

# Almanac

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## Trustees

### Paul F. Miller, Jr. Named Chairman

Paul F. Miller, Jr. was elected chairman of the board of trustees at the meeting of the full board Friday, June 9. Miller, a senior partner of Miller, Anderson and Sherrerd, an investment management firm in Bala Cynwyd, succeeds Donald T. Regan, chairman of Merrill Lynch and Company, who has served as chairman for the last four years.

Commenting on the appointment President Martin Meyerson said, "I am delighted to have Paul Miller as the new chairman of the trustees. He and his family have a long and close association with our University. He has been a brilliant advocate and wise counsel for Pennsylvania, and I am looking forward to the opportunity to work even more closely with this extraordinary member of our board."

Miller's father, the late Paul F. Miller, was a 1922 graduate of the University and received a master's degree from the Wharton School in 1944. His wife, the former Ella Warren Shafer, is a 1951 graduate of Pennsylvania. Their daughter, Ella ("Winky") Miller, received her bachelor's degree from the Faculty of Arts and Sciences at commencement, May 22. She is the eighth member of the Miller family to attend Pennsylvania in the past three generations.

Regan called Miller's selection "an outstanding choice," and noted that the new chairman brings a background of financial management and investment expertise to the position which "will be especially important in the difficult financial situation facing all colleges and universities in the years ahead."

Robert G. Dunlop, vice-chairman of the board and retired chairman of Sun Company, added that Miller is "one of the outstanding younger men on the Philadelphia business scene. He will bring great management expertise with him in this new position."

Miller founded Miller, Anderson and Sherrerd in 1969. He was president of Drexel, Harriman and Ripley, Inc., from 1966-69; was associated with Drexel and Company from 1952-66, where he was made a general partner in 1956 at the age of 28; and worked for the Federal Reserve Bank of Philadelphia from 1950-52, after graduating from the Wharton School.

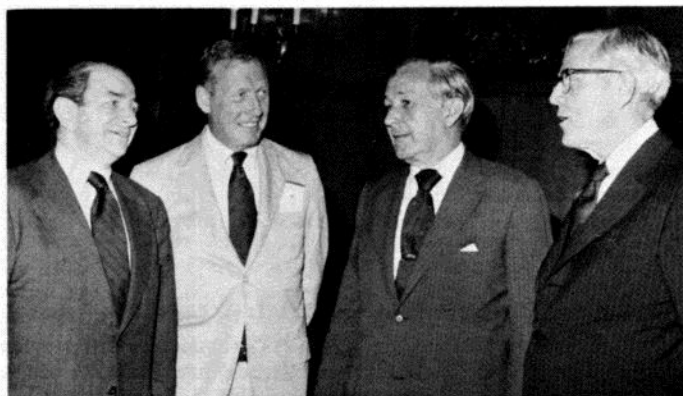
Miller is a director of the Berwind Corporation, Fidelity Life Mutual Insurance Company, First Pennsylvania Corporation, the Mead Corporation, Philadelphia Suburban Corporation, Yarway Corporation and Rohm and Haas Company.

A former lecturer in economics, money and banking at the Wharton School, Miller is a trustee of the College Retirement Equities Fund, a trustee of the Philadelphia Award, a chartered financial analyst, and former president of the Financial Analysts Society of Philadelphia. [See page 3 for statements by the incoming and outgoing trustee chairmen.]

In other business at the open stated meeting, trustee John Eckman reported that as of June 6, \$145,054,878, or 57 percent of the total, had been received in the Program for the Eighties campaign. The total reached for annual giving is \$10,553,425.

The trustees approved the fiscal year 1978-79 budget. The overall expense budget for \$355 million is, Executive Director of the University Budget Jon Strauss said, "the most realistic yet."

