

Almanac

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WHO: THE TRUSTEES...

WHAT: ANNOUNCE A FIVE-YEAR CAMPAIGN...

WHEN: ON FRIDAY, OCTOBER 3, AT 2:30 P.M...

WHERE: IN ZELLERBACH THEATRE, THE ANNENBERG CENTER...

WHY: TO FUND THE PROGRAM FOR THE 'EIGHTIES IN ONE UNIVERSITY

The University will launch a five-year development campaign—expected to be the largest in Penn's history—on Friday, October 3 with a leadership conference that comes on the second day of the Trustees' two-day General Meeting.

The key session, a Trustees' meeting at 2:30 p.m. Friday in Zellerbach Theatre, is open to all members of the University community. The amount of the campaign's "nucleus fund," its total dollar goal and specific program objectives will be announced then.

Earlier there will be a morning briefing for Trustees and invited faculty, administrators, students and alumni on the analyses and planning which led to campaign decisions.

The campaign announcement stems from a June 6, 1975 resolution:

RESOLVED, That the Trustees affirm their commitment to a major development program over the next five years, with a dollar goal of inspirational size, to support specific academic programs and projects of the highest priority, and to place the University's fiscal structure on firmer, higher ground; and be it further

RESOLVED, That the administration be directed to proceed with preparations for public announcement of details of the total program on October 3, 1975, subject to the approval of the Trustees at that time.

That resolution and the forthcoming campaign announcement are the culmination of academic planning that began with the appointment of the Development Commission almost four years ago and the publication of its recommendations for realizing the goal of One University in its 1973 Development Commission Report.

MORNING SESSION

The invitational session gets underway at 10 a.m. in the Fine Arts Building with opening remarks by Chairman of the Trustees Donald T. Regan, who will call upon Provost Eliot Stellar to identify academic needs and opportunities and upon Associate Provost for Academic Planning John Hobstetter to outline the University's academic programs for the 1980's.

Penn's academic future is placed in a larger context when Dr. John Knowles, president of the Rockefeller Foundation, discusses current national and international issues affecting higher education.

The focus shifts to economic matters with a report on the University's financial status by Vice-Chairman of the Trustees

Robert G. Dunlop, and a luncheon address on the anticipated national economic climate during the five-year campaign period by Dr. F. Gerard Adams, professor of economics and director of Penn's Economic Research Unit.

OPEN MEETING

The campaign resolution—for the first time specifying a dollar goal—will be introduced for formal action by Trustee Bernard G. Segal, Esq., when the Trustees reconvene in open session at Zellerbach. Following action, the campaign's "nucleus fund" (dollar commitments to date by Trustees and other donors) will be announced by Chairman Regan; a presentation of the campaign's organization plan and its committee chairmen will then be given by Trustee John Eckman. After President Martin Meyerson's discussion of specific program objectives and advance gifts; Pennsylvania Secretary of Education John C. Pittenger's outline of the University's role in the Commonwealth's system of higher education; and concluding remarks by Thomas S. Gates, chairman of the Executive Board of the Trustees, the group will adjourn to a reception in the Annenberg Center lobby.

Ed Note: Zellerbach Theater seats 900, and 450 places are held for Trustees, invited observers and press. The remaining seats are available to members of the University community—faculty, staff and students—on a first-come, first served basis.

CALENDAR: UNDER STUDY

A study group appointed by Provost Eliot Stellar after the September Council meeting (where a majority voted to recommend rescinding the "energy calendar") is completing its analysis this week of costs and other factors involved in rescission or other alternatives for the spring term.

The Provost is expected to announce a decision shortly after receiving their report. The study group is comprised of three faculty members—Dr. Ezra Krendel, chairman of the University Advisory Committee on Energy Conservation; Senate Chairman Dr. Ralph Amado; and Dr. Herbert Callen, professor of physics and member of Council—plus Vice-President for Operational Services Fred Shabel and two students, Chairman Michael Hanion and Vice-Chairman Jerry Marcus of the Undergraduate Assembly.

The President was desired to employ a Workman to have under the Eave of the Academy, and to do every thing necessary for the Reparation of the Foundation and Walls.

The Shop where the Charity School is kept being out of Repair, the President and D. Shippen are desired to get it repaired as soon as possible.

M^r Potts, M^r Pears, M^r Redman & M^r Cross are appointed a Committee to consider Ways and Means to support the Institution and to bring in their Report.

M^r Agnew was unanimously chosen Master of the Charity School.

THE MORE THINGS CHANGE ...

A passage from the *Minutes of the Trustees of the College, Academy and Charitable Schools** that became the University shows part of what occupied those twenty-four Principal Gentlemen of the Province, including the familiar assignment to "consider Ways and Means to support the Institution."

Some of their duties were more colorful: elsewhere Mr. Franklin is desired to agree with one Mr. Potts about some iron chimney-plates that "contribute much too warming the Rooms" (a fair gesture to students who paid a "rateable share of the Expence of firing in the Winter Season"), but nobody agrees with the "Person supposed to be well-skilled in Clock-Work" when he gives his Opinion that the Cost of a Clock for the tower will be Eighty Pounds! Mr. Franklin must shop around by writing to New York. The Trustees personally search out "Gentlemen capable of teaching" and negotiate contracts with them, sometimes at less than the Cost of a Clock. . .reprimand and eventually give notice to one who persists in leaving school at eleven o' clock and again at four. . .and dismiss a custodian already "admonished divers times on account of his intemperate Drinking of strong Liquors." They record for posterity their dismay at the penmanship of the Latin scholars.

