDERGRADUATE TEACHING

The Development Commission was particularly concerned with the quality of teaching. Successful undergraduate programs require excellence in teaching, and the Commission believed it could be encouraged without detracting from the scholarly obligations of the faculty—indeed, that teaching, research, and other scholarly activities are mutually reinforcing. The Commission recommended that the Provost and the Council of Academic Deans seriously consider the following: a) a fund for distinguished outside lecturers; b) commissioning of lectures within our own faculty; c) reduction in teaching load for time to plan new courses; d) development of criteria to make consideration of *excellence in teaching* significant for promotion decision; e) commitment to the University by all schools and departments of a small percentage of teaching time to be used for the development of special programs such as freshman seminars and thematic studies; f) better calculation of teaching loads to include time spent working in student residences, supervision of undergraduate research and independent study, and curricular advising; g) evaluation of teaching to provide a means of feedback to the teacher.

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 to the University as a whole; and

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.

Some of these recommendations have been implemented. The Provost's Staff Conference has now issued guidelines on the evidence of teaching ability and effectiveness that must be presented during evaluation for promotion or appointment. A committee chaired by Professor Michael Zuckerman is being established to recommend means of helping faculty improve their teaching. Two chairs have been established for assistant professors who are outstanding teachers—the Bers Chair, now

held by Professor Mark Adams and the Watkins Chair, now held by Professor Adele Rickett. Dean Gregorian, through the Educational Policy Committee of the Faculty of Arts and Sciences, has initiated a study of teaching loads and related questions, and a subcommittee of the Educational Policy Committee of the University Council, chaired by Richard Easterlin, has prepared a report on the role of teaching fellows in undergraduate education. Finally, the recently inaugurated President's Lectures seek to make known to the whole academic community the work of some of our most outstanding scholars and hence to create the kind of environment in which good teaching flourishes.

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 recommendation has been implemented. The Philadelphia Semester evolved into the Bicentennial College, which will study the history and culture of the Philadelphia area during the colonial and revolutionary periods. The College will use the facilities and resources of the University and other institutions in the area such as The Library Company of Philadelphia and the Pennsylvania Historical Society. It will offer lectures, seminars, and tutoring programs to undergraduates and also provide programs for the public. The Director of the Bicentennial College is Emeritus Benjamin Franklin Professor Thomas Cochran; coordinators are Professors Richard Dunn and Murray Murphey. The program is underwritten by a grant from the National Endowment for the Humanities, and will begin in the fall of 1975.

EDUCATIONAL LIVING PATTERNS

In January of 1973 the Development Commission wrote "there is a growing recognition at Pennsylvania that the enterprise of learning can be conducted outside the classroom and libraries in ways that support and supplement classroom experience." Such learning has since been recognized more broadly. Many faculty members working with the emerging collegiate system in the University's residences are actively involved in student life, contributing more effectively to the intellectual and social development of their students. Students for their part continue to seek what they consider to be the prerogatives of a private university: instruction in small groups, informal as well as formal contacts with the faculty, and access to effective advising by the faculty.

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.

These recommendations are being implemented. In October 1973, the Trustees accepted the principle that the University convert all of its low-rise residences into College Houses. (The recommendation that each house be specifically organized around an "educational theme," however, was rejected in favor of allowing most houses to evolve their own character, both social and academic.)

In January 1974, the Provost appointed a Task Force on Quadrangle Development co-chaired by Professor Morris Mendelson and Director of Residential Programs Margo Marshall. The task force was charged with the conversion of part or all

of the Quadrangle into College Houses. The task force had dual and complementary responsibilities of building and program development. The architectural firm of Davis, Brody and Associates was retained to develop preliminary plans for the rehabilitation of the Quadrangle and its conversion into College Houses. These plans were presented to the Trustees in October 1974. The development of the collegiate system at Pennsylvania will be an important part of the development drive.

The collegiate program in Hill House continues to grow, although there are severe limitations imposed on the house by its physical structure. Davis, Brody, and a small planning group led by Professor Peter Conn, Master of Hill House, are attempting to overcome these limitations.

