

# Almanac

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## Council

### Class Size, Changes in Council Discussed

At the Council meeting on March 21, President Martin Meyerson announced that the suggested freshman class size for the fall of 1979 is 2071, 2084 for 1980 and 2092 for 1981. According to Meyerson, the targets represent a growth of less than one percent per year "or a steady state enrollment." The figures, broken down by schools, are:

	Present Fall '78	Fall '79	Proposed Fall '80	Fall '81
FAS	1470	1400	1400	1400
Engineering	271	275	290	290
Wharton	352	350	340	340
Nursing	38	46	54	62
Total	2131	2071	2084	2092

Meyerson said that, "In reviewing this set of suggestions, we considered a number of factors: school goals and programs; the quality of our yield and our competition for able students; available residences, classrooms and other facilities and services; financial concerns including student aid; the character and scale of the total University, including the ratio of undergraduate to advanced degree students and the balance between research and education. We have decided to sustain total undergraduate enrollment at an approximately constant level. Thus, we have decided to keep the 1979 freshman class between 2000 students and 2071—the figure recommended to us.

"In making that decision, we recognize the kinds of fluctuations which have characterized our recent admissions experience, fluctuations which we cannot readily predict. We also recognize that certain adjustments may be necessary in targets of individual schools in order to preserve quality. Prudence, therefore, suggests that, while aiming at this target, we must watch carefully the quality of the yield and effective utilization of our offerings and facilities. In deciding on a target for the fall of 1979, we expect to achieve a similar goal for the two years following; we recognize, however, that the factors we have noted above may lead to future changes."

Undergraduate Assembly Chairman Mark Lerner questioned how large the University could grow before the quality began to decrease. "It's difficult to assess size without any material before us," he said. Meyerson responded that Lerner was referring to two distinct questions—the long-range scale of the University as opposed to individual class size.

Since the University has both overshot and undershot enrollment targets in previous years, Meyerson said, the University would probably form a wait list and act on it quickly. Provost Vartan Gregorian quoted Director of Admissions Lee Stetson as saying that the quality of the current applicant pool is "the best in years."

Phoebe Leboy asked what effects the new Office of Management and Budget regulations for federally financed research would have on the class size of graduate students and financing of graduate students who assist in research projects. Gregorian responded that in the Faculty of Arts and Sciences a group is working on ways of finding financial support alternatives. (See "News in Education," *Almanac*, March 20, 1979.)

In his report to Council, the provost reported that a new consultative group will be formed to advise on the appointment of a new athletic director. In regard to other search committees now under way—for vice-provost for research, vice-provost for University life, associate provost and dean of the Faculty of Arts

and Sciences, Gregorian commented that "search procedures are not cumbersome if they produce good names." He stated that the proposed Quadrangle renovations will take place over the summer and will therefore not displace students.

Peter Conn, chairman of the Committee to Review University Council, asked Council to consider and adopt his committee's report. (See *Almanac*, February 27, 1979 for full text of the report.) Meyerson distributed a memorandum suggesting improvements in the "form, not the substance" of Council. "I see Council as that meeting place where selective leaders from the University can discuss substantive issues," Meyerson said. He suggested that all members of Council sit on a Council committee, that faculty members serving on Council be chosen differently, that Council meet in a less formal setting than the Council Room of the Furness Building and that Council agenda be divided into three categories—a routine "consent" agenda, items intended for a vote and complex policy discussions.

Law student Randall Marks proposed changes affecting the Council committee structure, which the Council voted to discuss and then return to the Conn committee for further examination. Lerner's suggestion that the Undergraduate Assembly chairman be made a member of the Council Steering Committee was similarly returned to the Conn committee.

After further discussion, it was decided to delay a vote and continue discussion of the report at the next Council meeting, April 9. If the report is adopted, the proposed changes will be rewritten in the form of Council bylaws.

## News Briefs

### Williams, Trudeau to Address Graduates

Playwright Tennessee Williams will speak at the University's 223rd commencement exercises, Monday, May 21 in the Philadelphia Civic Center, and *Doonesbury* cartoonist Garry Trudeau will speak at the baccalaureate ceremony, Sunday, May 20 in Irvine Auditorium.

The speakers were selected by the administration in consultation with senior class officers. One of the demands of the four-day student sit-in last March was that upcoming graduates be given a "major say concerning the selection of the commencement speaker." (See *Almanac*, March 7, 1978.)

One of America's most acclaimed writers, Williams won Pulitzer Prizes for two of his most popular plays, *A Streetcar Named Desire* and *Cat on a Hot Tin Roof*. Trudeau received a Pulitzer Prize for his comic strip *Doonesbury* in 1975.

### Penn Loses to Michigan State in NCAA Semifinal

The University of Pennsylvania basketball team lost to Michigan State, 101-67, in the NCAA semifinals on Saturday, March 24. The team, coached by Bob Weinhauer, had won the 1979 East Regional championship the week before. Penn was the first Ivy League team to compete in the semi-finals since Princeton in 1965.

### Kelley Appointed Judicial Inquiry Officer

Associate Professor of English Alice Kelley has accepted the post of judicial inquiry officer, effective immediately. The judicial inquiry officer deals with policies, systematic discipline problems and with cases that might require a panel hearing, according to Vice-President for Administration D. Bruce Johnstone. Until an office is assigned, Kelley can be reached at Ext. 6813.

### A-3 Assembly Election Scheduled for May 22

The seventh annual A-3 Assembly elections will take place on Tuesday, May 22, 1979. All A-3 employees are eligible to vote. The assembly invites nominations for the A-3 Coordinating Committee. Send candidate names by May 1 to Harry Hance, Room 12, Veterinary School/H1, or Inga M. Larson, Room 105P Franklin Building/16.

### University Finances Restoration Project

The Residents Association of the 3900 block of Pine Street will begin a restoration project financed by a \$27,500 trust fund established by the University in connection with construction of the Small Animal Hospital of the Veterinary School at 39th and Pine Streets. The residents plan to seek designation of the site as an historical landmark. All ground work for the hospital has been completed, and construction of the building is expected to begin in early April.

### Faculty Senate Officers Elected for 1979-80

Since no additional nominations by petition have been received within the allotted time, the slate of the Senate Nominating Committee is declared elected: Chairman-elect, Paul Bender; Secretary-elect, Anne Keane. Elected to Senate Advisory Committee for three-year terms are Jacob M. Abel, Regina Austin, John S. DeCani, Leon P. Weiss; for a one-year term on SAC, Clifton C. Cherpack. Elected to the Senate Committee on Academic Freedom and Responsibility for three-year terms are Alan C. Kors, Morris Mendelson; for a three-year term in the Academic Freedom and Responsibility Replacement Pool, Phyllis R. Rackin; for a one-year term in the pool, Clyde Summers. Elected to the Senate Committee on the Economic Status of the Faculty for three-year terms are John D. Cummins, Gerald J. Prince; for a two-year term, Howard Lesnick, William E. Stephens; for a one-year term, Lucy E. Creevey and Jerry Wind. Terms begin May 1979. See *Almanac*, March 6, 1979 for full names and titles.

### Faculty Senate Meeting Set for April 25

The regular meeting of the Senate will take place Wednesday, April 25, in Room 200, College Hall. The meeting is tentatively scheduled for 3-5 p.m. Among the matters that will be considered are a Wharton School proposal for special term professorships, the admissions policies of the University, a report on the clinician-educator track in the medical school and some relatively minor revisions in the rules of the Senate.

The Wharton School proposal, it will be recalled, was to establish two untenured full professorships carrying titles of the form "Practice Professor in \_\_\_\_\_." The proposal was approved on behalf of the Senate by the Senate Advisory Committee but was protested in a petition signed by 21 members of the Senate. (See *Almanac*, November 7 and December 2, 1978.) Consequently, the issue is placed on the agenda of the regular Senate meeting for decision.

A set of admissions guidelines were drafted by the administration following press stories regarding undue influence in the admissions process. The guidelines have been carefully reviewed and revised by the Senate Committee on Students (Professor Richard Clelland, chairman) and will be presented to the Senate for its approval. The report of the committee will be published in *Almanac*.

In 1976, action by the Senate and the trustees led to the establishment of a clinician-educator track in the associated faculty in the medical school. Provision was made for a Senate review of the medical school's experience with the clinician-educator track at the end of three years. The Senate Committee on the Faculty (Professor Herbert Callen, chairman) has undertaken this task of examining the way in which this important and necessary adaptation of faculty rules to the needs of the medical school has been carried out. The report of the committee will be published in *Almanac*.

It is possible also that the Committee on the Faculty will have its report on the roles of Benjamin Franklin Professorships, University Professorships and named professorships as well as the procedures by which appointments are made to each category.

The proposed revisions in the Senate rules are minor in character, mainly to tidy up provisions regarding the functions of the officers of the Senate and the committee structure. The rules changes are being mailed to the members of the Senate.

—Irving B. Kravis,  
Chairman, Faculty Senate

### Enjoy Artsfest March 29—April 8

Artsfest, a 10-day festival of the arts (March 29 through April 8) presented by Annenberg Center's InterActs and sponsored by The Philadelphia Foundation, marks its fourth year with a multimedia exhibition by Sam Maitin, a musical workshop with the stars of the Philadelphia Opera Company's production of Rossini's *La Cenerentola* and *The Visual Artist's Perspective on the Performing Arts*, a seminar conducted by Sam Maitin, Clarke Dunham, Jane Greenwood and Irwin Solomon. The Philadelphia Trio will perform on April 2; film events focus on Hepburn and Harlow in *The Philadelphia Story* and *Dinner at Eight*; and dance will be represented by the Penn Dance and Mime Group. Outdoor events include performances by the Penn Jazz Ensemble, the Balalaika Orchestra, a chamber ensemble and student groups. The Exploratory Cinema will continue its series; the Off-Broadway's Best Series presents the Goodman Theater Company production of Athol Fugard's *The Island*; and the Penn Singers will perform *The Pirates of Penzance*. A calendar of Artsfest events is available from the Annenberg Center box office or by calling Ext. 7038 or 6791.

### Continuing Medical Education Course Offered

The University of Pennsylvania School of Medicine's Office of Continuing Education offers a seminar on *Psychiatry—The Primary Care Perspective*, Saturday, April 7, 8 a.m. to 3:30 p.m. Focusing on depression, patient compliance and treatment of the patient with multiple complaints, the seminar meets criteria for continuing medical education credit. A confirmed reservation is required. For information call 877-2000, Ext. 249 or 255.

### Festival of Jewish Life Planned

The International House and the Jewish Campus Activities Board will present a *Festival of Jewish Life*, to take place at International House on four Sundays in April. A festival of Jewish dance on April 1 includes a workshop with Ayalah Goren from 4 to 6 p.m., with performances by the Ayahah and Kalanit groups and a concert and folk dancing beginning at 7 p.m. April 8 is dedicated to Yiddish film classics—*The Cantor's Son*, *Mirele Efros* and *Yiddle with his Fiddle* at 5, 7 and 9 p.m. Zev Feldman, Andy Statman and Ruth Rubin will perform in a concert of Eastern European Jewish wedding music on April 22 at 7 p.m. An all-day Jewish folklife festival, with food, crafts, dance, storytelling and shofar-blowing workshops and an evening concert are some of the events planned for April 29. For information call 387-5125.

### Einstein Celebration To Take Place April 3

The Departments of History and Sociology of Science and of Physics will sponsor a celebration of the 100th anniversary of Albert Einstein's birth on April 3, 3:30 to 5:30 p.m. in 102 Chemistry Building. Adrian Malone, a lecturer in the department of History and Sociology of Science, will discuss *The Holy Geometry: Einstein's Imagination*. Malone is executive series producer and a writer of the BBC programs *The Age of Uncertainty* and *The Ascent of Man*. Participating in the discussion will be Sidney Bludman, Henry Primakoff and J. Robert Schrieffer of the physics department; and Daniel Kevles and Alexander Vucinich of the Department of History and Sociology of Science. The Amado String Quartet will perform music by Mozart and Debussy.