Each Trustee is fined a shilling if he misses a meeting, and must be replaced immediately if he "shall remove his Habitation far from the City of Philadelphia, reside beyond Sea, or dye"—else no business can be conducted.

As the minutes progress through the years, less is said of treating with Workmen, and more of faculty selection (where character counts) and the creation of new instructional programs—usually proposed by the capable Gentlemen teaching here. Running throughout is the meticulous accounting of funds received, borrowed, invested or spent—and gracious thanks to the school's givers large and small, for "the Donations of all Persons inclined to encourage it are to be cheerfully and thankfully accepted."

*Volume I—1749 to 1768 of a facsimile edition with an introduction by Dr. Neda M. Westlake, librarian of the Rare Book Division here, available at \$55 from the publisher, Scholarly Resources Inc., 1508 Pennsylvania Avenue, Wilmington, Del.

THE TRUSTEES TODAY

The following description of the Trustees, based upon a section in The University of Pennsylvania, An Organizational Sketch (October 1974) has been revised by Stephen Burbank, University Attorney, and William Owen, Secretary of the Corporation,

The Trustees of the University, as the governing body, are the ultimate legal authority for most decisions affecting the University. They are statutorily empowered to appoint the President, the Provost, the Vice-Presidents, the Secretary of the Corporation, the Treasurer, the Comptroller and the General Counsel. Most faculty and many senior administrative appointments are approved by the Trustees, and while each faculty may set prerequisites for admissions, regulations for instruction of students and requirements for the granting of degrees, these are

subject to such regulations and policies as the Trustees may prescribe.

The Trustees rarely initiate matters of academic policy but rather act as a "board of review" providing final approval for proposals emanating from the administration, faculty and students. Since the Trustees have financial responsibility for the institution, except with respect to investments, they must consider the impact of such proposals on the proper management of the assets of the University. Indeed, a very major function of the Trustees is that of fiscal management and fund raising. Pursuant to an amendment to the Statutes of the Corporation in June 1975, the University established an Investment Board, the members of which (a majority of whom must be Trustees) are elected by the Trustees at a stated meeting. The Investment Board has sole and complete responsibility for that part of the business and affairs of the University which relates to real or personal property held by the University as an investment (not including property held for operational purposes).

As currently constituted, there are 45 Trustees: three ex-officio Trustees—the Governor of the Commonwealth, the President of the University, the President of the General Alumni Society—ten Life Trustees and twenty Term Trustees who are elected by a majority of the Trustees holding office, ten Alumni Trustees who are elected on a regional basis by active alumni, and two young Alumni Trustees. The Term Trustees and the Alumni Trustees serve five-year terms. The young Alumni Trustee positions stem from a Report of the Task Force on University Governance. One is to be the recipient of an undergraduate degree, the other of a graduate or professional degree, such degrees to have been granted less than three years before standing for election. They serve a term of three years and are elected by recent graduates.

All Trustees retire at the age of 70; they may be elected Emeritus Trustee but without the right to vote. Vacancies in Life and Term Trustee memberships are filled through election by all the Trustees from candidates nominated to the Executive Board by a committee which is selected by the Chairman of the Trustees.

By a charter of the Corporation, the Governor of the Commonwealth is President of the Trustees, but in practice the presiding officer is a Chairman, elected annually by the Trustees from among themselves. The Trustees also elect annually from their number a Vice-Chairman and a Chairman of the Executive Board. In May of 1974, a major restructuring of the leadership of the Trustees occurred, resulting in the establishment of the Office of Chairman consisting of the Chairman, Vice-Chairman, and Chairman of the Executive Board. All three share major responsibilities formerly discharged by the single chairman.

The Trustees meet three times yearly for two days on the campus or elsewhere. The Executive Board meets at least five times a year. The Executive Board consists of the Chairman and Vice-Chairman of the Trustees, the Chairman of the Executive Board and such number of Trustees as the Trustees may by standing resolution determine; these additional members are nominated by the Chairman of the Board and the nominating committee and elected annually by the Trustees. The Executive Board numbers eleven at the present time. In addition to the President, the Provost, the Senior Vice-President for Management and the Secretary regularly attend meetings of the Executive Board and of the Trustees while other administrative officers of the University attend when necessary.

Much of the work of the Trustees is carried out by its standing committees. These are:

Alumni Affairs	Health Affairs
Corporate Responsibility	Honorary Degrees
Educational Policy	Nominating
Finance and Operations	Student Affairs
Government and Urban Relations	Development Policy

However, all final decisions are made by the Trustees, the Executive Board, or when appropriate, by the Investment Board.

TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA

Chairman of the Trustees:

Donald T. Regan, chairman and chief executive officer of Merrill Lynch & Co., Inc., New York.

Vice-Chairman of the Trustees:

Robert G. Dunlop, director of Sun Oil Company, St. Davids.

Chairman of the Executive Board of the Trustees:

Thomas S. Gates, director of J.P. Morgan & Co. Incorporated and Morgan Guaranty Trust Company of New York.

EMERITUS TRUSTEES

Dr. Detlev W. Bronk, president emeritus of The Rockefeller University, New York.

Orville H. Bullitt of Philadelphia.

Howard Butcher III, senior partner of Butcher & Singer, Philadelphia.

Paul J. Cupp, former chairman of the American Stores Company, Philadelphia.

Robert Dechert, Esq., of Philadelphia.

Walter F. O'Malley, chairman of the board of the Los Angeles Dodgers, Inc.

Richard S. Reynolds, Jr., chairman of Reynolds Aluminum, Reynolds Metals Company, Richmond, Va.