The requirements of the other College Houses are being assessed by Mrs. Marshall and the Council of Masters as a part of a continuous effort to develop the collegiate system at Pennsylvania. The evaluation and refinement of the educational programs offered by college houses will be administered through the Office of the Provost.

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

This recommendation is being implemented. Construction of a rathskeller in Houston Hall began in January of 1974, and the physical work has been completed. As soon as a beer and wine license has been issued by the Commonwealth of Pennsylvania. The rathskeller will be open to the University community. It occupies some 880 square feet along the north side of the basement corridor between the barber shop and the east stairwell.

Other renovations of Houston Hall have gone through extensive preliminary planning and cost analysis, and will be made an important item in the forthcoming development drive.

ENDOWED PROFESSORSHIPS

31. That specific plans and proposals be made for developing some of the proposed endowed chairs (perhaps 16) and different styles for the purpose of creating new teaching capabilities where they need it most.

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

75. That endowed professorships serve both in outstanding scholarship and outstanding teaching, but they also serve to encourage innovation in both education 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 we do 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 developing programs.

77. That we specifically seek to make available resource money for our endowed professorships and other professors as well, through a fund raising program for named endowment funds.

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.

These recommendations are being built into the development drive. The policy guidelines enunciated in recommendations #75 and #76 are recognized to be sound, and are generally in accord with the policy of the University. The development drive will focus here largely on the raising of funds for named endowed professorships. Plans for endowed instructorships have a lower priority.

INTERINSTITUTIONAL COOPERATION

The University of Pennsylvania, as one of the few national universities in the United States, has long been conscious of its unique position to foster scholarly interchange across national boundaries, as well as within the United States, particularly in the Northeast Corridor and in the Delaware Valley.

Since the report of the Development Commission was issued there have been several opportunities to explore cooperative arrangements with our peer institutions. Joint faculty appointments, student exchange, cooperative research programs, and greater sharing of library resources are among the proposals under discussion.

The Development Commission urged that Pennsylvania continue to play "an important role in the internationalization of learning" and act as "a bulwark against provincialism in America." It reaffirmed that international exchange was an important part of the mission of the University, and it recommended:

69. That an Office of International Affairs headed by a Director be established reporting directly to the Provost.

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.

These recommendations are being implemented. Professor Richard Lambert, who has been our Coordinator of International Studies, will be asked to broaden this coordinating role. Preliminary plans call for the inclusion of such activities as international travel scholarships, study abroad, international faculty and student exchanges, advising of foreign students and faculty, English for foreign students, federal and foundation grants for international programs, and liaison with the international programs of other universities.

70. That the 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.

This recommendation has been made policy. Since the report of the Development Commission, opportunities for international exchange programs have been actively pursued. Discussions were begun in December 1974 with Sir Hugh Robson, Principal of the University of Edinburgh, in anticipation of a major program of faculty and student exchange between the two universities. An agreement on principles was drafted; details on program implementation will now be discussed at the two Universities. An agreement between the University of Pennsylvania and the seven

institutions of higher learning in Israel was signed in November 1974 providing for an exchange of faculty and students in as yet an undetermined number of programs. These efforts are in addition to our on-going exchanges with universities in Iran, Japan, and elsewhere.

A number of programs for exchange in particular areas have already been implemented. Under agreement with Columbia University our students may go to Paris and live at Reid Hall, a Columbia-owned residence, where they pursue a program of French language and culture. At present five to ten students per year participate. Through an arrangement with the City University of New York, Penn students participate in a similar program in Spanish language and literature at the University of Seville. A third program in Arab language study is available to our students at the Institute Bourguiba in Tunisia. This program is conducted under the auspices of the University of Utah.

The College of Engineering and Applied Science and the Wharton School have concluded agreements with the Institute of Technology at Compiegne. The Wharton School also has an exchange program with the London Graduate School of Business in England, and the Engineering school is developing an exchange agreement with the University at L'Aquila in Italy. These agreements provide for our students to study at these institutions in programs that complement and enrich the offerings here.

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

This recommendation has proved unnecessary. While it is important to develop domestic exchange programs with neighboring institutions (and we are doing so), the Academic Planning Committee, many of the deans, and the Provost have concluded that such an office is premature.