# State of the University: Perspectives on 1978

Martin Meyerson

*Each year at the January Trustees meeting and Founder's Day, the president reviews the past period, the present, and the prospects ahead. The following address was prepared for the January 19, 1979 meeting of the Trustees.*

The seventies have been difficult years for American universities, including ours. 1978 was particularly stressful; the University had to deal with extreme austerity exacerbated by cuts in Commonwealth funds for colleges and universities. Throughout this decade, the pressure of external forces on higher education has steadily increased, bringing handicaps to the planning of our finances, our appointments, and our programs. Many of these factors are economic, shared with the nation at large: inflation, sluggish and unpredictable securities markets, taxpayer restiveness. Faced with an unfavorable financial climate of costs escalating more rapidly than income, some universities have accumulated deficits in the scores of millions of dollars. Not only is that path a perilous one for any institution's long-term welfare, but in our case our liquid assets do not permit such a direction. Compounding the fiscal strain, higher education this year begins to face, for the first time in several decades, declining numbers of potential students. These portents threaten the patterns and the values upon which academic institutions have been built. Shifting conditions of the character we face cannot help but affect Pennsylvania as well.

During the year just past, the fabric of our community was strained more than is usually the case. We were striving for balanced budgets while trying to improve programs, appointments, and efficiencies in administration. Almost no constituency at the University escaped sacrifice and pain (witness the student sit-in, the special meeting and concerns of the Senate, and our administrative response to them), but we saw some gains as well. The years ahead will bring even more challenges to maintaining the standards of excellence of our University.

In this report, I shall summarize some of the unsettled questions that trouble the future of Pennsylvania, many of them shared with other comparable institutions. I shall comment on recent achievements, and I shall outline a few prospects. The overriding question of how to allocate diminished resources among competing demands, while maintaining the priority of traditional academic goals yet leaving some chance for renewal and change, is common to all of higher education that aspires to excellence. Our search for sensible responses requires determination as well as imagination in a complex dialectic attempting needed internal change and, at the same time, responding to the outside forces which may alter the shape of our willed accomplishment.

## The Issues Before Us

### Income Slippage

Inflation grays our every undertaking, consuming resources and offering no rewards. Beyond the burdens borne by the entire economy, education faces prices for essential goods and services that rise unusually steeply. For example, the price of books and periodicals has gone up 170 percent in the past decade. There is no slackening in sight: prices rose recently at a monthly rate of 11 percent, and predictions for the rest of the year are little better. We have a special stake in achieving success for national guidelines and other efforts to curb inflation.

A disheartening example of this problem is the cost of energy. The sums spent on utility costs go up in smoke and steam. Since the time of the oil embargo in 1973, the quadrupled price of energy has undermined our finances, even though we have reduced consumption by 3.5 percent in our attempt to contain this problem. With the

slowing of Iranian exports and continued price hikes by oil exporting countries, energy costs may rise 10 percent in the year ahead. Such an increase may add over \$1 million to our energy expenses alone in fiscal 1979, and the ripple effect upon prices generally will increase inflationary pressure throughout the economy and therefore at the University. Moreover, rate changes by the Public Utilities Commission, made retroactive to last July, will cost us an added \$.32 million in utility costs for the current fiscal year.

While inflation depletes the value of our dollars, some of our key sources of revenue fail to keep up. The purchasing power of our endowment has declined in the past eight years; our relatively small endowment has meant that we rely on it less, so paradoxically suffer less damage. Even though the dollar amount has risen from \$15 million to \$18.2 million, the real value—again, measured in higher education purchasing power—of the Commonwealth appropriation has declined by 9.9 percent in the past five years; the real value of that portion of the appropriation that supports the core operations of the University has gone down over this same period by 30.3 percent. We are proud of our rising revenues from Federal grants and contracts, but they bring with them commensurate costs. Despite the success in current dollars of our Program for the Eighties, inflation means that over time the precious gifts, pledges and bequests, while more and more important, solve fewer of our problems. Meanwhile, of course, the increased dollars paid our faculty and staff cannot match the rising cost of living, let alone provide real growth in income. At the same time, the burdens upon our students and their families grow.

### Federal Support

The most dramatic relationship between the University and the Federal government is our capacity to earn support, through grants or contracts, for academic research efforts. In fiscal 1978, Pennsylvania met renewed success. Though our record in the prior year had been atypically low due to changes in the Federal fiscal calendar, nonetheless we can be pleased at an increase of 19 percent in the dollar-value of Federally sponsored research to a new high of just under \$56 million, while the increment in total Federal support to all institutions for research and development was only 7 percent. When non-federal sources are taken into account, dollars for research rose 15 percent over the prior year. Moreover, two large grants to University programs in recent months—\$4.0 million from the Department of Housing and Urban Development to the School of Public and Urban Policy and \$1.4 million from the National Science Foundation to establish a regional center for laser research—are not yet included in these figures.

It is important to note that sponsors contribute to the indirect costs of research such as maintenance of library collections, space use, and project administration as well as the direct cost of salaries, supplies and equipment, and the like. Last year, for instance, \$61 million in total grants (for student aid as well as research) was accompanied by \$17 million in indirect costs recovered. Without such support, performing sponsored research—despite the contributions to knowledge generated—would become a huge financial liability to the University.

The U.S. Office of Management and Budget has issued a draft circular, designed to curtail the Federal contribution to the costs of conducting and managing research projects, with particular attention to such aspects as support and services for graduate students and library use. We have seen some Federal responsive-

ness to complaints, by other university presidents and myself, of the lack of understanding expressed in this draft circular. But the government's full and fair share of its post-war partnership with universities will certainly be reduced somewhat, with a negative impact upon us.

Another significant issue that will arise in the months ahead is Section 227 of the Social Security Act, which regulates reimbursement of costs for hospital care by Medicare and other third-party payers when physicians provide that care in the context of teaching medicine. This highly technical question could have grave impact on the income of the Hospital of the University of Pennsylvania at a time when skilled management has in recent years been able to turn its performance around.

Federal grants and loans to our students, particularly undergraduates, are promising yet also uncertain. In its final hours in late 1978, the Ninety-Fifth Congress passed the Middle Income Student Assistance Act, which made a variety of financial aid programs, both grants and loans, available to many additional students. However, all four of the major higher education grant and loan programs of this decade will come before Congress for review and reauthorization this year. We shall continue working with colleagues at other institutions to assure a balanced student aid program that offers relief to middle-income as well as low-income families and maintains for students the opportunity to choose the highest quality education of which they are capable.

Federal regulation unduly influences Pennsylvania's programs, policies, and prospects. The original intent of some regulations may be laudable, but their application can have disastrous unintended consequences. For example, the Environmental Protection Agency recently issued more than 80 pages of regulations for the disposal of solid wastes that may be hazardous—those that are potentially ignitable, explosive, corrosive, infectious, or toxic, among other qualities, or originate from sources such as some hospital rooms. If the producer cannot demonstrate through complicated and expensive experiments that refuse is not harmful, it must keep detailed records of the movement of each separate substance from generation through disposal. For an industrial enterprise that produces large amounts of a small number of waste materials, the system may work. For an institution like the University and its Hospital, which alone generates 12 tons of highly varied refuse daily, it may be less expensive to designate most wastes as hazardous than to prove that they are not.

Governmental pressures on the choices of our University will not abate, indeed will probably grow. To monitor proposals and recommend response, I have established a Federal Relations Advisory Council of faculty and administrators under the chairmanship of D. Bruce Johnstone to keep the provost, other colleagues, and me apprised of all Washington issues that bear upon the welfare, strength, and independence of Pennsylvania. A body charged with coordinating and communicating the University's most significant interests in Washington, it will supplement our attempts through national bodies such as the American Association of Universities and the American Council on Education, to maintain Federal financial assistance while working vigorously against unwarranted government intrusion into the operating patterns of the University.

### **Commonwealth Support**

Our relations with the Commonwealth of Pennsylvania are of the greatest significance. The inauguration this month of Governor Richard Thornburgh, and the expertise he has persuaded to join his cabinet, offer strong promise for us. A new General Assembly is taking shape in Harrisburg, as well. A record 55 freshman legislators have been elected, seven in the Senate and 48 in the House. This change represents a 22 percent turnover; given the results of the prior election, more than a third of the Assembly has less than two years' experience in studying and resolving Commonwealth problems. Republicans make up 33 of the new members, and their party has organized the House; 22 of the new members are Democrats, who retain control of the Senate. It will be

months before either chamber assumes the characteristic shape that gradually emerges in each session.

Our trustees, faculty, and staff have already begun to acquaint new faces in Harrisburg with the unique contributions that the high quality academic and professional programs of our University make to the Commonwealth's medical, agricultural, cultural, and economic power. The master plan for higher education prepared last year under the aegis of the State Department of Education awaits action. We stand ready to work with the Governor and his cabinet and with legislators in assuring a stable, equitable funding pattern for the higher education programs that should be a major Commonwealth resource for the more complex society of the years ahead. We also stand ready to provide research and consultation to our Commonwealth government on such a range of public issues as revitalizing our urban areas, health care costs and delivery systems, taxation and finance, manpower problems, energy resources, and transportation.

With the highest ideals and the best of wills, however, our associates in Harrisburg operate under extraordinary constraints. Commonwealth coffers for the current fiscal year are already low, estimates for the deficit to remain at its closing run high, and the personal and corporate income tax bills with which the last General Assembly struggled throughout the autumn of 1977 will expire a year from now. We continue to recall to our officials that among the 50 states, Pennsylvania ranks forty-fourth in per capita support appropriated to institutions of higher education and fiftieth in the two-year increase in support to colleges and universities. Nor shall we cease to explain the many ways in which our University earns its fair share. The sum—in fiscal 1979, \$18 million—remains of vital importance to the quality and intensity of our instructional programs.

### **Decision-Making**

These external forces are principally financial and administrative in their consequences. Yet their impact falls as well upon our academic priorities, and even in some cases our capacity fully to meet our aims. We must insure that fiscal contingencies do not undermine our commitments to a broad intellectual and educational mission.

During 1978, at Pennsylvania we experienced with unusual acuity the difficulty of allocating resources that are inadequate to realize our several aspirations; the difficulty has not been generally understood throughout the University community. A spark for the student sit-in we experienced in early March was the decision to end intercollegiate competition in ice hockey and the possible discontinuation of professional theater productions at the Annenberg Center—both proposed only in order to effect desperately needed economies. Similarly, earlier decisions to close the School of Allied Medical Professions and the diploma School of Nursing and to reduce the scale of the Graduate School of Education provided catalysts for faculty and student expressions of dissatisfaction.

The processes by which those decisions were taken and communicated had equal priority with their substance. Students and faculty stated they wished to insert their voices earlier and more clearly. Trish Brown, then chairperson of the Undergraduate Assembly, emphasized that most of those in the student negotiating group loved Pennsylvania and intensely wanted to make it a better place. Mark Lerner, who currently chairs the Undergraduate Assembly, has acknowledged the problem of ascertaining a unified student voice:

We have a great multiplicity of student governance mechanisms, each willing to admit that it is not representative but quick to point out that the others are less representative. We have a residence governance, an activities governance, a fraternity governance, and each school has its own governance. Lastly, we have a political governance—the UA. If the UA is to work, it must bring together each of these organizations, or students will continue to be denied the adequate representation which we deserve.

As a former Faculty Senate chairman remarked last year, it is



paradoxical that resolution of efficiencies in administration must be delayed by the need to consult an inefficient apparatus. Our University—and all universities—must ask themselves again and again how best to reconcile efficacy and representation in making decisions. A Faculty Senate panel established last spring and chaired by Professor Dan McGill had this concern underlying its suggestions. The new Senate Committee on Consultation provides the president and provost with advice on the process of selection or reappointment of decision-makers. I had recommended a new Task Force on Governance; it is headed by Senate Chairman-Elect Walter Wales and has as a significant portion of its charge examination of our deliberative processes. A special committee of University Council—the University-wide body in which representatives of all constituencies come together to discuss and make recommendations on policies affecting our objectives—has been reassessing the functioning of Council and examining means by which its working patterns may be shaped for better informed discussion and communication.

Though our decision-making processes ought to be subjected regularly to close scrutiny, we cannot lose sight of the continuing need to make stringent decisions. Though we have flaws in our system of internal communications, we also must realize that the substance of many matters to be communicated remains painful.

### **The Sense of the University**

Another issue that continues on our communal agenda is advancing Pennsylvania's stature in the community of learning and the degree to which that stature is generally recognized. A set of complex historical factors continues to overshadow the reality of our national and international scope.