Sarkes Tarzian, president of Sarkes Tarzian, Inc., Bloomington, Ind.

Harold L. Zellerbach, director emeritus of Crown Zellerbach Corporation, San Francisco.

LIFE TRUSTEES

Henry M. Chance, II, chairman of United Engineers & Constructors, Inc., of Philadelphia.

John W. Eckman, president and chief executive officer of Rorer-Amchem, Inc. at Fort Washington.

Dr. Carl Kaysen, director of the Institute for Advanced Study at Princeton, N.J.

John A. Mayer, director of Mellon National Corporation and Mellon Bank, N.A., Pittsburgh.

Bernard G. Segal, Esq., chairman and senior partner of Schnader, Harrison, Segal & Lewis, Philadelphia.

Robert L. Trescher, Esq., managing partner of Montgomery, McCracken, Walker & Rhoads, Philadelphia.

The Hon. John H. Ware, 3rd, chairman and president of Penn Fuel Gas, Inc., Oxford.

TERM TRUSTEES

Gustave G. Amsterdam, Esq., chairman of the Bankers Securities Corporation, Philadelphia.

The Hon. Walter H. Annenberg of Radnor, former Ambassador to Great Britain.

Samuel H. Ballam, Jr., president and chief executive officer of The Fidelity Bank, Philadelphia.

Julian S. Bers, former president of Bers Metals Company, Jenkintown.

I. W. Burnham, II, chairman and chief executive officer of Drexel Burnham & Co. Incorporated, New York.

Dr. Gloria Twine Chisum, research psychologist at the U.S. Naval Air Development Center, Warminster.

Charles D. Dickey, Jr., chairman, president and chief executive officer of Scott Paper Company, Philadelphia.

Dr. F. Otto Haas, vice chairman of Rohm and Haas Company, Philadelphia.

The Hon. A. Leon Higginbotham, Jr., U.S. District Court Judge, Philadelphia.

Reginald H. Jones, chairman and chief executive officer of General Electric Company, Fairfield, Conn.

William J. Kennedy, III, president of North Carolina Mutual Life Insurance Company, Durham, N.C.

Robert P. Levy, chairman and president of Delaware River Terminal, Inc., Philadelphia.

C. B. McCoy, chairman of the Finance Committee of E. I. du Pont de Nemours and Company Inc., Wilmington, Del.

Paul F. Miller, Jr., president of Miller, Anderson and Sherrerd, Bala Cynwyd.

William D. Patterson, president of Patterson, Schwartz and Associates, Wilmington, Del.

Wesley A. Stanger, Jr., of New York, a corporate director.

Marietta Tree, partner of Llewelyn-Davies Associates, New York.

Jacqueline G. Wexler, president of Hunter College of the City University of New York.

Morton H. Wilner, Esq., senior partner of Wilner, Scheiner, and Greeley, Washington, D.C.

Charles S. Wolf, president and chief executive officer of York Container Company.

ALUMNI TRUSTEES

Robert P. Adler, president of Bic Pen Corporation, Milford, Conn.

George R. Burrell, Jr., Esq., associate of Goodis, Greenfield, Henry, Shaiman & Levin, Philadelphia.

Dr. Edgar Lee Dessen, a radiologist of Hazleton.

H. Samuel Greenawalt, Jr., executive vice president of Michigan National Bank of Detroit.

Warren S. Griffin, general agent of the National Life Insurance Company of Vermont, Atlanta.

Laureine Knight, student at New York University Law School.

Myron M. Mainthow, president of Coating Products Inc., Englewood, N.J.

Margaret R. Mainwaring of Phoenixville.

Anthony S. Minisi, Esq., partner of Wolf, Block, Schorr & Solis-Cohen, Philadelphia.

Ernest L. Whitney, assistant to the president of American Home Products Corp., New York.

William J. Zellerbach, president of Zellerbach Paper Company, San Francisco.

EX-OFFICIO TRUSTEES

The Governor of the Commonwealth:

The Hon. Milton J. Shapp

The President of the General Alumni Society:

McBee Butcher, general partner of Butcher & Singer, Philadelphia.

The President of the University:

Martin Meyerson

A typical two-day gathering of the Trustees has three main program elements: the working or information sessions of the committees, a stated meeting where final actions are taken in the presence of observers and informal luncheon or dinner speeches which often tell the Trustees about complex problems, academic innovations or emerging trends. The invited speaker may be a dean, a director of an academic support service or, as in the case of the June 5 luncheon speaker whose text appears below, a distinguished faculty member whose ideas extend beyond his own work to the state-of-his-art in the nation—and the state of Penn in that art. Dr. Chance is director of the Johnson Research Foundation and a recipient this year of the President's National Medal of Science.

Interdisciplinary Science in the Biomedical Area: The Ephemeral Nature of Excellence.

by Britton Chance

Resources unique to our University include the cluster of many professional schools about a top-notch basic science faculty on one central campus. With these resources on hand, one may justifiably raise the perennial question about the University of Pennsylvania: "Have we put it all together and made it work?" In some respects we have; in others there remains the challenge of the next decade. One of the great opportunities of a contemplated development drive could be to foster interdisciplinary activities, to develop new study areas and populate them with faculties of excellence.