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.

These recommendations have been integrated into the implementation of other recommendations. The goals of recommendations #67 and #68 will be realized in part through funds sought in support of one or more of the major inter-institutional ties (e.g., Pennsylvania-Edinburgh) and in part through funds to increase scholarships and *graduate fellowships generally*. Endowment funds restricted to student travel and study abroad will, of course, be welcome, but will not be sought in such a way as to displace funds for other more desirable or less restricted uses.

II. Academic Planning: Fiscal and Administrative Reviews

In 1973 the Development Commission reported that "like all private universities, the University of Pennsylvania has found expenses rising more rapidly than income." That which was true in January of 1973 is all the more true in January 1975. After a balanced budget in 1972-73 and a small deficit in 1973-74, the University faces the prospects of new and substantial deficits. Since we will likely face this problem for a few years at least, the University must exercise prudent fiscal control.

The greater accountability and control over both income and expense as well as better allocation of scarce resources have been strengthened with the establishment of responsibility center budgeting. This system, in which schools consider both income and expenditures, is coordinated with academic and administrative review so that we may conserve our resources,

cultivate the best and the strongest parts of the University, and raise the overall quality of the institution.

ADMINISTRATIVE REVIEW

In addition to the establishment of the responsibility center budget system, the Development Commission requested that administrative reviews begin immediately in several of the "indirect cost centers," or support service areas.

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.

This recommendation has been made policy. Several essential functions have been analyzed and revised.

Comptroller's Office: staff upgraded, responsibilities redefined.

Dining Service: management of service contracted out, staffing levels revised.

Payroll: present system bolstered to provide service until new, more efficient payroll/personnel system is installed next year.

Personnel: functions reorganized to meet increased demands for employee services.

Publication Service: Printing Office closed, new publications office created which provides broader and less expensive services to campus.

Research Administration: reports improved in format and substance.

Treasurer: collection management improved.

University Press: smaller, more efficient operation has been established.

Other key functions have been or are being studied with recommendations either under review or pending:

Building and Grounds: University-wide energy conservation program being adopted.

University Hospitals: all management systems and procedures are now being reviewed by the Executive Director of University Hospitals.

11. That a regular subcommittee of the Budget Committee, with the help of outside consultants where needed, continually monitor and advise on general administration and general expense.

This recommendation has been made policy. A subcommittee of the University has been formed that is charged with the monitoring of indirect costs—e.g., general administration, general expense, student services, recreation, libraries. This subcommittee under the present leadership of Professor Paul Taubman has reviewed the administration and expense of such operations as purchasing, investments, and computer usage. Recommendations developed from those reviews have been submitted to the University Budget Committee for action.

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

This recommendation has been followed and some combined activities implemented. University officers continue to explore the possibilities of cooperation with other institutions. Exploration with Drexel has yielded a joint bus program to serve members of both schools and a hot-line between the two security forces. The Hospital of the University of Pennsylvania shares the Tri-Institutional Nursing Facility with Children's Hospital of Philadelphia and Philadelphia General Hospital and a loading dock with Children's Hospital. HUP, Graduate Hospital and other hospitals also operate a joint laundry. UNI-COLL, the computing consortium, is now providing academic and administrative computing at our university, Drexel, and other institutions in the region.

94. That the Provost immediately designate an administrative mechanism for handling individual proposals calling upon individual 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.

This recommendation has been implemented. Planning proposals from departments and institutes have been received by the Office of the Provost and reviewed by the Associate Provost for Academic Planning. During the past two years about fifty proposals have been so processed.

CALENDAR

87. That the Council of Academic Deans review the issues involved and come to a decision about a synchronized calendar for the whole University for the end of this academic year.

This recommendation is not yet fully implemented. The questions about a synchronized calendar were referred to a task force appointed by the Steering Committee of the Council and chaired by Dean R. Jean Brownlee. Although the task force recommendations for a revised fall calendar were not adopted, almost all overlap of calendars among the schools has been eliminated so that it is now possible for students to take courses in different schools without conflict.

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.