Public perception of the University is intertwined with the history not only of our own institution but of the city in which we are located. Our site in the center of Philadelphia is a great asset because of our proximity to the cultural wealth of the city, but to some it may also seem a handicap. Earlier in this century, many well-to-do and long-established families began to move from city centers to the suburbs, and similarly to concentrate their children at a handful of the less urban selective institutions. In turn urban universities such as Columbia, Chicago, and Pennsylvania began to welcome students resident in the cities who were often the first in their families to seek higher education. Enlarging our pool to include these new students was a sound change, one of which we can be proud. As suburbs and transportation to them developed, professors, like other professionals, also moved away from city centers. Thus, with fewer professors living in the immediate neighborhood, and with a different mix of students, many of the urban universities lost some of the special cultural ambience that had marked the American college community and made it particularly attractive to many.

Moreover, we face a special set of circumstances related to Philadelphia. For reasons that are obscure, leaders of our splendid city often show a strange ambivalence to its institutions, an ambivalence that combines some smugness about them with a tendency to underplay them. Whatever the cause, it results in undersupport. Support for our institutions—not only universities and colleges, but other cultural institutions as well—is harder to find here than in some other metropolitan centers.

We have been doing much at the University to increase internal and external recognition and pride. One goal is to increase a national and international stature that encourages local pride, which in turn builds national and international recognition. Thus we have brought leaders from other universities and other walks of life to see what we are doing, and to change the perspective in which we view ourselves and these individuals view us. Our exchange with universities in Edinburgh, Paris, Israel, Italy, Cairo, and elsewhere offers opportunities for new vistas. In such ways we link our faculty to a scholarly community from all over the world. Our student body has a remarkably international character here on campus: Pennsylvania is among the top 10 independent institutions in the country in numbers of foreign students.

The value of a cosmopolitan outlook far outweighs its converse. Though a regional institution has a certain cohesion, it can also be inbred. We need and we shall maintain a balance between the benefits of both national/international and local perspectives. Like our fiscal prudence, such breadth represents a careful stewardship for Pennsylvania's future.

### **Actions in 1978**

Despite the problems we continue to face, in 1978 we minimized the losses to quality that can so easily accompany the need for economy. Indeed, I believe Pennsylvania is one of the few universities in the country of which it can be said that we have improved our standing financially while maintaining academic achievement.

A signal achievement in a period of budgetary austerity is that—with the exception of over a million dollars for the veterinary school excised from our Commonwealth appropriations by the then governor—our University operations were in balance for fiscal 1978; application of surplus revenues generated by the Hospital of the University of Pennsylvania permitted formal balance for the total University. This marks our third successive year of such fiscal performance, and another such record is under way for fiscal 1979. We can take pride that, unlike comparable institutions, we are achieving a substantial reduction in our modest inherited deficit. The deficit from Graduate Hospital is being retired over the life of the payment agreement. The turn-around in repaying the planned debt for construction of the high-rise residences occurred in 1978. We are continuing our prudent practice of applying rollforward funds to the accumulated deficit for University operations. This year's action reduced the burden to under \$6 million, and by summer it should be much below that—a low figure when set against our total annual budget of about \$360 million. Every repayment, of course, reduces interest charges, frees precious funds for educational use, and builds our reserve capacity for the difficulties of the future.

### **Tuition Concerns**

As a result of inflation, each year we burden our students and their families with increasing tuition rates. Tuition income from all University instructional programs comprised 21.5 percent of our total revenues in 1974, but 23.6 percent in 1978. In light of graduates' life-time potential earnings for which professional training is an investment, we have increased charges in the health schools at particularly high rates. We must be humanly concerned that the unavoidable rises in our tuition charges, despite financial aid competitive with similar and richer institutions, are often borne by our students as substantial indebtedness which they must finance even as they begin their careers.

### **Compensation**

A most troubling and intractable problem raised by persistent inflation is our difficulty in rewarding faculty and staff as they need and deserve. The most recent figures for comparable institutions follow.

I fear we have lost ground in the current year. But I also note that, in their financial report to the Board of Overseers for 1977-78, Harvard's treasurer and financial vice-president comment too that despite annual increases in faculty salaries, those salaries have declined in real terms at Harvard as elsewhere, a limit on income caused there as everywhere by inflation. Studies by the American Association of University Professors and the National Center for Education Statistics show that over the past decade, while the Consumer Price Index has risen to 196 percent of its 1967-68 base, faculty salaries nationwide have risen only to about 178 percent. Put another way, over that decade average income, after inflation and taxes in higher brackets, has risen 24 percent for autoworkers and 4.5 percent for plumbers while it has dropped 17.5 percent for professors. The effect upon faculties across the country of such relative losses in standard of living is huge.

Improvement in compensation patterns for all segments of our community will thus continue to be a goal. In the beginning of the seventies, Professor Lawrence Klein, as chairman of Subcommittee 'Z' of the American Association of University Professors, and I independently made the case that different groups at the University ought to be paid by the standards of different marketplaces. Thus our professors ought to be paid competitively in the national marketplace of leading comparable independent institutions; administrators in non-academic roles had to be compared with both academic marketplaces and other marketplaces in which they competed (for example, for lawyers); white-collar and blue-collar staff ought essentially to be competitive in local marketplaces. At that time, our professors were doing rather poorly against comparable institutions. The administrative group was doing even more poorly: in a study in 1970-71 by a leading national consulting firm, among 11 comparable institutions, our administrative salaries were tenth. As for white collar and blue collar staff, when some added time off was taken into account, we compared moderately well with the private sector.

Since then, as AAUP figures clearly indicate, we have improved our competitive position for faculty. We have improved our standing for administrators, but not as markedly. White-collar and blue-collar staff, taking union and non-union categories together, have held their own. I have excluded from this analysis the higher cost of living in various metropolitan areas in which some of the institutions with which we compete are located. But that is small satisfaction. We must spur ourselves to seek new ways to prevent our faculty and staff from falling further behind as inflation proceeds.

#### Average Compensation for Full-Time Faculty at Ivy Group and Other Major Private Universities for 1977-78 Academic Year

Professor	Associate Professor	Assistant Professor
Harvard	Pennsylvania	Stanford
Stanford	Stanford	Pennsylvania
Pennsylvania	Columbia	Chicago
Columbia	Chicago	Rochester
Chicago	Rochester	*Cornell
Hopkins	Princeton	Harvard
Yale	*Cornell	Northwestern
Princeton	Northwestern	Columbia
*Cornell	Duke	Duke
Dartmouth	Harvard	Vanderbilt
Northwestern	Vanderbilt	Brown
Rochester	Yale	Hopkins
Duke	Dartmouth	Princeton
Vanderbilt	Hopkins	Dartmouth
Brown	Brown	Yale

*Medical faculties omitted*

*\*Endowed colleges only*

—American Association of University Professors, 1978

#### Transition in Assignments

Marking another year's passage, I must note changes among those who fill key roles as my associates in guiding the University's corporate and academic development. No words of mine can sufficiently acknowledge the effective stewardship and contribution to our national stature and achievement of Donald T. Regan, chairman of our Trustees for four years, nor the generous good humor, standards, and unfailing integrity of Eliot Stellar, first as co-chairman of the Development Commission and then as our provost for six years. Their influence on our progress will last. They have been succeeded by two vigorous spirits, the new chairman of our Trustees, Paul F. Miller, Jr., and our new provost, Vartan Gregorian. The entire University community has joined me in welcoming them to leadership as we begin our third century as the first American institution to be titled a university.

Change is the changeless law of life. Patricia McFate, who served for three years as vice-provost for undergraduate studies and University life, has taken a leave of absence from the University to serve as deputy chairman of the National Endowment for the Humanities. Paul O. Gaddis left his post as senior vice-president for management and finance, having accomplished much of what he—and we—had hoped in the years since he came to Pennsylvania from the Westinghouse Corporation. In addition, we have seen this year the election to the federal bench of Dean Louis H. Pollak of the Law School. He was followed as dean by former ombudsman, associate dean, and associate provost James O. Freedman. Our alumnus, Lee Copeland, returned as dean of the Graduate School of Fine Arts from a similar post at the University of Washington, while Peter Shephard accepted a much deserved return to teaching and practice, with our deep gratitude for his gifts to the beauty of our physical landscape.

#### New Students

The present freshman class at Pennsylvania accepted our offers of admission at a higher rate than has been true for more than five years. Indeed, so many of them chose our University that we had to reduce the number of transfer admissions in order to maintain a total undergraduate enrollment as close as possible to the size we wish without damage to a healthy mix of introductory and advanced students. Moreover, we are attracting the students we most desire at Pennsylvania for their academic power. Their average combined SAT score was 1230, twenty points higher than the year before.

Aside from academic talent, other changes characterize the class. Women fill 38 percent of the places, as opposed to 31 percent only five years ago, and their increase is greatest in Engineering and Wharton. No increase is more dramatic than the representation of alumni children in the class, at 288 up 36.5 percent from the previous year, thanks in good measure to the hospitable efforts of the Alumni Council on Admissions. The gravest cause for concern about the class of 1982 is that its percentage of minority members has declined from the gains of the three prior years. Though we welcome more students of Asian origin, we are increasing our efforts to increase representation of Black and Hispanic students in the class of 1983 and the classes that follow.

The decline in population of the traditional college-going age must be watched. Here geography is a factor. The population will decline more steeply in our region (and indeed in the Commonwealth) than elsewhere. A simple indicator: for the 1978-79 year, the state of Pennsylvania has the sixth highest post-secondary enrollment in the United States at nearly a half million, yet the total population of the state has declined absolutely since 1970 by 0.4 percent on an 11.7 million base. As a result, while our reservoir of potential applicants from outside the northeast is projected to drop 13.3 percent between last year and 1984, and the pool from Maine to Washington by 15 percent, our Pennsylvania one will fall by 21.8 percent. Nevertheless, applications for the class of 1983 have run far ahead of their customary pace through the fall and winter.

#### Faculty Achievement

As always, I am struck by the achievements of our extraordinary faculty. A few highlights must stand for the myriad contributions to learning and public service made by our scholars and professionals, so I beg the indulgence of the vast majority that I must regretfully omit. Special prominence came in 1978 to Dr. Robert Austrian, who earned an Albert Lasker Award for his development of a vaccine against pneumonia, to economist Richard Easterlin for his continued work in demographic planning, to psychologists Ruben and Rachel Gur, Jerre Levy, and Harold Sackheim for their studies of brain hemisphere laterality and its effects on appearance and behavior, and to criminologist Marvin Wolfgang for a reassessment of recidivism. Pennsylvania scholars publish the results of their research for learned colleagues on a far wider range of subjects. A sampling of their studies is apparent in some books published during the course of 1978: Russell Ackoff of social



systems science, *The Art of Problem Solving*; Dierdre Bair of English, *Samuel Beckett: A Biography*; Marshall Blume and Irwin Friend of the Wharton School, *The Changing Role of the Individual Investor*; Philip DeLacy of classics, translation of *Galen, On the Doctrines of Hippocrates and Plato*; Drew Faust of American civilization, *The Sacred Circle: The Dilemma of the Intellectual in the Old South, 1840-1860*; Renee Fox of sociology (with Judith Swazey), *The Courage to Fail: A Social View of Organ Transplants and Dialysis* (2nd edition); Roland Frye of English, *Milton's Imagery and the Visual Arts*; Peter Gaeffke of South Asian studies, *Hindi Literature in the Twentieth Century*; Rochel Gelman and C. R. Gallistel of psychology, *The Child's Understanding of Number*; Louis Grossman of dental medicine, *Endodontic Practice*; Aron Katsenelinboigen of social systems science, *Studies in Soviet Economic Planning*; Wilfred Malenbaum of economics, *World Demand for Raw Materials in 1985 and 2000*; Edward Morlock of transportation, *Introduction to Transportation Engineering and Planning*; Edward Peters of history, *The Magician, the Witch, and the Law*; Charles Wright of communications (with Herbert Hyman and John Reed), *The Enduring Effects of Education*. Collections edited by our colleagues examined such topics as veterinary pharmacology, controversy in psychiatry, American folk-heroes, interorganizational relations, heart failure, disaster insurance protection, and violence in the family.