Another impetus for interdisciplinary activity presses upon the most sensitive nerve of our medical center, funding through the National Institutes of Health. The past half-dozen years have seen the development of NIH's commitment towards research centers and program-project activities in categorical areas. We now have a comprehensive cancer center, a specialized center for lung research, neurology and neurosurgery centers, and others which are already in existence or emerging. Such centers are based on the idea that a multidisciplinary approach to problems in the biomedical area will lead to a faster generation of basic research results and to their more effective implementation in the clinical sciences. Not all of us are convinced that a given program will work as planned, and indeed one needs only to read the newspapers to learn of undercurrents of controversy in the support of cancer research centers. Nevertheless, these programs represent the largest sums of money yet made available for biomedical research, and if we fail to participate actively in them to our advantage, we will lose opportunities for academic excellence and for funding essential for our operations in the biomedical area. The question really is, "How can we best survive and achieve excellence in the highly competitive area of interdisciplinary science?"

It might be instructive to consider briefly one of the first, if not the very first, interdisciplinary science activity at the Medical Center. In 1929, Alfred Stengel, A. Newton Richards and Detlev Bronk convinced Eldridge Reeves Johnson of Victor Talking Machines that the application of physics to biomedical problems was a fertile field for the future, and one deserving of an endowment and a construction fund. Dr. Bronk laid the basis for the development of a unique interdisciplinary activity which in the course of its operation trained three of the four Nobel Laureates who have been students or faculty members at Penn, and has afforded chairmen and staff for medical departments of physiology, biochemistry and biophysics, and many related disciplines as well, all over the world. It constituted the first biophysics department in this country, and the first graduate group in biophysics, and this has evolved into a robust research-oriented faculty with a research grant income of nearly \$2,000,000

per year, and with teaching programs ranging from freshman seminars through undergraduate, medical and graduate teaching to the training of postdoctoral fellows. The Institute of Neurological Sciences has similarly grown and flourished under Dr. Louis Flexner and our Provost.

A legitimate offshoot of this concept has been proposed as a key part of the proposed University Development Program, namely, an Institute of Cell, Subcell and Membrane Biology, whose conglomerate title represents an emerging interface in interdisciplinary research—a new scientific frontier of biology, the membrane of cells and organelles—where structures are unknown and functions are vital to cell survival. All of immunology, much of oncology, and special problems in heart, brain, kidney, lung and liver reside in the various membranes of the cell and its subcellular organelles. This field is an obvious choice for future appreciation in intellectual value and research excellence. The Institute also proposes interdisciplinary teaching programs in cell biology in the medical curriculum, emphasizing the leading edge of basic science and its relation to medicine—an undervalued topic in the present curriculum. The Institute can be a central factor in improving our predoctoral training program, but most important, it can join with biology, chemistry, and physics better to teach undergraduate programs which will make available to our One University the excellence of the faculties of the various professional schools. Our President and Provost have succeeded in arousing the enthusiasm for this interdisciplinary activity of at least a dozen top-notch younger faculty members in the medical school, the biology division and the chemistry department. The planning for physical facilities and for faculty positions, especially endowed chairs, must be a key part of the essential administrative support for this activity.

A number of interdisciplinary activities have been remarkably successful in the medical area. The Pennsylvania Muscle Institute was awarded \$4,000,000 a couple of years ago, and this brought together scientists not just from Penn but from a number of nearby universities as well. Two other well-funded activities bring together a number of disciplines in studies of heart-lung problems, neurology, neurosurgery and reproductive biology; I am most familiar with these since both border closely upon my own favorite topic, how oxygen is used in tissue. Others focus on special areas such as the Bockus, Monell, Environmental Medicine, and the Genetics centers, and new forays into important areas such as neonatal studies and drugs and addiction are in the planning stage.

It is time to ask how this panorama of interdisciplinary activities will affect us: is it a monster created by National Institutes of Health to destroy us, to subvert us to their current whims—or does it present a challenging opportunity for us to

enhance our academic excellence and move into uncharted areas? I am positive that good can come from high-quality interdisciplinary research, and equally convinced that a low-grade research effort, monolithic or interdisciplinary, can be catastrophic.

The ephemeral nature of academic excellence is understood by few and rarely used to advantage even by those who understand it. The unusual environmental conditions that lead to excellence in interactive groups of adequate size are largely unrealized and at best but poorly sensed. Leadership is essential and requires recruiting from elsewhere or from recognized already-present faculty members of great growth potential—a universal management problem that is no different in academia. However, the encompassing structure is different, and it may be useful to point out some factors that cause excellence to blossom or wither. A group of five to ten faculty members is needed in modern interdisciplinary research to cover the range from basic physics through chemistry and biology to basic medical sciences and the clinical sciences. A University budget plus adequate space seem essential. I estimate that an endowment of \$2,000,000 would provide a starting growth medium for an interdisciplinary activity.

A growth factor of critical importance is the acceptance of interdisciplinary activities by the established teaching departments. At present, no interdisciplinary activity makes appointments to the faculty; the departments reserve the right to do this, sometimes maintaining that there is no need to create new excellence since they are already excellent themselves. This view, combined with the incestuous nature of academic committees, brings us to the realization that an academic revolution may be necessary in order to mount and excel in interdisciplinary activities even of minimum strength. An alternative is to constitute an interdisciplinary activity in an existing or in a new department. Indeed, Dr. Bronk showed the greatest wisdom and foresight in establishing a department of biophysics as well as the Johnson Foundation. The Genetics Center seems to follow this pattern.