Trustee Robert Levy reported on the status of sports programs at the University. He feared possible cuts in the sports program over



From left to right: Martin Meyerson, president, Paul F. Miller, Jr., new trustee chairman, Donald T. Regan, outgoing chairman, and Robert G. Dunlop, vice-chairman.

the next five years, he said: "We don't want to erode the entire program. We will try to come up with a plan so that we can retain our present broad-based program of sports." President Martin Meyerson said two alternatives presented themselves: either to cut specific sports from the program, or to raise private funds to support sports.

Paul Miller, Jr. reported on the progress of the newly reconstituted Task Force on University Governance, of which he is the trustee representative. The task force had recommended against the one-year experiment of appointing one student and one faculty member to the trustees, he said, in favor of faculty and student liaisons to trustee committees, an unimplemented recommendation of the 1970 task force. The task force further recommended the election of more young alumni trustees, and a codification of procedures for the selection and election of a University president.

The trustees passed a resolution allowing appointments to associate professor without tenure provided that probationary service in the rank of associate professor does not exceed five years, and that the total tenure probationary service in all ranks does not exceed the probationary period for that faculty member had he or she remained in the rank of assistant professor.

## News Briefs

### Union Contracts Ratified

The University and the International Brotherhood of Teamsters Union Local 115 ratified a contract Friday, June 2, following the return to work of the housekeeping unit January 9. The 302 housekeepers had been terminated from their positions on August 7, 1977. According to George Budd, director of personnel and labor relations, the terms of the contract, which expires July 31, 1979, include a five percent salary increase August 1, 1978 and a two percent increase February 1, 1979.

Contracts with the International Union of Operating Engineers Local 835, 835-A and 835-B, the International Brotherhood of Firemen and Oilers Local 473 and a wage reopener with United Plant Guard Workers of America Local 506 were ratified by the respective memberships.

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The five contracts with Local 835 cover employees in maintenance shops, gardeners and groundsmen, parking, mail and telephone. Terms of the contracts, which expire May 31, 1981, provide for the following wage hikes: five percent, June 1, 1978; two percent, December 1, 1978; six percent, June 1, 1979; and six percent, June 1, 1980. A three-year contract with these terms is pending with the dental maintenance employees of Local 473.

The University completed its wage negotiations with security officers represented by Local 506. The contract, signed August 1, 1977, and expiring August 1, 1980, now includes the following wage increases: five percent, June 1, 1978; two percent, December 1, 1978; and six percent, June 1, 1979.

Two contracts are pending with employees of the Hospital of the University of Pennsylvania. The present contract with Local 835 for hospital maintenance employees expires July 1, 1978, and a contract with Local 506 expires September 1, 1978. A wage reopener on a contract with Local 473 for animal laboratory technicians in the Veterinary School Interdisciplinary Cancer Research Unit is currently on extension.

### McFate Appointed Deputy Chairman of NEH

Dr. Patricia Ann McFate, vice-provost for undergraduate studies and University Life, has been appointed deputy chairman of the National Endowment for the Humanities (NEH), where she will be responsible for program areas.

McFate will take a two-year leave of absence (approved by the trustees at their meeting June 9) from her teaching positions as professor of technology and society, College of Engineering and Applied Sciences, and associate professor of folklore, Faculty of Arts and Sciences, to serve in the NEH position. She assumes her new post in August. As vice-provost of the University, her administrative jurisdiction included student activities, residential living, the honors programs, Annenberg Center, the Institute of Contemporary Art and WXPB-FM, the campus radio station.

She earned her B.A. degree in theater at Michigan State University (1954) and her M.A. and Ph.D. degrees in English literature at Northwestern University. Her postdoctoral studies in the sciences were at the University of Illinois and Columbia University. From 1965 to 1975, she was associate professor of English at the University of Illinois at Chicago Circle as well as serving as associate vice-chancellor for academic affairs and executive assistant to the chancellor there. Concurrent with her appointment at Chicago Circle, she was visiting associate professor in the Department of Internal Medicine of Rush-Presbyterian-St. Luke's Medical Center in Chicago.

McFate has written numerous articles on Irish folklore and on James Stephens, Irish novelist and colleague of James Joyce, as well as articles and professional papers on scientific subjects.