The recognized excellence not only of individuals but of entire departments comes to my attention almost routinely. To take a recent example, this fall our economics department was ranked among a handful of great economics programs in the nation by such measures as winners of major prizes, fellows of learned societies, and editorial board members for leading journals.

Proud as we are of the consistently excellent work produced by our established scholars, we continue to seek, despite scarce resources, new recruits to expand emerging knowledge. Among the appointments made each year to sought-after spots on our faculties, those supported by our Reinvestment Fund offer an indication of the quality of men and women we are able to attract.

Among the candidates we most wish to attract and hold on the faculty and administration of our University are the women and members of minority groups who in the past lacked visibility and access to decades-old habits of recruitment and thus may not have been represented on our staff in numbers proportionate to their training and participation in academic life. In 1973, Pennsylvania was the first institution in our region to have an Affirmative Action Program approved by the Department of Health, Education, and Welfare, including a five-year plan to improve our record of utilizing the talents of minorities and women.

The personnel department has just completed an analysis of our performance in fulfilling that plan; while our vigilance must increase as the total number of positions open shrinks in the period of continued fiscal stringency ahead, we can take a modicum of satisfaction in the results. In the case of women, to a goal of 216 we can compare an achievement of 236, or 14 percent of the standing faculty, with individual targets met or exceeded in 10 schools and imminent in the other four. Over the five years, women constituted 16 percent of the candidates but received promotion or tenure at a rate slightly higher than their proportion on the faculty. For minorities, against a goal of 31 Blacks we can set an accomplishment of 32, two percent of the standing faculty, with goals met in nine schools. (Target figures were not set for Asians or Hispanics, since both groups were already represented on the Pennsylvania faculty in 1973 in numbers higher than their national availability.) Our total minority faculty now number 100; 7.5 percent of the candidates, they receive 12 percent of new appointments. Great credit for their presence among us is due to the efforts and procedures devised by the affirmative action officers in each school, who together form our Council on Equal Opportunity, and to the deans and department chairmen who cooperate with them.

#### Alumni Commitment

One end result of a gifted, resourceful faculty who offer outstanding academic programs to ambitious and energetic

students ought to be obvious: well-prepared alumni and alumnae whose lives contribute to the professional, governmental, creative, and community volunteer worlds sustained in part by the strengths that their University education afforded them. Because relatively few alumni are on campus on a regular and frequent basis, such a report as this can easily neglect the dimensions of the world-wide community that is Pennsylvania. Many of our alumni generously acknowledge the benefits of their years at the University in annual giving; the 1978 total of \$4,500,236 represents a new high in their constant support for our unrestricted income, where its discretionary nature has particular value.

Of course we regularly thank our graduates for their support. And we attempt to acknowledge annually the tireless efforts and acumen of those who give unusual service to their University through such means as the Alumni Award of Merit of the General Alumni Society, presented each year on Founder's Day to class and club officers, alumni Trustees, leaders in development and admissions programs, and other long-standing stewards of the University's fame in the wider world.

It has long been my view, however, that we fail to recognize and take pride in the contributions of Pennsylvanians to the wider society as we properly should. This year the class of 1953 proved the richness of this resource by compiling and publishing a Twenty-Fifth Reunion Book, the first in what I hope will be a long series. There are approximately 1,600 surviving members of the class. For those who accepted an invitation to complete a genial questionnaire and reflect narratively on their lives, concerns, and convictions, the summary of their occupations follows:

Business and industry	37.6%
Health professions	12.7
Law	12.1
Education and library science	10.6
Engineering	4.7
Communications and publishing	4.4
Architecture and arts	4.1
Religion and social work	3.2
Government	2.7
Science	1.8
Transportation	1.0
Other (including homemaker, retired)	5.0

One 1953 alumna holds a Pennsylvania B.A. and M.D., while her husband is an alumnus of the College, the Law School, and the Engineering Graduate School. Individual narratives are grist for the social historian and the novelistic imagination; their comments on the lasting effects of the Pennsylvania experience are warm. Among the cheerful memories of friends and fun I am pleased to find such a comment as this:

In reflecting on my education and experiences at Penn the most obvious fact is that, as an accounting major, I was provided with an entrance into a profession which has been my life's work for these 25 years. However, the elective courses that I took in art appreciation, music, history, and comparative religion introduced me to new concepts and fields on which I have built some of my present interests and pleasures. Thus, Penn succeeded as a University in educating me by giving me a foundation in areas of our culture that were new to me and which I have pursued in my post-graduate life. I look back on my education with appreciation. I have always been most proud that I am a Pennsylvanian.

We are equally proud of our alumni.

In 1978 we have had other kinds of tangible evidence of the lasting devotion of our alumni to their University. In January, students moved into Ware College House, an entirely renovated section of the Quadrangle, where in congenial surroundings students and faculty now live and work together, thanks to the generosity of the Honorable John H. Ware, III. On the north side of Spruce Street, moreover, before the wintry weather set in we were able to begin enjoying the wonderful change that will make College Hall Green into Blanche Paley Levy Park, the gift of Mrs. Levy, widow of our alumnus Dr. Leon Levy and mother of our alumnus and Trustee Robert P. Levy. Already we can see in its walks and

gracious plantings not only a new accessibility and convenience, but the unity that a continuous green park will bring to the heart of our campus.

## Directions for Our Future

I have sketched some challenges that lie before us in the months and years ahead, both externally and internally, as we move to understand and undergird what we are and what we do best; moreover, I have reflected a measure of success in a year in which Pennsylvania has known stress. We have much to accomplish to advance our position further. Our most insistent needs are to prepare for the bracing fiscal and political climate that we, like other leading universities, can continue to expect. But such attention must not preclude the more important considerations, the human resources of knowledge, imagination, and individual talent that determine not how we survive but how well we flourish. We must work together to realize fully the potential strength of our University, academic, physical, and financial. The tasks that follow are foremost in the minds of Provost Vartan Gregorian and me.

**Academic goals.** We must retain vigor in our instructional and research programs, yet we must do so by little growth in real terms, certainly not by expansion, but by the difficult process of concentration.

- For undergraduate studies, as the number of potential well qualified applicants declines, we should reinforce the special flavor of an education available only at a comprehensive University characterized by a full range of distinguished graduate and professional programs. Our rich resources—if we use them to advantage—should provide a competitive edge.

A primary need is for a handsome set of options in general education. To illuminate the role of humane learning in society, our offerings should draw not only upon the arts and sciences but upon thought in health sciences, law, management, architecture and the arts, engineering, communications, and public policy. Such professional fields have a historical and philosophical basis, are characterized by a distinct or developing analytic method, and have a growing impact on culture and civic life. General education courses should embody the creative tension and intellectual discourse between liberal arts disciplines and those practical fields that draw upon them, without resigning intellectual hegemony to either. The deans will be exploring such a course of action.

In our major fields of study, we have talked for a long time about the opportunity for intensive, sustained analysis through a "tutorial term" in which the student may pursue a chosen field under the guidance of a single faculty member. Sometimes she or he will participate as an apprentice in the faculty member's research. I have asked Provost Gregorian to explore the means to achieve this option.

I continue to think our University Scholars program, under which a student completes here at Pennsylvania both a bachelor's degree and an advanced scholarly or professional degree at a suitable pace, will prove a uniquely attractive choice for the future. We need to inject new effort into the development of the program, so that it may become an even more significant curricular ornament that enrolls a significant proportion of our undergraduate students.

- For graduate studies in the traditional disciplines, concentration upon our proven strengths is necessary in the period immediately ahead, in order to sustain at Pennsylvania those disciplines either excellent by national standards or central to the exploration of cognate fields. Too, we should do our part in assuring that scholarship at large does not lose to the present appalling academic job-market an entire generation of critics and researchers. Association of the basic biomedical sciences from medicine, dental medicine, and veterinary medicine with the Faculty of Arts and Sciences for doctoral purposes is a step in the right direction.

However, we must concentrate our resources on those doctoral programs in which we have the greatest strength and promise, and

so improve our fellowship offerings that we recruit future scholars of the highest ability to them. Provost Gregorian has charged faculty groups, both in the Faculty of Arts and Sciences and University-wide, to explore the true costs of graduate education and to advise on policies and procedures for these extremely difficult questions of allocation.

- In our professional schools, the achievement of excellence is a hallmark of Pennsylvania in which all of us take great pride. Though some faculties have met relatively little success in attracting extensive research grants or private philanthropy, by and large their various missions and their scope have permitted adequate planning to cope with the fiscal difficulties that face us. These schools, in addition, have been imaginative in devising means to introduce and maintain talented research and teaching power at a time of potential contraction; "clinical educators" are well established in the health schools, and the Wharton School's proposal for term "practice professorships" deserves broader examination. The new dean of fine arts is considering a cooperative program for creative design opportunities for that faculty.

No horizon is unclouded in these straitened days, however. Student demand for professional curricula has oscillated across a wide band in the last decades. For example, some long-range projections of manpower needs in the health professions are, for the first time in years, inauspicious. In short, even the professional programs so much in current demand may, as the ranks of practitioners fill, approach excess capacity. Our deans remain mindful of these trends, as should we all.

- As I have stressed, our fortunes are not separate from those of higher education at large. We have been exploring with major graduate universities of a stature comparable to ours and within a reasonable distance the possible intellectual enhancement and financial economies of greater cooperation. To add a different, enriching dimension to the experience we offer our undergraduates, the other presidents and I have taken several initiatives in the last few years to extend our long-standing cooperation with Bryn Mawr, Haverford, and Swarthmore. Provost Gregorian has met with his counterparts from the three colleges to discuss developing new patterns and intensifying existing ones.

- The provost has begun, with the aid of a consultative committee, to select a permanent vice-provost for University life who will be expected to act both as students' advocate to the administration and administrative advocate among students, involving their representatives in all questions that affect student life but also carrying timely word of decisions with negative impact, when they become necessary as unfortunately they will. The vice-provost will take the lead in enhancing and maintaining an atmosphere for learning in which students can live with comfort and refreshment.

A high priority for students and administration alike is a reasonable, economical means to revitalize Houston Hall as a lively center of student conversation and activity. Studies are presently under way that will bring a limited-menu eating facility—a magnet in collegiate life—back to the oldest student union building in the nation. In the renovated west wing, a consolidated program of Career Planning Services and Placement will soon be offering the exploration, evaluation, and advice that help students plan for career patterns that may know great change as their working lives extend decades into the twenty-first century.

**Program for the Eighties.** Though some of our academic objectives can be achieved by force of imagination and searching reallocation, others require successful completion of our Program for the Eighties, the goal of which has been from the outset not bricks-and-mortar but a fuller realization of "One University." Some of the planned change at which we have aimed since 1973 will be underwritten by the funds generated through the campaign.

At the Trustees meeting in October, 1975, the Program for the Eighties was launched with a goal of \$255 million. With the campaign well into its fourth year, we have reason to find satisfaction in the results to date. As of the end of December, 1978,



we had received a total of \$172,100,932 in gifts and commitments. Compared with other recent drives elsewhere, we appear to have reached roughly the same portion of our goals as a similar portion of time has elapsed. One key to our success, as I have already suggested, is outside of our control: the state of the national economy. Individual donors, corporations, and foundations all feel the impact of uncertainty in foreign affairs and the international marketplace, continuing inflation, and the skittish nature of the securities market. (On January 11, 1973, the day before the Trustees authorized the University to plan a large fund drive, the Dow Jones industrial average reached its all-time high of 1051.7, a level never since achieved again.)

The most significant gap in our very real achievements for the program has been in the arts and sciences, where we have not built over decades the same kinds of financial constituency that we have developed elsewhere. Our fund drive has also placed high among its objectives urgently needed funds for the library—allied in many ways with the arts and sciences, where our acquisitions have not in recent years matched the accelerating volume of books and journals published. Our success in that area is still small.

In the demanding phase of the Program that remains before us, with the fullest support of the development department, deans and faculty members as well as Trustees must play an even greater role than many have taken in the past. We recognize that, even though we are determined that the dollar goal be achieved, certain of the specific objectives will probably not be fully realized by 1980; new needs will certainly have emerged. But one of the purposes of a special campaign is to raise for the years beyond the general level of private giving to an institution. Clearly, we must be prepared to continue on with fund raising efforts to sustain and improve the flow of gifts to Pennsylvania.