Most important for interdisciplinary efforts is administrative input and enthusiasm. I believe we have this backing. The faculty must alter its complexion to mount effective interdisciplinary research; individuals must be recruited and others must be reoriented. A thoughtful balance of interdisciplinary research activities, of "ivory tower" research efforts, with the teaching obligations must be achieved. In a time of zero faculty growth imposed on us by economic stringencies, we should thoughtfully consider faculty replacements who have the ability to participate in building One University. If these conditions are met, I can predict both academic excellence and a high level of federal and private support in the biomedical area. Only in this way can the challenge of our times and the meaningful utilization of unique facilities be achieved. If we take up the challenge, the gains will be tremendous; if we do not, others will.

Yet excellence is a delicately balanced situation, one of inherent instability and ephemeral nature. Administrative goodwill may change to indifference, frontiers be breached and left behind, new study areas become obsolete ones, young vigorous leaders become complacent with old goals. In both departmental and interdisciplinary research activities, there is a time to burgeon and blossom, and a time to wither and die. Periodic evaluation, an incisive assessment of research accomplishments and of contributions to One University, may reveal vigor and vitality or incipient senescence. Just as much boldness and vision are needed for the termination of departmental and interdisciplinary activities as in initiating them. Thus, the recognition of senescence and the planting of seeds for a new growth cycle is a course of action which must be thoughtfully considered and used to our advantage, particularly at times when there seems to be a stasis in the development of our academic excellence. Even under financial stress, there can be no stasis; we have only properly to assess what we have to build on, recognize what we need, and use our own resources toward best advantage of our University goals.

The Climate for the Campaign

What is the state of the University and its funding environment as it prepares to launch the largest campaign in its history? Fund-raising performance is at an all-time high (next page), the national economy is being watched carefully (below), and the federal government appears to be moving away from proposals that could have inhibited private giving (also next page). A summary of the University's own financial picture shows:

- An accumulated deficit that stood at \$4.2 million when the 1974-75 fiscal year began, and that has risen to some \$7.5 million. The rise would have been greater but for the Trustees' vote on September 12 to apply to the 1974-75 deficit some \$1.8 in unrestricted funds. Another \$1.1 million—in unrestricted income from capital gains—was not assigned to the past deficit but applied forward to the current year's budget where it is designated as restricted for uses to be determined by the Trustees.

- A balanced budget for 1975-76 that stood at \$280 million when announced (*Almanac* July 1975) including a contingency fund of \$443,000. It will be updated in the light of the capital gains income noted above, and of an increase in Commonwealth income—\$435,000 more in unrestricted funds than last year, plus access to a potential \$275,000 in PHEAA funds (*Almanac* September 9).

- A determination widely announced by President Martin Meyerson to raise the salaries and wages of University faculty and staff in the course of the current academic year. While inflation and recession have combined to lower real incomes nationally and have eroded some of the major gains in the University salaries in the past years, he noted, the goal is to grant increases as large as possible consistent with the imperative of a balanced budget and as soon as possible given the uncertainties of major income and expense categories for the present academic year.

FORECASTING THE ECONOMY

The U.S. economy—and its recovery from recession—is becoming stronger, Wharton forecasters said earlier this month. But price increases, especially in agricultural products, are slowing down real growth and restraining full economic recovery.

Drs. Lawrence Klein, F. Gerard Adams, David Rowe and Richard Young of Wharton Econometric Forecasting Associates base their quarterly analyses on a computerized model of the U.S. economy. They say that:

Increased inventory investment and a high rate of both consumer saving and spending should strengthen economic recovery. Consumer spending especially has proven to be "the economy's bulwark in the recession, preventing a more serious downward spiral from developing."

An unusual element in the consumer area is the saving rate. Consumers have maintained a high rate of savings—which includes paying off debts, investing, and building other assets. "The great uncertainty in the minds of consumers is keeping the savings rate at historically high levels"—nearly 9 per cent in this Wharton forecast.

Other major factors in the current Wharton forecast for the next two years are:

- slow decline in the rate of unemployment,
- growth in money supply (M1) to around 8 per cent,
- upward drift in short term interest rates,
- strong recovery in corporate profits, and
- steady improvement in real take-home pay for U.S. households

continued

HONORARY DEGREE NOMINATIONS

The Subcommittee on Honorary Degrees invites faculty members and others to nominate candidates for consideration of awards of honorary degrees in May, 1976. The committee is concerned with awards for outstanding scholarly and scientific achievement.

Each nomination should be accompanied by a supporting statement and curriculum vitae. Letters seconding the sponsor's nomination should also be sent to the committee.

All nominations and other correspondence should be sent to the chairman. Nominations and supporting materials should be submitted not later than November 17 in order to receive consideration before the committee's final report in December.

—J. Robert Schrieffer, Department of Physics
Chairman, Subcommittee on Honorary Degrees

FORECAST continued

A poor Soviet grain harvest and low U.S. grain yield sparked a higher rate of price increases for agricultural products than anticipated. These factors, combined with the decontrol of oil prices and the expected OPEC oil price increase, could send the inflation index up to over 9 percent in 1975. Without new external disturbances, however, the nation's inflation rate could drop to 7 percent in 1976 and to 5 percent in 1977.

THE TAX FACTOR

"One cannot separate the tax issue of charitable deduction from the financing of higher education," Counsel Norman Fink of the University's Development Program told the Pennsylvania Association of Colleges and Universities at their 1975 annual meeting in Hershey last week. "If the tax structure changes, so will each institution's financing."

He went on to report two recent victories in joint efforts to persuade Congress and the White House of the critical importance of charitable deductions to higher education both private and public:

One is the commitment of President Gerald Ford to defend federal tax provisions that allow contributions to be deducted from taxable income. Of proposals to reduce that tax advantage, President Ford said, "There is a persistence to these proposals that must be constantly monitored and rebuffed." His pragmatic rationale: "If private schools should suddenly close, shifting the burden from private donors to public taxpayers, the tax load would be heavy indeed."