This recommendation is being implemented. Upon recommendation of the Steering Committee of Council, a Year-Round Calendar Committee has been appointed, chaired by Professor Richard C. Clelland. Its task is to evaluate the academic and financial benefits and costs of a trimester academic year, particularly its effect on enrollment, faculty work loads and salaries, student services, and the quality and structure of programs of study.

FISCAL MATTERS

1. That net auxiliary enterprise costs must be eliminated.

This recommendation has been made policy. Auxiliary enterprises are in the process of becoming self-sufficient, but current economic problems are making this a slower process than we had hoped. Costs and income of auxiliary enterprises continue to be carefully monitored, and self sufficiency remains the goal for each.

2. That any school whose income in fiscal 1973 is less than direct cost, receive three years in which to equalize them.

This recommendation has been made a policy to be realized by fiscal 1977. The University Council has recommended that at the end of the allotted period schools failing to meet their targets be required to justify any continuing subvention. If it has unusual excellence or makes an unusual contribution to the University, a given school should, under these circumstances, present a long-range plan of cost control for the evaluation by an appropriate group that will include faculty other than deans.

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 the targets for each coming fiscal year.

This recommendation has been made policy. All schools, if their income exceeds direct costs, are given general University support (subvention) to cover the difference between income and total costs. The President and the Provost, with the advice of the Academic Planning and Budget Committees, apportion general University income among responsibility centers in accord with the relative costs and priorities associated with each center. Implicit in the subvention setting process (that is, the distribution of general University support) are assumptions about income and expense targets which schools are expected to meet.

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

This recommendation has been made policy for the graduate and advanced professional schools; undergraduate schools, however, still maintain a common tuition.

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 socio-economic groups.

This recommendation has been made policy. The additional cost of aid for students in special categories is funded centrally.

9. That the total of indirect 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.

This recommendation was adopted but has since been superseded by more specific guidelines for the determination of indirect costs. Present policy requires that we effect maximum economies in all indirect cost centers and general administration. A single percentage of direct costs proved to be of little value in recommending appropriate levels of expenditures for the individual cost areas. The costs of some indirect cost centers (e.g. student services) have actually declined in relation to total direct costs. Others (e.g. plant operations) have increased because of an extraordinary increase in utility costs that is far larger than increases in direct costs.

4. That a direct cost deficit in any clinical facility must be met by the school for which that facility exists.

This recommendation remains a basic aspiration but has not yet been possible to implement for the University hospitals.

UNIVERSITY HOSPITALS

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

In lieu of a task force, the Vice President for Health Affairs and the Executive Director of University Hospitals have prepared the relevant studies and recommendations. Action will be taken by the spring 1975 meeting of the Trustees.

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.

This recommendation has been made policy. The monitoring of the financial problems posed by the two University-owned hospitals has been and will continue to be one of the primary responsibilities of the Trustees' Health Affairs Committee and its subcommittees on Finance and Patient Services. The parent committee, chaired by Mr. Samuel Ballam, and the subcommittees chaired by Messrs. Paul Miller and K. Robert Conrad, works closely with the Vice President for Health Affairs

and the Executive Director of the University Hospitals, who now directs operations of both the University and Graduate Hospitals. In addition, proposals for new programs significantly affecting the services and/or fiscal operations of the hospitals are presented to the Health Affairs Committee for approval. Recommendations to substantially curtail our health care facilities or programs will be taken to the Health Affairs Committee and the full Board of Trustees. (See recommendation #5 above.)

ACADEMIC DEVELOPMENT FUND

12. That real savings to the University after payment of all expenses be placed in an Academic Development Fund the new 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.

The recommendation has been partially implemented. The academic development funds have been established (see recommendation #13 below). Instead of appointing an Academic Development Board, the President and Provost have relied on existing advisory and deliberative bodies such as the Committee on Faculty Reinvestment, the Budget Committee, the Academic Planning Committee, and the Committee on Minority Recruitment for advice on the use of such funds.

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% of their direct costs in order to make up the difference.