**Campus and Plant Goals.** Pennsylvania is integral to University City and West Philadelphia, and for that matter to Center City. For many years we have been a partner in working to develop the neighborhood that is our host into a lively urban environment attractive for institutional, residential, and commercial interests alike. Yet we cannot neglect our campus itself. This year, significant construction and maintenance was underway on our campus, exclusive of College Green. The Medical Education Building was completed. The list also includes renewal of academic plant that we have declared essential and begun to fund through gifts, such as Dietrich Hall and Leidy Biological Laboratories. That is the minimum demand of maintaining a billion-dollar physical plant in usable fashion.

- I have moved with our financial and operating officers to formalize further our capital budgeting program that will enable us better to initiate, assign priority to, and approve construction and rehabilitation projects. Planning over a five-year period, financing and construction will all come under the purview of our new Capital Council, now meeting on a monthly basis to review and delegate authority for each step in a building or restoration program, from analysis of need through design and—most important—securing planned financing. (Slightly less extensive procedures apply to projects involving less than \$250,000, nonetheless enabling us to deal with worrisome deferred maintenance needs.)

**Planning.** Each of our educational goals, given a harsh fiscal environment, requires a clear sense of priority and conscious investment of our resources in those areas where we have the greatest opportunity for excellence. Long-range planning and implementation for programs and their financing need to be synthesized. Since nearly all the education and research of the University takes place through our schools, it is vital that there be a joint planning effort between each school and the University centrally. Thus in the last few years, in conjunction with the schools, we started a planning approach that outlined the scale of tenured and non-tenured faculty for each center over a five-year period. Each year these plans for faculty complement are revised

and moved ahead for a year. Inevitably, built into these plans are anticipations as well as policies for funding, for enrollments, and for the ability of each school to take advantage of the various opportunities that may not always be intended but nonetheless arise. Limited as it has been, this planning effort has been widely analyzed by other institutions and adopted by some.

Each school should be giving most careful attention to the curricula appropriate for the decade ahead, to the faculty complement needed to present such programs and to advance knowledge in areas of the greatest intellectual vitality, and to an allocation of funds that supports their plans. Some unevenness continues to characterize the planning efforts in the separate schools. External reviews of department strengths and other programs have been extraordinarily helpful. Meanwhile, the Educational Planning Committee takes a University-wide perspective, and will I think increasingly serve as a gadfly for the schools as well.

Planning for the University obviously must take into account not only academic futures but financial and physical ones. The offices of the vice-president for budget and finance and of planning analysis have been working increasingly closely to integrate such efforts, based on accurate knowledge of our recent fiscal history and our prospects. Insofar as we can, through our office of planning analysis we compare our performance with other comparable institutions, in terms of available quantitative measures. The new capital council is establishing a long-term capital programming and budgeting function to deal with our limited new building projects and our major renovations. As the Program for the Eighties comes closer to completion, we are concerned with establishing future patterns for the best possible fund-raising capacity for the years ahead. At the same time, we are trying to do what contingency planning may be called for by vagaries in Commonwealth and Federal allocations and by changes in demography. We shall use our evolving foundation in proposing alternative pathways, measuring the advantages and disadvantages of each, and choosing the best course.

In its newly constituted form, the Executive Board of the Trustees expects to function more as a policy planning body and sounding board for the University; the office of the president and the other principal offices of the University, with advice from all parts of the University of course, will be providing the bases for their deliberations.

Everything that we do is dependent, of course, on our continuing fiscal soundness. One tool we have devised to make informed judgments about future resources and their use is responsibility center management. The analyses it provides of our sources of income and flow of expense are indeed a tool, and must never be the confining strait-jacket on our decisions that some have claimed. Though all our administrators necessarily bear financial considerations in mind, knowledge of fiscal consequences can only support the paramount factor in all planned choices: academic evaluations by deans and their faculties, the provost and his advisors, and by the president. Decisions based on financial expedience are promoted not by the existence of responsibility center analysis but by the absence of responsible academic evaluation.

In taking action for prudent management, we continue to aim for the greatest possible sparseness in administrative expenditures consistent with supplying needed services while holding costs down. A small, effective hiring review board continues to assure that each authorized position is essential to the intended function, and we constantly seek to prune non-essential functions. Faculty colleagues must be aware that, in order to focus all possible resources on academic goals, some services to which they are accustomed may be performed with less dispatch or less elegance. Certain other functions, despite apparently heavy levels of expense, require reinforcement simply to avoid the risk of long-term liabilities: internal auditing and personnel (in light of increasing government regulation) will illustrate.

Long-range administrative priority-setting must be combined with academic planning with foresight and care. We have asked

Vice-President for Budget and Finance Jon C. Strauss to begin analyses that should lead to consolidation of certain financial and administrative functions that are now heavily decentralized, with results both in savings and in improved operations in areas like field controllership and information systems. Our new Bursar's Office, for instance, is intended to localize all student financial transactions with the University into a single point of service and records. It still faces growing pains, but we are pleased with its promise.

Our achievements in these efforts are harder to evaluate than national rankings or auditor's reports on balanced financial statements. Nonetheless, I believe that—in respect of our long-range prudence as well as our academic excellence—we continue, after 200 years, to improve our position as a major educational resource for this nation.

## The State of the Schools

Through the faculties and staffs of our 14 schools, the University's programs in instruction, research, and community outreach are principally carried out and our new directions charted. Our educational achievements are a record of our schools' successes.

Each school might present a full-scale annual report of its own—indeed, they do for their particular constituencies. To give some flavor of these events for 1978, however, I have asked the deans to sketch for me milestones in their school's development in the months just past. I am pleased to share these brief notes excerpted from their sketches as part of a review of the year's events.

### Annenberg School of Communications

The Annenberg School continued development in 1978 of its leadership in communications through the study of critical issues for theory, practice, and public policy. A national conference in November on "Child Abuse: Cultural Roots and Policy Options," jointly sponsored with Yale, brought together 370 professionals, scholars, and officials from government, the media, and the academic community to share perspectives and recommend policy. Following this success, over the next two years the school will host comparable conferences on "Public Views of Law and Medicine," "Aging with Television," and "World Communications: Decisions for the Eighties"—this last meeting to assemble researchers and policy makers from around the world to examine recent changes in global communications.

The Annenberg School's faculty is completing plans for extending the academic program in two areas of particular strength, the study of visual communication and communications policy analysis. The school's increasing international emphasis has been strengthened by visiting scholars in residence from Moscow University, Kyungpook National University in Korea, and Witwatersrand University in South Africa, as well as by shorter-term visits from nine other European and Asian lands. In turn, Annenberg faculty continued not only to publish widely but to be invited speakers, participants, and consultants at communications meetings across the nation and the globe. *The Journal of Communication*, edited at Annenberg, remains the leading scholarly publication in its field; it devoted the fall issue this year to political reportage.

Here in West Philadelphia, the Annenberg School has deepened understanding of the relations between communications and many social, cultural, and policy-related disciplines by appointing to its associated faculty colleagues from six other schools. It has enriched and vivified University life by its series of wide-ranging communications colloquia and its outstanding documentary film series.

### Faculty of Arts and Sciences

For the Faculty of Arts and Sciences, 1978 brought closure to the founding deanship of Vartan Gregorian. The year was characterized by substantial progress toward buttressing the strengths—and

meeting the needs—discovered both in establishing the faculty a half-decade ago and in the rigorous external reviews of all departments now nearing completion. Particularly, the foresight of the faculty's Development Advisory Board has been coming to fruition through such attractive new means for arraying faculty talents in teaching and research as the Philadelphia Center for Early American Studies and the Center for Italian Studies. New instructional programs for students cross school boundaries in almost every direction: the biological basis for behavior, theater arts, and East Asian studies have joined long-standing transdisciplinary majors like communications, design of the environment, and urban studies.

The building of such bridges between the liberal arts and sciences and professional fields will continue to hold high priority for the arts and sciences. Still on the agenda are revision of the undergraduate curriculum with balanced emphases on general education and redefined majors, and thorough study of the organization and finance of doctoral studies. The recent Karcher Fellowships in chemistry, physics, and mathematics need to be duplicated in all graduate disciplines. The departmental reviews provide the basis for choices of emphasis that must not preclude new ideas and insight into the traditional disciplines of arts and sciences, so that the intellectual horizons of this still-new faculty continue to expand while it explores its common intellectual purposes and aspirations.

### Graduate School of Fine Arts

Building upon historical achievement was the mark of development in the Graduate School of Fine Arts this year. The late Louis I. Kahn, one of the world's leading architects and a guiding force of the school's faculty for many years, will be permanently remembered by the scholars who consult the Kahn Archives established last fall in a bright, welcoming space in the Furness Building. Plans are under way for the archival assistance needed to make these materials safely accessible. There is good hope that the Kahn papers may become the nucleus of a large, varied collection of drawings and other material representing the vision of many important architects.

Realization of the Gutman Center for the Fine Arts for advanced students of painting and sculpture, named for Edna and Monroe Gutman through whose generosity an estate of more than 200 acres houses the residential center, was aided in 1978 by a significant gift from the Grundy Foundation. The school's involvement in undergraduate education continues to grow as well, through the increasing attractiveness of the three major programs at the bachelor's level for which it bears responsibility: fine arts, urban studies, design of the environment.

Finally, building on past achievement occurred in the leadership of the school as the search for a successor to Dean Peter Shephard was concluded with the appointment of Lee G. Copeland, who assumed deanship of his *alma mater* on January 1.

### Engineering and Applied Science

The programs offered by the faculty in engineering and applied science continued, in 1978, the record of growth and development that has characterized recent years. An increase in undergraduate enrollment (including continued gains among both women and minority students) of 23 percent over the previous year—with higher indices of quality—acknowledges not only the interest in technological education but also the faculty's imaginative responses. The Bachelor of Applied Science (B.A.S.) program, now in its fourth year, offers a technologically based education within a liberal arts and sciences context. In a further focus on opportunities uniquely available at Pennsylvania, new direction was given this year to the Management and Technology program which combines the B.A.S. degree with a Bachelor of Science in Economics degree from the Wharton School. (The 23 freshman matriculants in this program have the highest quality indices among all freshmen at the University.) First-degree studies will be further enhanced by the RCA/Moore School Undergraduate Laboratory, due for comple-



tion in 1979, and the progress made in developing its computer-assisted laboratory component, a project of the national CAUSE program—Comprehensive Assistance to Undergraduate Science Education.

The graduate and research enterprise in engineering is no less successful. Graduate programs are undergoing a slight planned increase in enrollments, along with increased research activity. Funds for sponsored research increased more than 10 percent over the prior year (part of a 60 percent increase over five years). Completion of the Life Research Laboratories in the bioengineering department undergirds broad-based emphasis on biomedical issues throughout the engineering and applied science faculty. Existing space is now being rehabilitated to prepare for construction of new laboratories for the department of civil and urban engineering in three other areas of major social need: structures and housing, transportation, the environment.

Early indications of success in the Program for the Eighties assure engineering and applied science a stable base for educating both present and future generations in the skills required. This facet of progress included this year appointment of two faculty members to newly endowed chairs.

### **Graduate School of Education**

While decline in the American school-age population (coupled with a tenured corps of in-service teachers) has meant a responsible, planned decrease in the number of new full-time students entering the study of education, the Graduate School of Education is responding to specific opportunities in the field of human development. To meet the generally recognized need for literacy, the school developed the Pennsylvania Comprehensive Reading Plan, endorsed this year by Commonwealth officials, that challenges orthodoxy in testing, diagnosis, and administration of reading programs. The National Institute of Education has awarded outstanding grant support for language problems such as literacy (as well as for the school's characteristic ethnographic/linguistic approach to research in education); a new doctoral thrust as well as research will now be centered around implementation of the reading plan.

An area of new focus now under development is the training of school psychologists and counselors, for which there is both social need and student demand. Recruitment of a faculty member versed in the study of classroom interaction will qualify this program for recognition by the American Psychological Association (rare in education programs), permit appropriate growth in enrollments, and strengthen the ethnographic approach. Related, distinguished faculty appointments in the past two years have already added extraordinary talent in American social history and in child development and children's literature. They have carried secondary appointments in public and urban policy and in arts and sciences, thus helping to build a new model for education's future development in the direction of cooperative programs with interested schools throughout the University.