Second is the vote of the House Ways and Means Committee to preserve the charitable deduction provisions while adopting new measures to limit excessive deductions on the part of a relatively small number of wealthy taxpayers.

The University and the Association have had leadership roles in advocating the preservation of charitable deductions since the time of the 1969 Tax Reform Act.

THE 1975 RECORD

Gift support for the University of Pennsylvania reached an all-time high of \$35.1 million in 1974-75—\$10.5 million more than the record of the preceding year.

It marked the tenth consecutive year that the University's gift support exceeded \$20 million, according to John W. Eckman, Chairman of the Trustee Development Committee.

The greatest increase is in the foundation total of \$15.7 million—approximately \$8 million above 1973-74.

Other sources and their amounts of gift support include Corporations, \$4.8 million; bequests from alumni and friends, \$4.7 million; alumni, \$3.1 million; and friends, \$2.4 million.

A total of \$16.1 million (45.9 percent) is earmarked current

restricted funds, and the building fund total of \$6.3 million is up sharply. Other designations include \$5.5 million for endowment; \$4 million for funds functioning as endowment; \$2.4 million for current unrestricted funds; and \$122,295 gifts of equipment.

The \$2.4 million in current restricted funds has been applied to operating costs for 1974-75, according to Treasurer Harold Manley, who noted that virtually all of the \$10.5 million increase in gifts was in restricted gifts.

The health sciences were designated for \$16.1 million, almost half of the gifts to the University, while the Wharton School more than doubled its gift income of the previous year to \$5.1 million.

Other major designations were to Arts and Sciences, \$4.4 million; Engineering, \$1.1 million; and the Law School, \$476,392.

Comparison with the Ivy schools plus MIT and Stanford (where a major campaign has been in progress) shows Penn's advances in private giving over the past year. Ron Pfeil, director of information and records for the Development Office, notes in providing these tables that Yale's heavy drop is in comparison to an unusual high in bequests for 1974-75.

IVY-MIT-STANFORD GIFTS SURVEY

1974 AND 1975 VOLUME OF TOTAL PRIVATE SUPPORT (Millions of Dollars)

	FY74	FY75	Change
Brown	6.9	10.6	+ 3.7
Columbia	30.0	21.4	- 8.6
Cornell	32.6	26.0	- 6.6
Dartmouth	15.9	10.6	- 5.3
Harvard	56.8	52.4	- 4.4
MIT	22.7	21.7	- 1.0
PENNSYLVANIA	24.6	35.1	+10.5
Princeton	19.0	19.3	+ 0.3
Stanford	41.8	45.1	+ 3.3
Yale	44.0	27.4	-16.6

1974 AND 1975 RANKINGS BY VOLUME OF TOTAL PRIVATE SUPPORT

FY74	FY75
Harvard	Harvard
Yale	Stanford
Stanford	PENNSYLVANIA
Cornell	Yale
Columbia	Cornell
PENNSYLVANIA	MIT
MIT	Columbia
Princeton	Princeton
Dartmouth	Dartmouth
Brown	Brown

1975 RANKINGS BY SOURCES OF PRIVATE SUPPORT

	Individuals	Corporations	Foundations	Other Sources
Brown	8	9	9	-
Columbia	10	5	5	3
Cornell	3	6	7	-
Dartmouth	7	10	9	-
Harvard	1	1	3	4
MIT	9	2	6	-
PENNSYLVANIA	5	4	1	1
Princeton	6	7	8	5
Stanford	2	3	2	-
Yale	4	8	4	2

Source: Ivy-MIT-Stanford Development Conference (1975)

ANNENBERG CENTER

FROM THE ACTING DIRECTOR

We are very pleased here at the Annenberg Center that we have been able to announce a full continuation of our professional theatre program.

We are particularly gratified in view of the rather dismal forecasts that have been made about our future.

But now we have the good fortune of substantial funding by the Western Savings Bank, intended as a community service, plus additional support by a group of private persons.

And, of course, the University has stood behind us four-square. What it amounts to is that between the combined resources and financial backing of the Bank, the University, and the Annenberg Center, the curtain will be going up regularly on a group of distinguished productions.

—Stephen Goff,

Acting Managing Director of the Annenberg Center

FROM THE PRESIDENT

The Annenberg Center of the University of Pennsylvania is undoubtedly one of the finest facilities for the performing arts on any campus in America. Its aims are four-fold: to serve a wide variety of student groups; to be the locus of formal instruction in the performing arts, and particularly the dramatic arts (an aim to be achieved when the relevant faculties establish a concentration in theater); to foster experimental productions which the commercial theater is unable to do; to supplement Philadelphia's commercial theater with occasional professional performances from theatrical groups elsewhere which bring superior dramatic experiences to our university community as well as to all the citizens of the area. These four aims should increasingly complement each other.

From its opening in April, 1971, the Annenberg Center has been in full use, particularly by student groups. It will be this year, too. The expenditures budget of the Center in the fiscal year 1975-76 again will be well over a million dollars. Since costs have risen so tremendously, most of that large sum, alas, must be spent just on maintaining this great and complex Center.

We hope, with the attachment to the performing arts shared by our Provost, Eliot Stellar, by our Dean of the Annenberg School, George Gerbner, by our Dean of Arts and Sciences, Vartan Gregorian, who has just assumed supervision of the Center, and by me, we shall soon have an academic concentration in dramatic and other performing arts.