### McFate: On Leaving Pennsylvania

The opportunity to play a major role in the support of the humanities in the United States by the National Endowment for the Humanities is an exciting one for me. Although I regret leaving my post as vice-provost of the University of Pennsylvania at this time, acceptance of Joseph Duffey's offer to be deputy chairman of NEH could not be delayed. I find this a once in a lifetime chance to participate in a meaningful way in a range of activities in which I have both personal and professional interests.

I do regret leaving Penn where many people have been kind and helpful to me over the past three years. I have learned much at Penn through association with distinguished people such as Martin Meyerson, Eliot Stellar and Donald Langenberg. The directors of the student services have been very supportive even in trying budgetary times. I shall miss the daily contacts with Penn students—their talent, their intelligence and their exuberance—and my faculty colleagues whose wisdom and generosity of spirit I deeply admire.

—Patricia McFate

### Freedman Named Associate Provost

James O. Freedman, associate dean and professor of law at the Law School, has been named associate provost of the University for a one-year term, effective July 1, 1978. His appointment was announced at the trustees' meeting Friday, June 9, by Provost Eliot Stellar and President Martin Meyerson.

Freedman, who joined the Law School faculty in 1964, succeeds John N. Hobstetter as associate provost. Hobstetter, who relinquishes his administrative duties after 20 years of service, will continue to teach in the Department of Metallurgy and Materials Science. Freedman's responsibilities as associate provost will include the analysis and review of current procedures for academic appointments and tenure review process.

University ombudsman from 1973 to 1976, Freedman was president of the University of Pennsylvania chapter of the American Association of University Professors in 1971-72. In 1976 he received a fellowship for independent study and research from the National Endowment for the Humanities. He spent the 1976-77 academic year as a visiting fellow at Clare Hall, Cambridge University, England.

Freedman's *Crisis and Legitimacy: The Administrative Process and American Government*, will be published by Cambridge University Press in November. A member of the American Law Institute since 1973 and of the National Panel of Arbitrators, American Arbitration Association since 1972, he currently serves as chairman of the Section on Administrative Law of the Association of American Law Schools.

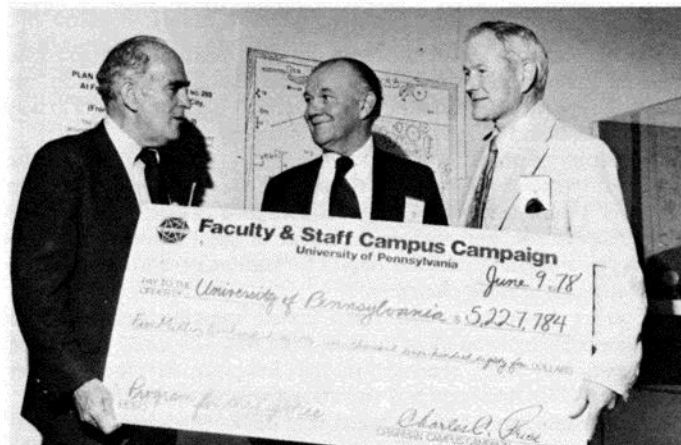
### Campus Campaign Reaches \$5 Million Goal

Penn's faculty and staff have contributed a record total of \$5,227,784 to the University's \$255 million Program for the Eighties. This was announced at the University trustees' meeting Friday, June 9, by John W. Eckman, chairman of the trustees' campaign operating committee.

The amount exceeds the \$5 million campus phase goal in less than three years; the original target date was five years. The campus campaign began in November, 1975, with the announcement of \$1 million in advance gifts. Since that time an additional \$4.2 million have been pledged and contributed. In 1965 the faculty and staff contributed \$3.3 million toward the \$93 million goal.

Eckman announced that in view of the success of the campus campaign to date the campus phase of the program will be continued through 1978, with a target goal of \$6 million, and an effort will be made to surpass the 65 percent participation level achieved by tenured faculty during the 1965 campaign.

