

Almanac

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Acting Provost October 25: Dr. Shen

President Martin Meyerson announced today that he will take the name of Associate Provost Benjamin Shen to the October 16 meeting of the Executive Board for appointment to the post of Acting Provost to succeed Provost Vartan Gregorian effective October 25. The President said that when Provost Gregorian indicated his intention to resign as Provost Dr. Shen, after a review with the Committee on Consultation, was asked to take on this assignment. "At first he declined," Mr. Meyerson said, "but after further discussions with President Sheldon Hackney of Tulane University and with me, Professor Shen agreed to serve as Acting Provost." Yesterday, prior to making this announcement, Provost Gregorian and the President met with the Council of Deans to review the forthcoming arrangement.

"Now that I have agreed to be nominated acting provost, I look forward to my new role with enthusiasm," Dr. Shen said. "I am confident that, with everyone's help, the months immediately ahead can be transformed from a period of potential disarray into one of productive self-renewal for the University."

"We are fortunate to have the services of Benjamin Shen, who was recommended for the Associate Provostship by Vartan Gregorian," Mr. Meyerson said. "He has served in that post now for over a year. He is a distinguished scientist, deeply devoted to the educational purposes of the University."

Dr. Shen joined the University in 1966 as an associate professor and became a full professor in 1968. He has been the Reese W. Flower Professor of Astronomy and Astrophysics since 1972 and chaired that department from 1973 to 1979. Since 1976, he has been member of the graduate program on energy and has chaired the faculty-student Roundtable on Science, Law, and Public Policy. He is past president of the Faculty Research Club and past chairman of the Senate Committee on the Faculty.

Dr. Shen served as the science and technology adviser to the U.S. Senate Budget Committee during consideration of the first Carter budget, 1976-77, and he now chairs a national panel on the federal research/development budget for the AAAS. Internationally known for his work on spallation reactions and their role in astrophysics and radiobiological shielding and dosimetry, Dr.



Dianne Feltoon

Shen pioneered in the use of high-energy accelerators in astrophysical research and more recently has contributed to the study of variable galaxies and quasars. Among his awards is the 1978 Vermeil Medal for Science of the Societe d'Encouragement au Progres, France.

Born in 1931 in Hangzhou, China, where his father was an American-educated professor of international law, Dr. Shen graduated from a French lycee in Shanghai and from Assumption College in Massachusetts. He took his master's degree in physics from Clark University and the National Doctor of Science degree from the Sorbonne under the physicist Auger, discoverer of the Auger electron. He also took eight literature courses during his graduate study.

Dr. Shen is Associate Editor of the journal *Comments on Astrophysics*, former Associate Editor of the journal *Earth and Planetary Sciences*, and co-editor and co-author of two books in his field.

He is a Fellow of the American Physical Society, the American Association for the Advancement of Sciences, and the Royal Astronomical Society (U.K.), among others. He is a member of the Hayden Planetarium Committee of the Board of Trustees, American Museum of Natural History, and the Science Advisory Board of the Children's Television Workshop, and a former Governor of the New York Academy of Sciences and former board member of the Pennsylvania Ballet. He is married to Lucia Simpson, a philologist; they have two children.

Senate October 14: As published in the call to meeting (*Almanac*, September 30) the Faculty Senate will hold a special session to discuss "a range of concerns arising from the nomination of F. Sheldon Hackney as President of the University and the resignation of Provost Vartan Gregorian." The meeting is from 3 to 5:30 p.m. in Room 200 College Hall. On page 3, Chair Paul Bender presents four motions received, including one that welcomes Dr. Hackney and another that asks nomination of Dr. Gregorian.

Council October 15: Action is on the agenda of the 4-6 p.m. meeting only for the charter of the judicial system and proposed code of academic integrity. (See position paper on the judiciary, page 5). One major report will be given — by Admissions Director Lee J. Stetson, on the Class of 1984.

Executive Board October 16: The Executive Board of Trustees will meet at 3:30 p.m. Thursday, October 16, in the Faculty Club's third-floor Tea Room. Under the Sunshine Law, observers may attend. On the agenda are standing reports (from the chairman, the president and the provost), a report on the property at 34th and Walnut Streets; and resolutions on boards of overseers, the clinician-educator track, and HUP by-laws.

INSIDE

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- The \$259 Million: where it came from, how it will be used, page 8.
- 'One Library for One University,' the report of Director of Libraries Richard De Gennaro, accompanies this 'Almanac.'

Legal Procedures and Presidential Nomination: Whom Can the Trustees Choose?

by Edward B. Sparer

Are the trustees now precluded from considering the name of Vartan Gregorian for president of the University? Do the trustees have only one valid nomination before them, that of Dr. Hackney? Is the September 14 nomination of Dr. Hackney invalid under Pennsylvania's "Sunshine Law"? The October 7 *Almanac* contains an exchange of extraordinary relevance to these questions.

Six of this University's Benjamin Franklin professors urged that Provost Gregorian's name be put before the trustees to be voted upon for president of the University. The Secretary of the University, Mary Ann Meyers, forwarded that statement to the trustees, accompanied by the following opinion reached after discussion with Paul Miller and consultation with the University's legal counsel:

"...although any person may be discussed in relation to Dr. Hackney during your deliberations on his nomination, the Statutes provide in Article II, Section 4, that nominations for president may be made only at a meeting of the Executive Board called for that purpose. Dr. Hackney's nomination was moved at such a meeting on 14 September."