The choice of outside professional performances, given our resources and our primary educational aims, must be designed for the greatest contribution to the cultural life of the University. We always attempt to involve students in the life of professional theater on our campus; the seminars and discussions with the cast and the production staff of each Center offering are as important as the example of professional competence. Thus we seek outside prestigious theater groups whose members also believe that the interaction with a university community is helpful to their development as well as ours.

It is therefore with particular pleasure that I join today in announcing that the University's Annenberg Center will present a Bicentennial Theatre series with productions from the Kennedy Center of Washington and the McCarter Theatre Company of Princeton. The University enthusiastically supports the series, and we are pleased that two such outstanding groups will be at the Center. We are also deeply gratified that the Western Savings Bank of Philadelphia, led by its distinguished president, Townsend Munson, will sponsor the series. The University is proud of its role in the life of Philadelphia and of its keystone location in the urban corridor which stretches from New York to Washington. This theatrical series at the Annenberg Center, sponsored by a Philadelphia institution and including companies from Washington and Princeton, helps emphasize the University of Pennsylvania's cultural contribution as we celebrate the nation's birthday.

—Martin Meyerson

OPENINGS

The following listings are taken from the Personnel Office's weekly bulletin and appear in ALMANAC several days after they are first made available via bulletin boards and interoffice mail. Those interested should contact Personnel Services, Ext. 7285, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially.

The University of Pennsylvania is an equal opportunity employer. Qualified candidates who have completed at least six months of service in their current positions will be given consideration for promotion to open positions.

Where qualifications for a position are described in terms of formal education or training, significant prior experience in the same field may be substituted.

The three figures in salary listings show minimum starting salary, maximum starting salary (midpoint) and top of salary scale, in that order.

ADMINISTRATIVE/PROFESSIONAL (A-1)

DIRECTOR responsible to the Vice-President for Operational Services for operation, maintenance and repair of the University's physical plant, to determine needs and performance standards for building services and grounds and plant maintenance. *Qualifications:* Bachelors degree in engineering; advanced degree in business administration desirable; ten years' experience, five in building management; knowledge of building utility systems, landscaping, cost accounting, data processing and labor relations. *Salary to be determined.*

DIRECTOR OF MORGAN-PENN COOPERATIVE PROJECT to administer two budgets; prepare budgets and proposals; organize and plan programs and activities; manage office personnel and records; meet with faculty, staff and students; serve on committees; counsel and advise exchange students and Morgan graduates. One-year position. *Qualifications:* Three years' administrative, business or academic experience, as well as some experience in the following areas: personnel and academic counseling; recruiting; finance; report, proposal, correspondence and minutes writing; administrative and academic procedures at Penn. Must be able to plan, implement, analyze and evaluate programs, and plan and conduct conferences, meetings, lectures, student and faculty exchanges, and social and cultural events. \$12,300-\$15,325-\$18,350.

HEAD TEACHER to execute program designed to train the educable mentally retarded in specific tasks related to dental assisting; write curriculum and organize laboratory courses; supervise dental assistant; aid students within classroom and clinical setting; assist in selection of students; meet with community and state agencies. *Qualifications:* Registered dental hygienist; certified dental assistant; bachelors degree preferred; experience in clinical dental hygiene and clinical dental assisting, particularly with handicapped individuals. \$9,275-\$11,450-\$13,600.

SUPPORT STAFF (A-3)

ACCOUNTING CLERK (9/23/75).

AD LAY-OUT DESIGN ASSISTANT to prepare preliminary layouts and finished mechanical art in busy, expanding office. *Qualifications:* Degree from two-year college or professional school preferred; experience as production paste-up/layout artist; ability to prepare clean mechanicals quickly. \$7,000-\$8,300-\$9,575.

ADMISSIONS ASSISTANT to receive, acknowledge and prepare files of applicants; coordinate applications; maintain contact with applicants; keep records; prepare and type varied materials; work with registrar, admissions officer, placement officer and minority recruitment officer. *Qualifications:* Good typing skills; ability to handle periodic high volume of work; pleasant personality. \$6,550-\$7,925-\$9,300.

ASSISTANT STOCKKEEPER (9/23/75).

CARRIER, Mail Service (9/23/75).

(continued)

OPENINGS continued

COLLECTION ASSISTANT, SENIOR, to monitor accounts receivables for accounts requiring collection activity; investigate and correct billing errors; prepare collection letters and follow up on delinquent accounts; answer phone; possibly supervise filing personnel. *Qualifications:* High school diploma with some business school training; five years' account receivables billing experience; facility and experience in dealing with patients over the phone; accurate typing skills; aptitude for detail work. \$6,550-\$7,925-\$9,300.

DRAFTSPERSON (9/2/75).

EDITORIAL ASSISTANT (3) to edit and prepare for publication articles and manuscripts; research material not readily available; respond to inquiries; send reprints; serve as editorial secretary. *Qualifications:* Experience in editing academic publications desired; good typing skills, spelling and grammar. \$6,550-\$7,925-\$9,300.

EKG TECHNICIAN I (9/2/75).

ELECTRON MICROSCOPE LABORATORY TECHNICIAN I (9/23/75).

EXECUTIVE SECRETARY to maintain calendar; coordinate activities; confirm future appointments; schedule meetings and conferences and handle agenda, location, menu and minutes; screen incoming correspondence; prepare travel itineraries. *Qualifications:* High school diploma; associate bachelors degree preferred; three years' clerical experience; three years' executive secretarial experience; organizational ability; knowledge of university procedures; initiative; mature judgment; sensitivity to confidential material. \$8,225-\$10,125-\$12,000.