### **Law School**

In contrast to other schools in the University, the Law School saw its clear record of success in 1978 dominated by major changes in its leadership. Its educational program continues to be highly attractive: at a time when applications to law schools are declining nationwide, 3,500 candidates competed for the 200 places available in Pennsylvania's first-year class. They will find new emphases on studies in international law and contacts with foreign universities, as well as new links to other schools within the University. An apt symbol for these concerns is the joint appointment, in law and in classical studies of the Faculty of Arts and Sciences, of Alan Watson, professor at the University of Edinburgh and leading European scholar of Roman law.

Relations with the federal bench are serving to enrich the Law School's program and to strengthen its ties to the highest levels of professional practice. Judge Shirley Hufstедler, U.S. Court of Appeals for the Ninth Circuit, presented the annual Roberts

Lecture, while U.S. Supreme Court Justice John Paul Stevens presided over the final arguments in this year's moot court competition. Most immediately, Law School Dean Louis H. Pollak was appointed U.S. district judge here in Philadelphia. The University at large will miss his measured wisdom and will continue to call on his counsel as time permits. After Professor Covey Oliver graciously delayed his retirement to serve as acting dean throughout the fall, James O. Freedman has assumed the deanship, beginning with the first of the year. Dean Freedman brings new determination to the school's efforts to enhance itself, as well as to work closely with other faculties in the University.

### **School of Public and Urban Policy**

Substantial progress has been made in the short history of the school. Under the leadership of Britton Harris, dean since mid-1977, the school has taken responsibility for the interdisciplinary program in energy management and policy and the Philadelphia Social History Project, expanding the activities of the project through a new Center for Philadelphia Studies. Further to achieve its mandate, the school has initiated a systematic effort to increase its research activities, most visibly successful in a HUD grant of \$4 million over a four-year period for evaluation of the Community Development Block Grant Program and for the training of a new generation of urban analysts.

Private sources of support have further underwritten the faculty and students needed to fulfill aspirations for high-level policy analysis. The UPS Foundation followed an initial endowment grant of \$500,000 with a second equal installment in December, 1978. These funds will support two appointments for teaching and research in priority areas. A vigorous recruitment program doubled admissions for 1978 at a level of quality so substantial that entering students in the school won six University fellowships in open competition with all other new graduate students in the University. The Samuel S. Fels Fund assists in maintaining general scholarship support at a satisfactory level. Finally, with support from the William Penn Foundation, the school has initiated a promising new program of continuing education, introducing a number of topics and techniques. A firm grounding for public policy studies is well under way.

### **School of Social Work**

The School of Social Work spent a significant portion of 1978 not only conducting its programs in human services policy and delivery, but studying those programs in preparation for a re-accreditation review of its Master's in Social Work Degree by the Council on Social Work Education, due in spring 1979. The school's self-study committee included not only social work faculty but members of the school's board of overseers and first-year doctoral students. Under the direction of the school's research arm—the Esther Lazarus-Albert Goldman Center for the Study of Social Work Practice, completing its second full year in 1978—students took the project as a laboratory for evaluative research. An early result of their efforts was to give new thrust and articulation to the school's goals for doctoral programs since 1970: education of scholars and advocates prepared “to effect social change and distributive justice” and “to understand and alleviate institutional racism.” One practical result is some growth in the number of minority candidates matriculating in the school's doctoral programs.

Other highlights of the school's 1978 activities in support of its mission, to train skilled practitioners and to advance knowledge, include establishment of a distinguished national advisory board for its research center, extensive consultation and technical assistance to 29 separate social agencies on a wide range of managerial and substantive issues, and presentation—together with the Wharton School—of a three-week International Seminar on Management in Social Welfare, jointly sponsored by the Department of Health, Education, and Welfare and the Agency for International Development. Research projects now under way include testing a community-based approach to support former

prisoners, studying the impact of cancer in children on families, assessing the mental health needs of children in largely minority public school systems, provision of services to recently released residents of mental hospitals, and examining—together with the Veterinary School—means for the elderly to cope with diminishing experience. Master's training often includes field-work in research areas; the continuum of M.S.W./D.S.W. expeditiously prepares experienced practitioners to extend knowledge about the delivery of social services.

A major barrier to increasing the numbers of needed teachers, administrators, practice theorists, policy analysts, and researchers in social work is a sharp decline in funding available for graduate fellowships and training grants. All possible avenues for restoring funding are under vigorous pursuit.

### Wharton School

By virtually every measure, 1978 was a year of acknowledged success for the Wharton School: in faculty, in student quality, in achievement of plans for curricular and physical development. Both the finance department and the marketing department were ranked academically first in the nation by the sophisticated measures of publication count and scholarly citations. Expansion of Wharton faculty's service to government, business, and industry is demonstrated by an increase in sponsored research to more than \$10 million. The 33 percent rise in research funds for 1978 is the most recent step in a ten-fold increase in these revenues over the last six years. Students are attracted to Wharton's programs in both numbers and quality; both undergraduate and graduate enrollments have risen through exceptionally high acceptance of admissions offers. New undergraduate students' quantitative indicators of academic success average high in the ninetieth percentile nationally. Fine students, well trained, meet an excellent response: a survey of the 100 largest banks counted Wharton MBA candidates the "most attractive" of all job applicants.

Implementation of program plans proceeds on schedule. Internationalization—both links with foreign management schools and increased foreign enrollments—is represented by new agreements with Delft in Holland, ISA in France, IESA in Venezuela and *Fundacao Getulio Vargas* in Brazil. Nearly 20 percent of entering M.B.A. students in 1978 and 40 percent of the Ph.D. candidates (who generally become faculty in business schools worldwide) are now drawn from abroad. The program in executive education that brings new theories and techniques to practicing managers, with resulting strengthening of corporate relations, has grown fifteen-fold in a half decade. Efforts to improve the stature of the accounting and management (especially public management) programs continue in the face of high demand for talented faculty in these areas. The renovation of Dietrich Hall will help Wharton to attract the scholars as well as students required to raise its already substantial reputation.

### School of Allied Medical Professions

The last entering class of the School of Allied Medical Professions is now in its sophomore year. Standards of quality in faculty, curriculum, and facilities appropriate to the University of Pennsylvania are being met for this class, and all provisions necessary for their graduation will be implemented on schedule. Students in medical technology, occupational therapy, and physical therapy continue to perform academically at or above levels predictable from their credentials at admission; graduates continue to be successful by all measurable criteria.

Faculty development, including career planning, has been given careful consideration by the dean and the provost's office; of course the University will continue to honor all commitments to the faculty. The level of research, publications, and consultative professional service shown by the faculty in allied medical professions in the last two years speaks to their respected academic and professional strengths. The University continues to use these

resources in many facets of long-range planning for scholarly and applied health care, including interdisciplinary education and service functions among the health schools. All at the University are grateful for the attention and devotion with which the faculty is providing the required instructional and support services to these last classes of undergraduate students.

### School of Dental Medicine

The year 1978 was a period of transition for the School of Dental Medicine, one in which a historic past was acknowledged in festive observation of the school's centennial, and one which saw the development of a pilot study for a new curriculum to put it at the leading edge of dental education in the future. In order to prepare thoroughly trained generalists to meet the predicted societal need for dentists and dental paraprofessionals in the years ahead, the school is moving to "preceptor education" that involves each student in clinical observation and supervised practice from the earliest months of training to its completion. A team of dentist, hygienist, social worker, resident, and dental and hygiene students will together provide a complete range of oral health service. Apprenticeship on close terms with the nationally distinguished practitioners that keeps Pennsylvania's graduates leaders in dental research and academic dentistry.

To decrease the faculty:student ratio sufficiently for such personal instruction, enrollments may be cut and faculty practice carried out in clinical settings in West Philadelphia and neighboring environs. The Pew Memorial Trust has demonstrated interest in this new approach by offering a \$1 million grant to test dental care, education, and management on this new basis. Meanwhile, faculty in dental medicine earned research funds in 1978, principally from the federal government, at a rate 40 percent higher than the previous year, a favorable sign for the school's future strength. In other new educational ventures, dental medicine has begun an integrated four-year program in oral biology and continued a shared instructional program with medicine in gross anatomy. While the Center for Oral Health Research brings together basic science faculty for joint efforts in scientific study, a new Clinical Research Center (CRC) was started in March to foster research opportunities for clinical faculty—the first organization of this nature initiated in any dental school in the United States. A six-year accelerated biodental program with Rensselaer Polytechnic Institute, in which students earn both a B.S. and a D.M.D., may provide a model for cooperation with other leading undergraduate programs.

### School of Medicine

This past year the School of Medicine continued the period of rebuilding under way since 1975. This effort has encompassed faculty, programs, and physical space in an integrated fashion to assure the school's historical stature through wise stewardship of its resources. The new faculty career paths, clinician-educator and research, have attracted to their ranks a number of outstanding physicians and scholars who pursue their interests in patient care, teaching, and research as members of the associated faculty. In another important development, the Clinical Practices of the University of Pennsylvania were established by the school's clinical faculty in all departments. This new mode of practice has both increased the effective delivery of medical care and established a sound fiscal base in the clinical departments.

The long-standing desire of the medical faculty to have a physical link between the School of Medicine and the Hospital of the University of Pennsylvania came to fruition in 1978 with the completion of the Medical Education Building, the T. Grier Miller Plaza, and the Silverstein Pavilion. The buildings and walkways not only improve physical access to all portions of the medical school, they also symbolize the conceptual link of applying the fruits of the biomedical sciences to their clinical applications. These spacious, well-equipped facilities will provide the environment that promotes heightened achievements.



The School of Medicine has turned with energy to another phase of its revitalization: new strength in the basic sciences and the planning of innovative research programs designed to explore the frontiers of scientific knowledge in several important areas. Recruitment for several key appointments in the departments of microbiology, pathology, and pharmacology has taken place throughout the autumn. The School of Medicine is pleased to share with the department of biology in the Faculty of Arts and Sciences a warm welcome to the recently appointed chairman of biology, who will join with researchers in the School of Medicine in vigorous exploration of the field of molecular genetics. The "one University" goal for effective uses of intellectual resources is particularly enhanced by such joint appointments.

Among the tasks for the half-decade ahead is completion of the new research laboratories for orthopaedic surgery, the Henry M. Watts, Jr., Neuromuscular Disease Research Center, and surgical research. Additionally, a major goal will be to renovate the school's Medical Laboratories Building (built in 1904) and the Anatomy-Chemistry Building (dating from 1928), so that these facilities meet standards consistent with the requirements of today's science. Thus the school hopes to continue its proud tradition of leadership.

### School of Nursing

The School of Nursing, under leadership that is relatively new within the University, during 1978 completed the second year of a broadly based plan for major evolution of its programs into national leadership in the forefront of nursing practice, research, and nursing education for those who will help guide the profession into an exciting future. The school has organized in a fashion designed to give new prominence to faculty achievement in emerging areas of primary care such as health care of women and family and community health, as well as the more traditional fields of medical, surgical, pediatric, and psychiatric nursing.

After thorough review by University-wide committees and the provost's office, the first students matriculated this fall into the new doctor of nursing science program, planned under a major grant from HEW. To enrich the doctoral curriculum new nursing faculty have been recruited, emphasis on research and publication now guides appointments and promotions, and 17 faculty from schools throughout the University have accepted secondary teaching appointments. New professional prominence for the nurse is recognized in the school's innovative family nurse/clinician program, preparing graduates to act as primary care practitioners, and in the expansion of the primary care component in other graduate majors. Planned curriculum change in primary care on the master's level is also in keeping with the school's leadership role, including additional programs such as nurse midwifery and gerontological nursing, the latter with the support of the Division of Nursing of Health, Education, and Welfare.

The School of Nursing's undergraduate program is also undergoing considerable strengthening and growth. Increased efforts in recruitment have achieved remarkable success.

External attention to nursing's new developments is most encouraging. Both the Robert Wood Johnson Foundation and the Glenmede Trust have extended major support. New relationships with area social agencies such as the Philadelphia Corporation of the Aging, and with the Hospital of the University of Pennsylvania through faculty-clinician appointments, also promise expansion of service and learning opportunities. Recognition by the scholarly community of the school's research potential comes with the new location here of the journal *Nursing Research*. A major cause for concern to the entire profession, however, is President Carter's veto late in 1978 of legislation renewing grants for nursing education, particularly the traineeships that support much full-time graduate study in nursing.