Major gifts from faculty and staff members have helped establish four named professorships, gone to the University library and to



John Eckman (left), chairman of the trustees' campaign operating committee, Dr. William T. Fitts, new chairman of the campus campaign, and Dr. Charles C. Price, retiring chairman.



support various departmental projects. The named professorships are the Stuart and Emily B.H. Mudd Professorship of Obstetrics and Gynecology, the Eugene P. Pendergrass Professorship of Radiology, the Francis C. Wood Professorship of Medicine, and the Jonathan E. Rhoads Professorship of Surgical Science. (See page 4.)

The campus campaign has been under the direction of Dr. Charles C. Price, Benjamin Franklin and University Professor of Chemistry, who will retire as campaign chairman June 30. His successor as chairman will be Dr. William T. Fitts, professor of Surgery. Dr. Fitts, Dr. Robert W. Preucel and Dr. James M. Sprague have been chairmen of the health affairs division of the campaign.

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*The following comments were presented at the trustees' open stated meeting June 9, 1978.*

### **Statement by Paul F. Miller, Jr.**

I am awed by the traditions and history of this office. My two immediate predecessors are only the latest in a long line that reads like a "Who's Who" of the history of American business and professional life and public service. But I am also awed by our problems and problems of higher education generally. Inflation, shrinking real resources and contracting demographics are posing serious self-examination on the part of the private educational institutions, and transition from an era of expansion to a period necessitating changing shares of a shrinking pie. It is difficult, distasteful and disharmonious.

This board and its chairmen of recent years have made it clear that fiscal responsibility must be our policy and strategy context. The clarity of that message must continue to permeate all levels of the campus.

I would like to reaffirm my support of the concept of a strong presidency. At the same time, I want to express my confidence in and admiration for the administration under President Meyerson's leadership.

It is quite easy to enlarge beyond reason the inevitable operating or administrative mistakes in an organization of this size and complexity. Rather, I would express my firm belief that the University of Pennsylvania is a vastly better educational institution today than it was eight years ago. To have accomplished that in an era of shrinking real resources is, I believe, a tribute to the administration and the leadership of my predecessors.

If the University is to operate effectively, and if the \$255 million Program for the Eighties is to be successfully funded there must be an atmosphere of mutual trust extant among the various constituencies of the University. To firmly establish such an atmosphere must be a task of high priority. To the extent I can contribute to that process, I plan to do so.

### **Statement by Donald T. Regan**

Just over four years ago, I agreed to become chairman. I was persuaded to do so by Bernie Segal and others in part because of the chance to work closely with Bob Dunlop, who agreed at the same time to be vice-chairman and with Tom Gates, who then took over leadership of the executive board. But mostly I took the chairmanship because I saw the University moving under Martin's leadership, and ready to take off on its One University Program for the Eighties. You took a chance on me—a non-alumnus—I took a chance on you.

I leave the chairmanship with every bit as much pride in Pennsylvania and hope for its future as when I took the post over four years ago. If I may take a few moments, I would like to mention some of the high points of those four years and some of the not-so-high points. . . and what I see as a few of the major challenges that are before us.

### **High Points**

**Academic.** The highest points of all are those that signal the growing academic strength of the University and the growing national recognition of that strength by those not of our community. In medicine, economics, archaeology, music, psychology, and many other fields, our faculty has won prizes, published new works, and left new marks on their fields. Our standards for academic appointments and for the awarding of tenure have gotten tighter—and better. We have added world rank scholars to our faculty. We enjoy one of the highest levels of sponsored research support of any university, and this level has risen in the past four years both absolutely and relative to most other universities. The warm tribute two years ago by French President Giscard D'Estaing and the many new ties to foreign universities show the increasing international reputation of our faculty and programs. I think our commencement speakers during my tenure are a good example of our renown—President Ford, Chief Justice Warren, Senator Humphrey, Cabinet Secretary Harris.