This recommendation has been partially implemented. A contingency fund of at least \$1.5 million is established at the start of the budget planning cycle to compensate for income shortfalls and unavoidable expenditure increases as well as to provide an Academic Development Fund for use during the budget year. Due to financial pressures, funds remaining for academic development did not reach the anticipated level in fiscal year 1973-74. However, our aim is to provide for an Academic Development Fund for fiscal 1976. (It should be noted that a number of schools now pay for more than 100% of their direct costs.)

14. That perhaps 10% of the Academic Development Fund be permitted to be allocated for student aid.

This recommendation does not fit our method of budgeting financial aid. Funds necessary to support present financial aid have been recommended by the Budget Committee and allocated centrally, prior to the establishment of contingency or academic development funds.

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 part reports on this subject and should offer necessary staff assistance.

This recommendation was implemented. A task force was appointed under the Chairmanship of Professor Philip G. Mechanick and submitted its report to the President, who forwarded it to the University Council where it has been received. Following its recommendations, the Director of Intercollegiate Athletics now reports to the Provost, provisions for women's intercollegiate athletics have been considerably expanded, and ways to increase income are being explored. The task force did not offer any recommendation on the optimum size and cost of the program.

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.

This recommendation was implemented. The costs of intercollegiate athletic activities and programs have been maintained at a constant level or reduced. Funding has been generally consistent, resulting, in a time of inflation, in real expenditure cutbacks.

17. That the Department of Intercollegiate Athletics 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.

This recommendation has been made policy. There have been some modest successes in producing increased income through charges for football and soccer books and increased gate fees.

18. That two-and-one-half percent of the salary budget of the Department of Intercollegiate Athletics be transferred to the Academic Development Fund. This percentage is in keeping with funds generated by academic programs.

This recommendation was not implemented. The Academic Development Fund was created not by assessment of the schools and responsibility centers, but rather established at the outset of each budget cycle through the mechanisms suggested in recommendation #13 (i.e. schools are required to meet more than 100% of their direct costs). The subvention of the Department of Intercollegiate Athletics has decreased slightly since 1972-73 even in the face of increased costs and expanded programs in recreation and women's intercollegiate athletics.

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

This recommendation was not implemented. Rather than cut existing budgets, the Provost chose to use the Academic Development Fund to provide the monies needed to support the first stages of implementation of the Black Presence proposals (see page XI.)

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 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 has been made policy. Planning for the admission of the class of 1978 was made under these guidelines. Projections for the fall of 1974 were developed by the office of the Vice Provost for Undergraduate Studies with the advice of the Dean of Admissions and the Director of Financial Aid, and with the approval of the Council Committee on Undergraduate Admissions and Financial Aid. It is anticipated that data collection procedures will be refined for next year, and that projections can be made by November of 1975 for students entering in September 1976.

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

This recommendation is now policy. The recruitment and admission of transfer students is a major goal of the Admissions Office. Transfer students are expected to have assumed by the time of their graduation a burden of loans equal to that which they would have assumed had they been at the University of Pennsylvania for the full four years.

FACULTY MOBILITY

21. That immediate steps be taken to render voluntary early retirement an acceptable financial possibility.

This recommendation has been implemented. A voluntary early retirement plan has been established for all tenured faculty of the University whose mandatory retirement ages are now 68 or 70. This plan provides supplemental retirement benefits between the time of early retirement (as early as age 65) and the time of mandatory retirement. This plan is based on recommendations of a Senate special subcommittee on early retirement chaired by Professor Robert Summers.

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.

This recommendation has been made policy for all faculty appointed after June 30, 1974. In addition, the retirement age for administrative (A-1) staff was lowered to age 65 for new appointments (after June 30, 1974), effective immediately, and for present staff (appointed prior to June 30, 1974), effective over a 5-year period of phased implementation. In accord with previously established policy, academic administrators continue to relinquish their administrative posts at age 65.

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.

This recommendation describes the general current policy of departments and schools. All schools have become aware of the need to maintain the capacity to make junior appointments. All appointments to tenured positions require special justification that takes into account the merits of the appointment and the age and tenure profile of the department.

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.