### School of Veterinary Medicine

For the veterinary school, 1978 was a year in which return to financial stability provided undergirding to both needed physical improvements and imaginative programs in curriculum and research that keep the school a national leader in veterinary knowledge and practice. The only veterinary school in the state, it is closely tied to the Commonwealth of Pennsylvania through a substantial agricultural community. The state legislature has recognized the role of veterinary medicine as a vital resource for the rural economy by restoring the large cut in appropriations of the previous year to a current level of \$3.8 million. In addition, the school has won 30 percent more funding for sponsored research than last year, and service to animals in its hospitals is providing increased revenues.

Construction has started on the Small Animal Hospital, its \$16 million cost in part supported by the Federal government. But the intellectual excitement at the veterinary school comes from two pace-setting programs. Under funds from the Sea Grant Program of the Department of Commerce, an entirely new specialty in aquatic veterinary medicine has been developed cooperatively with the Cornell veterinary school and the marine biology and oceanographic programs at Woods Hole, Massachusetts. Perhaps more immediate impact comes from the recently established Center on the Interaction of Animals and Society, which attracts scholars across the University to exploration of the psychological, environmental, and cultural place of animals in our society. Each of these programs has brought new students, new interest, and new sponsorship to Veterinary Medicine, thus enhancing its stature as the nation's leading source of researchers and teachers in a field of increasing significance for the economy and public policy.

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## Bulletins

### Symposium on Research Centers Planned

The University Council Committee on Research will sponsor a symposium on *University Research Centers and Institutes—Common Problems*, March 29, 1-4 p.m. in Lecture Hall A of the Medical Education Building. Topics under discussion include team research, the role of industry, personnel problems and financial concerns. For information call Howard Myers, chairman of the Committee on Research, at Ext. 4420.

### NEH Announces Fellowship Deadlines

The National Endowment for the Humanities has announced its 1980-81 application schedule in three categories. Categories A and B provide fellowships for independent study and research and carry stipends of up to \$10,000 for six months and \$20,000 for 12 months. Application deadline for both is June 1. Category A is open to

scholars, teachers and other interpreters of the humanities; category B is open to persons engaged primarily in teaching undergraduates. Category C is intended to allow teachers in undergraduate and two-year colleges to participate in seminars directed by distinguished scholars. Open to members of departments that do not offer Ph.D. fellowships, it carries stipends of up to \$20,000 for 12 months. The application deadline is November 12. Application material for all categories will be available in mid-March from the Division of Fellowships, Mail Stop 101, National Endowment for the Humanities, 806 15th Street, N.W., Washington, D.C. 20015.

### Help Us Help You

If you have problems receiving *Almanac*, call Adele Wolfe, editorial assistant, at the *Almanac* office, Ext. 5274, or write her at 515 Franklin Building/16.

# Speaking Out

## Residence Hall Clerks

*To the Editor:*

On January 30, 1979, we received a letter which has drastic impact on our lives. Basically, the Department of Residential Living is taking away one-fourth of our jobs, one-fourth of our salaries, and doing so in a way we feel is insensitive to us as the department's most long-term employees.

As residential hall clerks in the dormitories for up to 13 years, we have survived a long list of changes, including the decision that forced retirement for several of us when retirement at age 65 was made mandatory and the decision that only one person would work at desks that previously had two. Most recently, we have been through a reorganization which removed offices from many buildings and resulted in many new duties at the desk. We have cooperated in the many changes that the department has been through. This latest change is simply too much. Not only in what it means but also in the way it was handled.

We have worked for the University of Pennsylvania and the students for a long time. We think we deserve more consideration.

—Residence Hall Clerks:

Anne Kealey, Florence Godwin,  
Marie B. Brady, Agnes C. O. Hanlon,  
Anne Matricciano,  
Lillian Wright, Charlotte Bagby,  
Mae Klusman, Shirley Riley,  
Pauline Hilton, Jennie Cooper

Gerald L. Robinson, executive director of personnel relations, responds:

It is with regret that the University makes any decision which affects its employees on the basis of financial

considerations. But the change in the position of some of the residence hall clerks from 12-month to nine-month appointments is made necessary by financial limitations. The need for residence hall clerks is greater during the nine months of the regular academic year than during the summer months.

Plans for reducing some of the positions were announced a full year ago on March 16, 1978 by the director of residential living at a meeting with the residence hall clerks. Length of service with the University was used to determine which 11 of the 20 employees will continue to work 12 months a year. The benefits of those affected will not be reduced. A frozen benefits base will maintain current levels of life insurance and pension plans until salaries catch up to the present benefits base. People close to retirement will not be affected. Alternate employment opportunities were offered a year ago and that opportunity is still available.

In recognition of the quality of service given to the University and the department of residential living, we have attempted to give ample notice—over 14 months—of these necessary changes and to make the transition as comfortable and equitable as possible.

## For the Record

*To the Editor:*

In the *Almanac* for 27 February the caption "University to Renovate Furness Library" is misleading. The Furness Library—the Horace Howard Furness Memorial Library—is a collection of books on Shakespeare and early English drama housed on the sixth floor of the Van Pelt Library. It is in no immediate

danger of renovation. What your paragraph refers to is the old library, recently christened the Furness Building, which houses the Fine Arts Library. This duplication of the Furness name has caused untold confusion, of which your paragraph is the latest—but, I fear, not the last—example.

—M. A. Shaaber,

Curator, Furness Memorial Library

*To the Editor:*

In regard to the March 6 *FAS Reports* supplement, RetuRN provides the opportunity for highly qualified registered nurses to begin the 40 course unit program required for the Bachelor of Science in Nursing. The proposed legislation mandating the baccalaureate degree as entry level preparation has prompted many to return to complete degree requirements. Most institutions and health care agencies give preference to B.S.N. prepared nurses.

—Diane O. McGivern,

Associate Dean and Director of the Undergraduate Program, Nursing

The Department of Metallurgy and Materials Science has been changed to the Department of Materials Science and Engineering, not the Department of Material Sciences and Engineering as reported by the Office of the Secretary in the March 20, 1979 *Almanac*.

## Letters Welcome

*Almanac* invites all members of the University community—administrators, faculty, staff and students—to submit letters on relevant University issues to *Speaking Out*.

*Speaking Out* is a forum for readers' comment on University issues, conducted under the auspices of the *Almanac* Advisory Board: Robert L. Shayon, chairman; Herbert Callen, Fred Karush, Charles Dwyer and Irving Kravis for the Faculty Senate; Curtis L. Barnes, director of communications services; Valerie Pena for the Librarians Assembly; Shirley Hill for the Administrative Assembly; and Virginia Hill Upright for the A-3 Assembly. Copies of *Almanac's* guidelines for readers and contributors may be obtained from *Almanac's* offices at 513-515 Franklin Building.

## Twenty-Five Year Club Plans Annual Dinner

The annual meeting and dinner of the Twenty-Five Year Club of the University of Pennsylvania will take place at the Faculty Club on Monday, April 30. Cocktails at 5 p.m. will be followed by a complimentary dinner. Morris Hamburg, professor of statistics and operations research, is president of the club.

Anyone who has worked at the University for 25 years or more is invited to join the Twenty-Five Year Club and attend the meeting. For information about the club and dinner call Marion Pond at Ext. 6811.

## History of Science Seminar to Meet at Penn

The Department of History and Sociology of Science will host the sixth annual meeting of the Joint Atlantic Seminar in the History of the Physical Sciences on Friday and Saturday, April 6 and 7. The seminar, which will draw speakers from nearly a dozen institutions, begins on Friday evening with a review symposium on Daniel J. Kevlas's book, *The Physicists*. Eight presentations on Saturday will address a range of topics in the history of the physical sciences. For information call Jeff Sturchio at the Department of History and Sociology of Science, Ext. 8400.



## On Distinguished Visitors or Groups to the Campus

The purpose of this memorandum is to establish a procedure whereby the University's Department of Public Safety and Department of Communication Services will be notified of the visits of distinguished visitors, foreign dignitaries and leaders or groups to our campus. This procedure is intended to allow the appropriate University departments to work with the State Department, as necessary, and local police units in a knowledgeable manner, as well as to provide any needed attention and assistance and to avoid any potential embarrassment to the University.

Notification of visits of distinguished persons or groups should be made to David L. Johnston, director, Department of Public Safety, 3914 Locust Walk (Ext. 4480), and to Curtis L. Barnes, director, Communication Services, 525 Franklin Building (Ext. 8721).

Your cooperation in seeing that this procedure is established and followed within your department or school will help us ensure a positive image for the University and allow visitors to our campus to have a good experience.

—Provost Vartan Gregorian

## Yes, There Is Tennis After Fifty

The Robert P. Levy Tennis Pavilion staff urges University staff and faculty tennis players over 50 to participate in the Middle States Indoor Tennis Championships at the Levy Tennis Pavilion on Friday, Saturday and Sunday, April 6, 7 and 8.

A discounted registration fee of \$15 is offered to University personnel who enter in the 50-and-over singles or the 60-and-over singles and doubles competitions. For information and entry blanks call Scott Zumwalt at Ext. 4741 or Max Silverstein at 925-2469.

## Openings

*The following listings are condensed from the personnel office's bulletin of March 22, 1979. Dates in parentheses refer to the Almanac issue in which a complete job description appeared. Bulletin boards at 13 campus locations list full descriptions. Those interested should call personnel services, Ext. 7285. The University of Pennsylvania is an equal opportunity employer. Where qualifications include formal education or training, significant experience in the field may be substituted. The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint). An asterisk (\*) before a job title indicates that the department is considering promoting from within.*

### Administrative/Professional

**Accountant III** (two positions) (a) (1-16-79); (b) prepares financial statements, accounts and reports, supervises staff (five years' accounting or bookkeeping experience, familiarity with University and health care accounting). \$14,400-\$20,000.

**Administrator, Education and Standards** (2-20-79).

**Assistant Director** (2-27-79).

**Assistant Football Coach** (3-6-79).

**Assistant Manager** (3-20-79).

**Assistant to the Program Director** (3-20-79).

**Assistant to Vice-Dean** (3-20-79).

**Associate Director** (2-27-79).

**\*Business Administrator III** prepares, reviews and administers budgets, prepares proposals and reports. Degree in business administration, budget and contract administration, data processing skills. \$11,525-\$16,125.

**\*Business Administrator IV** (3-20-79).

**Contracts Administrator I** (3-20-79).

**Curriculum Coordinator** (11-21-78).

**Director** coordinates selection and training of personnel, supervises purchasing of merchandise for resale, establishes selling process, supervises controller, prepares and submits annual operational budget. College degree, five years' experience in retail management, knowledge of personnel and business administration. Salary to be determined.

**Director of Administrative Affairs** coordinates and administers budgets;

handles business and personnel matters, building administration. College degree with several years' business administration experience, knowledge of the University. Salary to be determined.

**Director of Admissions (School)** (1-16-79).

**Director, Computer Center** (12-12-78).

**Junior Research Specialist** (three positions) (a) (10-31-78); (b) (two positions—3-20-79).

**Programmer Analyst II** (1-16-79).

**Research Dietician** (12-12-78).

**Research Immunologist** (2-27-79).

**Research Specialist I** isolates, purifies and analyzes neuronal proteins from mammalian tissues, monitors and interprets results, develops techniques. B.S. with graduate training, experience, knowledge of gel electrophoresis and column chromatography. \$10,050-\$14,325.

**Research Specialist II** (three positions) (a) (1-30-79); (b) studies differentiated cell membranes, guides other technicians (M.A., five years' experience); (c) studies neuronal protein metabolism, uses pulse-labeling and immunochemical techniques, publishes results (B.S. and graduate training in biochemistry, neurobiology, several years' experience). \$11,525-\$16,125.