**Financial.** We have also in these past four years weathered the one-two punch of rising costs, particularly in energy, but also in books and periodicals, insurance, interest and about everything else, and the double blow of stable or in some cases declining revenues, particularly those from the state. We have kept faculty salaries in the top percentile of private universities. We have substantially cut our administrative costs. We managed a small budget surplus last year, and in spite of the blue pencil of the governor last December—a \$1.2 million slash—we as a University are in balance this year, however precarious it may be, because trustees have a very special obligation to assure the fiscal integrity of their institution, and because we have exercised this responsibility by giving Martin and his colleagues some very tough orders. Our financial performance is a high point in which we can all take pride. I'd compare our performance with that of any other similar institution.

**Funds Raised.** Finally, our success so far in the Program for the Eighties has been a succession of points each higher than the last. We have raised close to \$150 million for the drive. While we cannot rest on our laurels, that kind of money speaks loudly and clearly for the respect that alumni, corporations, foundations, and friends have for this University.

### **Not-So-High Points**

In all candor, some points in the past few years have not been so high.

**Student and Faculty Morale.** As we saw this spring, student and faculty morale is not as good as it might be. Belt tightening always creates tensions, but some of the incidents we saw this spring suggest the need to take a hard look at some of our internal communications and governance procedures. I am pleased that this is now going on. Quite a few don't appreciate what a period this University is in; we have to make those who share our problems understand the precariousness of our situation.

**Ponderous Decision-Making.** Another not-so-high point, or points, of the past four years has been the ponderousness of some of our actions. The central administration, the faculty, the schools, and the trustees have all at times taken too long to act: budgets too long to close. . . searches too long to identify the kinds of candidates we all want. . . and long-range plans too slow to influence important short-range decisions. Universities can never, and should never, be run like businesses although at times I must confess I wish they were. All great ones run on the principal of shared governance. But I think that we can both share more fully and act a lot more quickly. The Bible says it took seven days to create the world—need it take seven years to find a dean?

**Other Problems.** We have had other not-so-high points, but most of these are the costs of doing business in today's higher educational climate: labor difficulties last fall and winter, problems in

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Harrisburg during the past years, and the usual number of legal entanglements for an institution of our size.

At the bottom line, the high points are high. . . those not-so-high points are few but manageable. We have a faculty, a student body, an administration, and a University to be proud of.

### Our Challenges

I would like to end my very brief comments with some challenges that I see for Pennsylvania. Our new chairman will be welcome to pick and choose among them and add some new ones of his own, but there are five that I think will make any list.

1. First, we must continue to balance our budget. We must do so knowing that some revenue sources will almost certainly not keep up with our costs. We must do so without cutting across the board and without sacrificing quality academic programs, salaries, or the necessary maintenance of our physical plant. Most of all, we must keep the budget balanced without losing our ability to launch new ventures or to reward schools for sound academic and financial management. Keeping a budget in balance with all these constraints is probably not the easiest way to produce a financially acceptable balance sheet. But it is the only way to produce an academically responsible one.

2. Second, we must see this fund drive through to a successful conclusion at \$255 million. There is a long way to go, but our record so far is good. The stakes are high and our goal is an achievable one—in fact, our goal is an imperative one for the future of our University. And at least one of us thinks the stock market is going to give us some pleasant surprises before the end of the campaign.

3. Third, we need to strengthen our relations with the Commonwealth and with the community. Whether this calls for an entirely new status within the state system I do not know. But I know it calls for some political muscle that we trustees should be able to provide. It will take a better communications effort to tell our story in Harrisburg and elsewhere. Most of all, of course, it will take substance—continuing to provide this state and the city of Philadelphia with an educational, economic, and cultural treasure that the politicians and the public alike will appreciate, and that all the taxpayer money in the world (and that is a frightening thought) cannot duplicate in another way.