This recommended procedure has not been adopted. The recommendation was originally intended to speed up the process of appointments and promotion and to insure outside consultation. Satisfactory speeding-up of the process has been achieved by other means. New policies are being developed to assure the highest possible level of review of tenure decisions, using outside panels and other means.

25. That an appropriate Senate committee be asked to consider whether fully affiliated faculty members should be permitted to serve without tenure for a total of nine years.

This recommendation has been implemented in the health schools for clinical faculty only. The Senate Subcommittee on Tenure reviewed this question under the chairmanship of Professor Maria Z. Brooks (*Almanac*, October 16, 1973, amendments, October 30, 1973, Senate approval November 28, 1973). The University Council adopted a provision for a probationary period of a maximum of ten years for faculty members having very substantial clinical duties in the schools of Medicine, Veterinary Medicine, and Dental Medicine. A further provision was adopted allowing promotion to the rank of Associate Professor without tenure for faculty members during the ten year probationary period, but specifying that their maximum total service in that rank without tenure must not exceed five years.

III. Tools for Scholarship and Learning

Our libraries, museum, computer facilities and audio-visual teaching devices, as well as interdisciplinary centers and institutes are important both for the scholarly activities of the faculty and for the education of the students. The Development Commission emphasized their potential value and emphasized as well the need for careful planning and evaluation of new teaching technologies.

CENTERS AND INSTITUTES

50. That centers, institutes, and the Museum be subject to the same kind of periodic academic review as departments and schools.

This recommendation has been made policy. Such academic review is the responsibility of the Vice Provost for Graduate Studies and Research.

51. That faculty members from centers or institutes have bona fide appointments in departments or schools and contribute to teaching.

This recommendation has been made policy.

52. That centers and institutes operate within the same kind of fiscal constraints as departments and schools and not become financial liabilities to the University.

This recommendation has been made policy.

LIBRARY

82. That a library technology fund be established with a capital sum of \$3.5 million, yielding about \$175,000 a year.

83. That a selective book acquisition fund be established with a capital sum of \$14.5 million yielding about \$725,000 a year for the development of collections.

These recommendations await implementation. Development plans currently include provisions for endowment funds to support recommendations #82 and #83. The level of eventual funding, of course, will depend on the success of the University's fund raising efforts generally. Last year's 50th reunion class was encouraged to devote its class gift to library accessions, and the total amount of gifts and pledges have gone into an endowment fund for this purpose.

84. That a study be made of how to obtain a satisfactory student study and reserve book center on the campus.

The study recommendation was superseded by direct action. The Director of Libraries recommended that the study proposal be withdrawn in favor of a simpler, less expensive plan not requiring endowment funding to accomplish the same ends. His alternate plan was approved and implemented in 1974. It included expansion and improvement of existing study spaces in the Van Pelt-Dietrich complex; refurbishment and carpeting of the Rosengarten Library; the addition of a large new carpeted reading room and a new snack lounge facility on the main floor of Dietrich; and the painting and renovation of a number of seminar rooms and other reading areas in the stacks.

85. That studies be made of the feasibility of combining separate departmental and school libraries in related areas.

The recommended study was made, but consolidation found not wise at this time. The Director of Libraries assessed the feasibility of a combined engineering-physical sciences library and a biomedical library and concluded: (1) that the mergers would not yield significant savings in operational costs, and (2) that there exists little or no support from the library committees or individuals concerned for the mergers.

COMPUTER AIDS

53. That a center for the technical enhancement of academic programs be established under an endowed professor with eight to ten postdoctoral fellows and one endowed professor.

This recommendation has not been implemented.

86. That an audio-visual resources center be established to be responsive to the Provost.

This recommendation has not yet been implemented. Jerome Rauch, Librarian of the Medical School Library, coordinates an effort to develop practical proposals in this area.

IV. The Changing Membership of the University

The University of Pennsylvania is committed to an effort to achieve better representation of minorities and women in its faculty, student body, and administration and to provide academic programs, counseling facilities, and role models for female and minority-group students.

We report progress, but there remains much to do. For example, we recognize the need to provide educational programs for people who at an earlier date interrupted their education or were unable to enroll in a traditional college because of economic factors, as well as for those who have the time and desire for educational enrichment.