**Senior Administrative Fellow** (12-12-78).

**Senior Research Coordinator** (3-20-79).

**Staff Writer II** (1-30-79).

### Support Staff

**Accounts Payable Clerk** (3-20-79).

**Administrative Assistant I** (four positions) (a) (2-13-79); (b) (three positions—3-20-79).

**Administrative Assistant II** (3-20-79).

**Cashier** (9-12-78).

**Chief Mechanician** (3-6-79).

**Clerk II** (2-27-79).

**Computer Operator** works with IBM 360/65 computer on second shift and weekends. One year's experience in computer field, knowledge of OS/MFT operating system. \$7,150-\$9,150.

**Data Control Clerk** maintains I/P from user, sets up jobs to be submitted to computer and makes minor keypunch changes. Knowledge of keypunch and JCL, high school graduate with computer experience. \$7,150-\$9,150.

**Duplicating Machine Operator I** (2-20-79).

**Editorial Assistant** (3-20-79).

**Electrical Operator** (3-20-79).

**Electron Microscope Technician II** (3-20-79).

**Engineer, Pressure Chamber Operator** (see administrative/professional—9-19-78).

**Fellowship Assistant** (2-27-79).

**Library Door Guard** secures library property and provides general library information. Union wages.

**Programmer I** (10-3-78).

**Programmer II** (3-20-79).

**\*Project Budget Assistant** (3-20-79).

**\*Psychology Technician I** assists psychologist in experiments with human subjects and performs statistical analyses. B.A. in psychology, knowledge of statistics and computer programming. \$8,625-\$11,050.

**\*Research Bibliographer I** writes and reports on prospective donors to the University and maintains a corporate and foundation information center. Two years of college, investigative skills. \$7,150-\$9,150.

**Research Laboratory Technician II** (1-23-79).

**Research Laboratory Technician III** (nine positions) (a) (2-20-79); (b) (2-27-79); (c) (six positions—3-20-79); (d) fabricates microelectrodes and performs animal experiments and tissue measurements. College degree, prior experience. \$8,625-\$11,050.

**Residence Hall Clerk** (3-20-79).

**Secretary II** (nine positions) \$6,225-\$7,975.

**Secretary III** (ten positions) \$6,700-\$8,575.

**Secretary IV** (2-20-79).

**Secretary Medical/Technical** (five positions) \$7,150-\$9,150.

**Secretary/Technician, Word Processing** (2-27-79).

**Senior Admissions Assistant** schedules meetings and trips, compiles and maintains reports and records, edits materials for publication. High school graduate, college experience, writing ability. \$7,700-\$9,850.

**Senior Animal Laboratory Technician** (2-27-79).

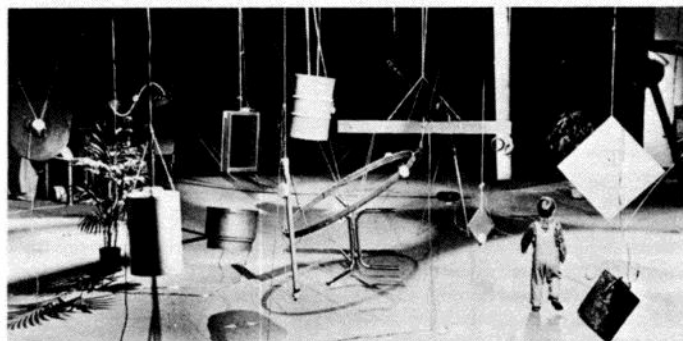
**Sergeant** (11-7-78).

**Supervisor I** (3-20-79).

**Typesetting Operator** (2-27-79).

### Part-Time

Three administrative/professional and seven support staff positions are listed on campus bulletin boards.



Composer David Tudor's dramatic, sculptural and musical environment *Rainforest* will be presented by the Institute of Contemporary Art in the Drexel-First National Bank Building, 15th and Walnut Streets, April 4-7.

## Things to Do

### Films

**Exploratory Cinema** features *Cotton Candy* and *Elephant Stuff* and *High Grass Circus*, March 28 at 7 and 9:30 p.m., Annenberg Studio Theater (students \$1, general admission \$2). § Penn Earth Lobby presents *Death of a Legend*, a documentary on the wolf, March 28, 7:30 p.m., Franklin Room, Houston Hall. § The International Cinema film series offers Carlos Saura's *Cousin Angelica*, March 29, 7:30 p.m. and March 30, 4 and 9:45 p.m.; and Mark Rappaport's *Local Color*, March 29, 9:30 p.m. and March 30, 7:30 p.m., International House (evenings \$1.50 and matinee \$1). § *Mustang Country* comes to the University Museum Children's Film Program, March 31, 10:30 a.m., Harrison Auditorium. § Annenberg Cinematheque presents Mark Donskoi's *Childhood of Maxim Gorky*, March 31, 7 p.m. and April 1, 9:30 p.m., and Georges Franju's *Eyes Without a Face* and *The Blood of the Beasts*, March 31, 9:30 p.m. and April 1, 4:30 and 7 p.m., Annenberg Studio Theater (students \$1.50, general admission \$2.50). § Penn Union Council features Burt Reynolds in *The Longest Yard*, March 31, 7 and 9:30 p.m., \$1; and *The Wizard of Oz*, March 31, midnight, 75c, Irvine Auditorium. § The University Museum Sunday film series presents *Black and White in Color*, April 1 at 2:30 p.m., Harrison Auditorium of the University Museum.

### Lectures

Barry Bergen of the history department addresses the Workshop for Studies on Women on *The Treatment of Women in Nineteenth-Century Utopias*, March 27, 12:30 p.m., 106 Logan Hall. § The CIS Colloquium Committee sponsors a discussion on *Computer Animation at New York Institute of Technology* by Edwin Catmull of NYIT, March 27, 3 p.m. in Alumni Hall of the Towne Building. § Dr. Adele Rickett speaks on *Heroes and Villains in Chinese Literature*, March 27, 4 p.m. in the Philomathean Rooms in College Hall. § Dr. Bernard Wailes, associate curator of European history at the University Museum, introduces *The Treasures of Early Irish Art*, March 27, 5:30 p.m. in the Rainey Auditorium of the University Museum. § Ben Priest, director of the McElmo Canyon Field School in Colorado, gives an illustrated talk on *The Four Corners Country of the American Southwest*, March 29, 5:30 p.m., Rainey Auditorium. § Harold Rhode speaks on *Iranian Jewry—What Next?* March 27, 6:30 p.m. at Hillel. § The FAS Leon Lecture features Samuel Edgerton, professor of art history at Boston University, on *The Influence of Renaissance Art on the Scientific Revolution*, March 27, 8 p.m., 200 College Hall. § The Foodways Group and the graduate group in folklore and folklife present Dr. Sol Katz, professor of physical anthropology at Penn, senior research scientist at Eastern Pennsylvania Psychiatric Institute and director of the W.M. Krogman center at Children's Hospital, on *The Evolutionary Implications of Maize Processing Techniques*, March 28 at noon, 401 Logan Hall. § Dr. Paul Picciano, Department of Pathology of Albert Einstein College of Medicine, speaks on *Problems and Perspectives in the Isolation of Membrane Epithelial Type I Cells from a Rabbit Lung*, March 28, 12:30 p.m., Physiology Library, Richards Building. § Dr. Dennis Stanford, anthropologist at the Smithsonian Institution's Museum of Natural History, speaks on *The Ice Age Relived: Early Toolmakers of North America*, March 28, noon, 5:30 and 7:30 p.m. in the Rainey Auditorium of the University Museum. Free tickets are required for admission; for information call the Greater Philadelphia Cultural Alliance at 567-2822. § Dr. Irving Greenberg, director of the National Jewish Conference Center, continues his series of lectures *On Becoming Human*, March 27-29. For

information call Hillel at Ext. 8265. § A.H. Somjee of Simon Fraser University speaks to the South Asia seminar on *Local Politics: A Case Study of Anand*, 11 a.m. at the University Museum. § The Department of Microbiology sponsors *Association Between Proteolysis and Acetylcholine Receptor Metabolism in Myogenic Cultures* by Dr. Edward Reich of the Rockefeller University, March 29, 11:30 a.m., Lecture Room D of the Medical School. § Graduate School of Education presents Dr. Lois W. Hoffman on the *Value of Children to Parents in the United States: A National Sample "Study"*, March 29, 2:30 p.m., Room D9/10, Education Building. § Dr. Douglas Rumble, III, discusses *The Fluid Phase of Metamorphism* on March 30, and Dr. W. Bruce Saunders examines the *Ecology and Biology of Nautilus in the Western Pacific: A Key to Fossil Cephalopod Paleobiology?* on April 3 in the Geology Department Seminar, Room 104, Hayden Hall, 4 p.m. § Dr. Steven Batterman, Department of Mechanical Engineering, speaks on *Current Research in Biomechanics*, April 2, noon, Room 554 of the Moore School. § David Bearman speaks on *Identifying, Preserving and Enhancing Essential Nutrients; Agricultural Chemistry Moves from Farm to Industry in the 1920s and 1930s*, and Bayla Singer addresses *New Problems for Old Answers: Cooling Towers and Electrical Generation Since 1900* on April 2, 4 p.m., Room 107, Edgar Fahs Smith Hall. § Dr. D. Fennell Evans discusses *What Washing Your Clothes and Dissolving Your Gallstones Have in Common* in a Department of Chemical and Biochemical Engineering Seminar, April 2, 3:30 p.m., Alumni Hall of the Towne Building. § The Respiratory Physiology Seminar presents Dr. Maria Erecinska on *Homeostatic Regulation of Cellular Energy Metabolism*, April 3, 12:30 p.m., 4th Floor, Richards Building.

### Music/Theater

The Annenberg Center's Off-Broadway's Best series presents the Goodman Theater Company's production of *The Island*, the companion piece to *Sizwe Bansi is Dead*, March 28 through April 8 (preview, March 27). For information call Ext. 6791. § The Penn Singers perform Gilbert and Sullivan's *The Pirates of Penzance*, March 30 at 8:00 p.m. in the Zellerbach Theater of the Annenberg Center. For information call Ext. 6791. § The University Symphony Orchestra, under the direction of Richard Wernick, performs the Brahms *Symphony No. 2* and Schubert's *Symphony No. 5* and introduces a new piece by Richard Brodhead, March 30 at 8 p.m. in Irvine Auditorium. § The Collegium Musicum presents *The Eighteenth-Century Ensemble* with guest Rheta Smith, April 2 at 8:00 p.m. at the University Museum. (Tickets are \$3 in advance; students and senior citizens, \$1 at the door). For information call Ext. 6244.

### Mixed Bag

The Institute of Contemporary Art exhibits *Late Twentieth Century Art: The Sydney and Frances Lewis Foundation Collection* through May 2. § *The Undergraduate Assembly* sponsors a coffee hour every Tuesday at 11 a.m. in Houston Hall. § *The Faculty Club* exhibits the works of artist Sam Maitin from March 27 to April 20. § *Donate blood* on March 27 at Zeta Beta Tau (11 a.m.-5 p.m.) or April 3 at High Rise North (1-7 p.m.). § The Morris Arboretum offers a short course on *Treasures Under Our Feet*, six Tuesdays, March 27-June 12 (members \$30, non-members \$35), and workshops on *The Perennial Border*, March 29, 10 a.m.-2 p.m. (members \$9, non-members \$12) and *Rose Pruning Demonstration*, March 31 at 1 p.m. For information call CH7-5777. § The Writing Program sponsors Marilyn Nelson Wanek's *Poetry Reading* on March 28 at 4 p.m. in the Philomathean Rooms in College Hall. § The Gay Cultural Festival includes *The Celluloid Closet*, March 28, 8 p.m., (tickets \$3). *Dessie*, March 29, 8 p.m. (students \$3, general admission \$5) and *An Evening of Women's Poetry*, March 30, 8 p.m. at the Christian Association Auditorium; for information call 386-3916. § The Afro-American Studies Symposium sponsors *The Declining Significance of Race?* on March 29 and 30 at International House, 7:30 p.m. (free to University students and employees); for information call Carolyn Whitfield, Ext. 4965. § The Faculty Club hosts *International Night* on March 30, 5:30 to 8 p.m. § The Department of Recreation offers Saturday morning *Swimming and Fencing Classes* for children, March 31; for information call Ext. 6102. § The Faculty Tea Club sponsors Theresa Cole, a native of Sierra Leone, in a seminar on *Changing Roles for Women Around the World*, on April 3 at 10:30 a.m. in the Tea Room of the Faculty Club.

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