4. Fourth, we must continue to attract top quality undergraduates. The University of Pennsylvania is going to have to get a larger share of a smaller pool of able young people. This is going to take a top notch admissions office. It is going to take the support of trustees and alumni. We have an excellent class about to enter, but we cannot rest there. Most of all it will take superior undergraduate educational opportunities, designed by the deans and their faculties, that draw on all the resources of the University.

5. My fifth challenge I have saved for last because I believe it is the most important of all and because I fear for the future of the University if we do not meet it and meet it quickly. It's a theme I sounded last night, but one I think bears repeating. Very simply, we must get back together. . . stop putting each other down. . . stop seeking our own ends rather than the ends of the University. . . stop seeing slights and insults when there are none. . . and begin pulling together for our common cause. I mean this admonition to trustees, to our faculty, administrators, and students. There is no more immediate or serious challenge facing all of us. But if I may end this warning on a happy note, there is no challenge that should, on its merits, be easier to meet, by us Pennsylvanians.

As I end these remarks I would like to extend my warmest thanks to Martin for his inspiring leadership of this University. It has been a leadership that has made my task so much easier and more rewarding. And it has been a leadership that has been very directly responsible for the great progress and the continuing great potential of Pennsylvania.

And I would like to close with a very special thanks to Bob Dunlop, who as my vice-chairman has been a friend, an advisor, and a model for what it should mean to be a trustee. . . and to Tom Gates, who for the first two years headed the executive board and also shared the task of the chairmanship with me. . . and finally to

all of you fellow trustees who have done so much for Pennsylvania and who I know share my vision of its exciting future.

I shall continue to serve this University within my limited physical and mental powers, although not as your chairman. I appreciate your tribute last night to Ann and to me. We have a great future, if we remember we're all loyal Pennsylvanians.

### Segal Chair Named

An endowed chair in American social thought has been established in honor of Geraldine Rosenbaum Segal, who received her Ph.D. in social work at commencement May 22. She earned her degree after nine years of study and the completion of a dissertation on black attorneys and judges in Philadelphia.

When fully funded, the chair will be held by a professor in the field of race relations and social and political justice. The professorship has been initially funded in the amount of \$533,000 by a gift from emeritus trustee Bernard G. Segal (husband of Geraldine Rosenbaum Segal) and matching funds from the Andrew W. Mellon Foundation and the National Endowment for the Humanities.

### Rhoads Chair Established

Dr. Jonathan E. Rhoads, provost emeritus of the University, has been honored by his colleagues through an endowed professorship in his name.

At a surprise 71st birthday reception for Rhoads at the Hospital of the University of Pennsylvania, it was announced that some 200 of his colleagues had pledged \$300,000 toward endowing the Jonathan E. Rhoads Professorship in Surgical Sciences. The total endowment will be \$1 million.

Last fall the University trustees designated Rhoads provost emeritus for "having rendered distinguished leadership" in that post from 1956-59. He received two other honors last year: the Philadelphia Award and election as president of the American Philosophical Society, founded by Benjamin Franklin. Rhoads, the former John Rhea Barton Professor of Surgery, was chief of the hospital's Department of General Surgery from 1959-72. He is former director of the medical school's Harrison Department of Surgical Research and was chairman of the Board of Regents, American College of Surgeons, in 1968.

Leonard D. Miller, M.D., acting chairman of surgery, said a search committee would be formed to consider candidates for the professorship. The appointment will be effective either in January or July of 1979, he said.

### Summer Class Schedules

In order to assure maximum security during the summer, most buildings on campus will be closed during the evenings. A few classes requiring special equipment have been scheduled in buildings that would otherwise be closed, but I have instructed the registrar to schedule no additional classes after 4:00 p.m. in any building other than Williams Hall. Any classes or other student-related activities scheduled after 4:00 p.m. in any building other than Williams Hall during the summer, whether scheduled by the registrar's office or a building administration, must have prior clearance with the Department of Public Safety. Questions on appropriate locations may be directed to Mrs. Ruth Wells, Ext. 4481.

—Eliot Stellar, Provost

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