WOMEN'S PRESENCE

No separate proposals were made earlier on this topic. However, four basic areas have been identified where planning is needed: 1) *Counseling*, particularly career advising for women at both the undergraduate, and graduate/professional levels to enable them

to take advantage of the increasing opportunities open to them; 2) *Academic Programs*, including courses about women through traditional departments and disciplines as well as through a Women's Studies program and special interdisciplinary offerings; 3) *Role Models*, of women in the higher ranks of both faculty and administration; and 4) *Continuing Education*, recognizing the special needs of women who have interrupted or deferred much or even all of their higher education for work or child raising.

The University should place a high priority on such planning. We should be mindful of the need to fulfill both the letter and spirit of our Affirmative Action Plan, which has recently been accepted by the Department of Health, Education and Welfare. In planning the operations of the Faculty of Arts and Sciences we will take great care to preserve the strong College for Women traditions of sensitive advising for women.

The President, Provost, and the Deans plan to take leadership roles in implementing these aspirations.

BLACK PRESENCE

Special efforts to attract Black and other minority students have been achieved in part through increased attention from one admissions office and increased amounts of University funds for financial aid. In 1973-74 more than 600 Black undergraduates comprised nearly 8% of the total undergraduate student body, and some 338 Black graduate students comprised nearly 4% of the graduate and advanced professional student body. Although student populations are beginning to reflect a significant Black Presence, similar presence on the faculty has not yet been realized. In 1974 there were 26 Black faculty in a full time University faculty body of 1700—or less than 2% of the total faculty.

The Provost has also established a Black Presence Steering Committee which he chairs and for which Assistant to the Provost William Adams, serves as liaison. This committee advises the Provost in the formulation of specific procedures in support of a stronger and more valuable (to all members of the University community) Black Presence. The Development Commission's Black Presence recommendations were the following:

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

This recommendation has been implemented. The University's Affirmative Action Program was officially accepted by the Department of Health, Education and Welfare in November 1974, and we are proud that it is the first plan in H.E.W. Region III to be accepted. The program now constitutes a normal part of the University's procedures for hiring staff and for the appointment and promotion of faculty.

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

This recommendation has been implemented and continues to evolve. Professor Robert Engs was chairman of a committee on minority faculty recruitment during 1973-74. This year Dr. James Davis, Executive Assistant to the Provost, is coordinating this effort with the help of Professor Houston Baker, Director of Afro-American Studies. Although extensive time released from other academic responsibilities has not proven to be in the best interest of the faculty chairman, secretarial and other support has been provided. A faculty committee will work with Dr. Davis and Professor Baker.

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

This recommendation was implemented in a revised form. A program for providing up to one-half support for certain minority faculty appointments was begun in 1973-74 and necessary funds were made available. Funds will continue to be provided through the Provost's reallocation and academic development funds.

44. That funds be provided for better staffing and equipping our Admissions Office to solve immediate problems in Black admissions and permit research into significant longer-term questions of admissions policy and procedures in general.

This recommendation has been partially implemented. Additional funds were made available for minority admissions in 1972-73 and 1973-74. These funds supported extra recruiting that yielded applicants and matriculants of higher academic qualifications than ever before. For example, twelve Black freshmen were Benjamin Franklin Scholars where only one was the year before.

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.

This recommendation is not yet fully implemented. However, the Afro-American Studies Program received new impetus with the appointment of Professor Houston Baker as its Director. He has organized the faculty and courses available at the University in Afro-American Studies and has supplemented these with his own courses, seminars and symposia. Plans for minority faculty recruitment will strengthen the program even further during the next year.

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.

This recommendation has not yet been implemented. The idea of an institute of Afro-American studies is currently being considered as part of a broader minorities graduate program that is being prepared as a proposal for foundation support. Several other ideas are being discussed and explored in this vein, although as yet no concrete conclusions have been formed.

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-freshmen summer to graduate studies.