FILM PRODUCTION ASSISTANT (9/23/75).

INFORMATION SYSTEMS TECHNICIAN (9/23/75).

LIBRARY CLERK to perform a wide range of functions related to processing library materials, maintaining library records and assisting library users to locate and borrow materials. *Qualifications:* High school diploma; two years' experience as a typist or clerical assistant; accurate typing skills. Union scale wages.

MEDICAL SECRETARY (2) (9/2/75).

PROJECT BUDGET ASSISTANT (9/2/75).

RECORDER (9/23/75).

RESEARCH LABORATORY TECHNICIAN I, tissue culture (9/2/75).

RESEARCH LABORATORY TECHNICIAN II. Three positions, one involving isolation and protein purification of nucleic acids and proteins, one enzyme assays, and one cell biology and media making. *Qualifications:* Bachelors degree or equivalent background; experience as a lab technician. \$7,000-\$8,300-\$9,575.

RESEARCH LABORATORY TECHNICIAN III. Eight positions: three call for animal handling, three for tissue culture, one for spectrophotometric and fluorometric assays and one for maintenance of an electro-physical laboratory. *Qualifications:* Bachelors or masters degree in a laboratory science; experience in appropriate lab procedures. \$7,900-\$9,450-\$11,000.

RESEARCH MACHINIST I (9/2/75).

RESIDENCE HALL CLERK (evening shift) (9/9/75).

SECRETARY II (18); **III** (5) (9/2/75).

SECRETARY, CLINICAL (9/23/75).

TECHNICAL TYPIST (9/2/75).

TYPIST I (3) (9/2/75).

HOURLY RATE (A-4)

Hourly rate is negotiable on the basis of qualifications.

CLERK, 15 hrs./week, to search out, copy and mail transcripts; correct students' cumulative records; assist with accounting for transcript fees and filing; give general clerical assistance. *Qualifications:* Accurate typing skills.

PSYCHOLOGY TECHNICIAN (2), 20 hrs./week (9/23/75).

SECRETARY, three days/week (9/23/75).

BEFORE AND AFTER THE HOME GAMES

With no Goodyear blimp to fly the news over Franklin Field, the Faculty Club has enlisted *Almanac* to spread the word: football fans can eat and drink at a Penn institution with more amenities than Smokey Joe's.

Members and guests can repair to the Club for a pre-game buffet brunch from 11:30 a.m. to 1:30 p.m., and escape the madd(en)ing crowd for post-game cocktails and snacks when Penn plays Brown, *October 4*; Harvard, *November 1*; and Cornell, *November 22*. The Quakers' *October 17* evening match against Lafayette hasn't been forgotten either: a seafood buffet is served at the Club before the game from 5-7:30 p.m.

The Club's special events aren't restricted to sports fans. Also scheduled this semester: *Pilgrim Night*, November 4; *Thanksgiving Dinner*, November 26; and *Christman Tree Lighting*, December 16.

CLIP IT—BUT CORRECT IT

Last week's explanation of today's paycheck stub (page 5, *Almanac* September 23) is meant to clip and save. But a typographical error in item 5 inserted the words "Year-to-Date" before "gross earnings..." Cross out that phrase in #5 (but not in #6, where it is correct) if you plan to keep the page for reference. For the answers to any other questions about the new stub: the Personnel Office hotline, Ext. 4898.

THINGS TO DO

LECTURES AND SEMINARS

Two four-week morning seminars get underway: *International Diplomatic Relations* with Dr. Lynn Case, emeritus professor of history, starts Wednesday, October 1; *Energy and/or Food Supply* with University Professor John Brainerd begins Thursday, October 2. Sponsored by the Faculty Tea Club, both groups meet weekly at 10:30 a.m. in the Faculty Club. To register, stop by at the first session or call Harriet Peretz, MO7-0609.

The Women's Center's series of Wednesday discussion groups continues with *Academia and Feminism*, tomorrow at noon in the lobby of the C.A.

Les Brown, *The New York Times* radio-television correspondent, launches this fall's Annenberg Colloquium series with *How Television Should Be Covered by the Press*. October 6, 4 p.m. in the Annenberg Colloquium Room.

Films complement a *discussion of sex roles* when Graduate School of Education Instructor Sally Green opens the October 7 session of her class to anyone who'd like to attend. National Sex Education Week prompts the open-door policy in Human Sexuality for the Educational Professional. 4:30-6:30 p.m. in B-27 GSE.

EXHIBITS

A wine and cheese reception for the artist marks the opening of the first *Faculty Club exhibit* this fall: paintings and drawings by New Yorker Alyce Assael, displayed through October 24. Reception: Friday, 5-7 p.m. in the Club.

It began in the '50s with a Larry Rivers drawing. Almost 400 acquisitions later, Dorothy and Herbert Vogel's private collection now includes works representing the major artistic developments of more than a decade. Judd sculptures, Motherwell paintings and Morris studies are among the 200 selections displayed (many for the first time) in *Painting, Drawing and Sculpture of the '60s and '70s from the Dorothy and Herbert Vogel Collection*, an exhibit running October 7 through November 18 at the ICA.

The Vogel Collection coincides with the ICA's Tuesday evening lecture series, *Emerging Traditions: Contemporary Art Since 1945*, which begins October 14. Series participants can attend a lecture—and then study the works first hand. Fees: \$25 for Penn affiliates and ICA members; \$30 for others. To register: Ext. 7108.

ALMANAC: 515 Franklin Building (I6) Ext. 5274

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