This recommendation has been partially implemented. A special Supportive Services Program for Minority students, particularly those for Black undergraduates, has been the subject of extensive discussions this year. Plans are underway to strengthen some programs that already exist and to develop several new programs where possible. One aspect of the new programs will be an effort to establish special advising units in all of the undergraduate schools. We have had some assistance through the Commonwealth of Pennsylvania under the provisions of Act 101 and we intend to apply for these funds again this year. These funds will provide the Division of Student Affairs with resources in special services for disadvantaged students who are Pennsylvania residents. Additional funds have been provided from University resources to augment the State funding and to aid in providing services for disadvantaged students who are not residents of the Commonwealth.

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

This has been partially implemented. The Morgan State College-University of Pennsylvania Cooperative Project enjoyed some increased measure of success last year, particularly in student and faculty exchange. A 3-2 engineering program with the Moore School of Electrical Engineering has received the approval of the Moore School faculty, and awaits students from Morgan State. At present the University plans to continue its level of funding \$20,000 to the project. Other plans are being studied which might broaden the Morgan-Penn relationship to include Lincoln University and perhaps other schools as well.

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.

This recommendation for funding has not been used. Special programs in support of the Black Presence goals will continue to be funded through the regular University budgetary processes.

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.

These recommendations were considered by a University-wide task force whose subsequent recommendations are being refined and implemented by the Provost's Office. Last spring, a task force chaired by Professor Werner Gundersheimer reported on its agreement and disagreement with the Development Commission recommendations, and it especially supported the need for improved advising and for integration of the part-time student more fully into University life.

Building upon the work of the Gundersheimer task force, the Provost's Office named a work group under the direction of Donald M. Stewart which has identified strong programs in continuing education in several of the responsibility centers, usually with a professional orientation that varies from one center to another. In order to coordinate continuing education programs so that they can be increased and improved generally—but not made so uniform as to disable the power of individual programs of the various centers—the work group expects to recommend a strong central Coordinating Council under the Provost, charged to facilitate ongoing efforts and expand the provision of continuing education throughout the University. Adjustment of the role of the College of General Studies and Continuing Education Program to the responsibility centers systems in general, and to the creation of Faculty of Arts and Sciences in particular, will be a major assignment of the proposed Council.

V. Arts and the Environment at the University

THE ARTS

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.

This recommendation has been implemented. In the fall of 1973 the President and the Provost established a Council on the Performing Arts. Its function was primarily to maintain an overview of the performing arts on the campus and to advise on both extracurricular and academic activities. Since its inception, this council has seen as its first task the gathering of information which is pertinent to the performing arts on campus and to their needs, programs, problems, and the directions in which they are moving. The Council, chaired in 1973-74 by Humphrey Tonkin, Vice Provost for Undergraduate Studies, is now chaired by Professor Alfred Rieber. It is composed of members drawn from throughout the University.

An interim report was issued by the Council in March of 1974 and is available in the Office of the Vice Provost for Undergraduate Studies.

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.

This recommendation has not yet been implemented. Though the recommendation has been debated by both the University Council and the Council on the Performing Arts, neither group has issued any advice or recommendations for its implementation.

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

This recommendation has been implemented. A joint College-Annenberg committee was established by Deans Stephens and Gerbner to recommend a theater major for College students. The report of this committee is now before the F.A.S. and Annenberg faculties. (In addition, Deans Gregorian and Gerbner have established a joint committee chaired by Professor Sol Worth to explore and recommend a communications major for F.A.S. undergraduates.)

THE VISUAL ENVIRONMENT

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.

This recommendation is being implemented. A Board of Design Consultants is being organized to provide advice on matters concerning the physical development of the campus. In addition, a Committee on the Visual Environment has been established to advise the University on how to meet the requirement of the Redevelopment Authority of Philadelphia to spend one percent of project costs on landscaping and works of art. A number of major works acquired under this provision are being installed this year.

90. That the President appoint a Council on the Visual Arts to coordinate, program and promote the University's knowledge of and interest in the visual arts.

This recommendation has not been implemented. The council may be established in conjunction with the reorganization of the Division of Student Affairs and the office of the Vice Provost for Undergraduate Studies now underway. We are also exploring whether the Council on the Performing Arts, established last year, might broaden its purview to include the visual arts as well.