If Mr. Miller and legal counsel are correct in their reading of the Statutes of the University¹ there is a reasonable basis for concluding that the nomination made at the September 14 meeting was invalid under the Commonwealth of Pennsylvania's "Sunshine Law."

Below, I briefly outline my reasons for this conclusion. I do so not because I wish to promote litigation, but because I think there is an appropriate way to avoid litigation—with fairness to everybody. And, perhaps more importantly, I do so because the proposal of six of the seven most distinguished professors at this University—supported, I believe, by a majority of the faculty and students of this university—should not be defeated by a procedural twist which rests upon a legally invalid event. Finally, I do so out of respect to the full board of trustees. They should have the opportunity to vote their choice.

The Executive Board meeting (at which Dr. Hackney was nominated) was closed to the public. There is little room for serious dispute that the sunshine law invalidates any "formal action" taken at closed meeting of this University's Trustees Executive Board (see 65 P.S.A. 261-262; Attorney General's opinion #46 (1974) and rule 1 of the *University Rules Concerning Attendance of the Public at Meetings of the Trustees of the University of Pennsylvania*).

The real question, hitherto, was this: was Dr. Hackney's nomination at the Executive Board meeting a "formal action," as that term is used within the Sunshine Act, or was that nomination simply an example of "deliberation, discussion and preliminary decision" prior to the full board of trustees meeting (scheduled for October 24). The latter deliberation and preliminary decision need not be open to the public, according to the case law interpreting the Sunshine Act. A meeting at which "formal actions" are taken must be open to the public, with notice. The Sunshine statute states:

"No formal action shall be valid unless such formal action is taken during a public meeting"

It is always possible, short of an appellate court decision on the precise meeting and nomination of September 14, to haggle back

and forth over the applicability of the term "formal action" to the outcome of the September 14 meeting. However, the case seems strong for the view that "formal action" did occur. "Formal action" is defined in the Sunshine statute as "the taking of any vote on any resolution, rule, order, motion, regulation or ordinance... or the setting of any official policy" (65 P.S.A. 261). This definition has been elaborated upon by a 1977 Attorney General's opinion which states in part:

"...if, however, the agency [read Executive Board] involved either sets, or intends to set, official policy at the meeting involved, or if formal decisions are set, or scheduled to be set, at the meeting, then it must be publicized in accordance with the Sunshine Law regardless of the preliminary nature of the activities involved at the meeting... An agency cannot evade its obligations under the act by agreeing to a course of action which will become effective or formalized at the subsequent formal meeting." (Official Opinion no. 77-13, bracketed material supplied by this writer.)

Now suppose the defenders of the legality of the September 14 meeting were to argue that a nomination under such circumstances is not really a "formal action." Re-read Secretary Meyers' comment, quoted earlier, and ask yourself: Was not a formal decision made at the September 14 meeting? Was not the decision to open and close nominations, at that meeting, a formal decision? Was not the decision to nominate only Dr. Hackney—and thereby preclude subsequent nominations of anyone else—another formal decision that was made? Did not the Executive Board formally set a course of action on September 14 that was to determine the events at a later meeting (October 24)? I think it clear that the answers to these questions are "Yes."

But there may be much more. Were there "votes" taken at the September 14 meeting? Was there a proposal made and voted upon, with regard to Provost Gregorian's name? Was Dr. Hackney's name, together with one or more others, voted upon? Were recommendations of the consultative committee voted upon? If this matter comes to litigation, depositions will readily gain the answers to these questions. The answers will be illuminating, and if positive—as I believe they may be—will heavily influence the ultimate disposition of the matter by the court.

Secretary Meyers' comment on why the University statute precludes the proposal of the six Benjamin Franklin Professors

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3533 Locust Walk/CQ
Philadelphia, Pa. 19104
(215) 243-5274

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ASSISTANT EDITOR C. Anne Vitullo
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¹Not everyone accepts the view that the solitary nomination of Dr. Hackney is valid under University statutes. Thus it has been argued that the University statute cited by Secretary Meyers requires more than one nomination to be made.—E.B.S.

may be correct. But for that very reason, the nomination of Dr. Hackney should have taken place at an open meeting. Because the meeting was closed, a fair reading of the Sunshine Act supports the conclusion that the nomination is invalid. A legal attack may indeed succeed.²

Nobody wants the business of the University tied up by continuing legal hassles over procedure. But University officials cannot cite the University's procedural statutes to preclude the presentation of Dr. Gregorian's name to the trustees, and at the same time ignore procedures specified by state statute. The concerns embodied in the "Sunshine Law," do have some importance in a democratic society.

At the cost of only a few weeks' delay, the names of both Dr. Hackney and Dr. Gregorian could be properly and legally placed before the entire board of trustees. Difficult and expensive litigation which otherwise seems about to happen, might thereby be avoided or settled. The entire board of trustees would have a fair

²Lurking in the case law are several potential interpretations of the "formal action" issue, which could be developed for the purpose of arguing both the validity and invalidity of the September 14 nomination. This short comment is not intended as an exploration of each potential argument. As with many issues, this one entails great possibilities for the imagination of lawyers. I have no doubt that the University's lawyers in good faith may have convinced themselves of a position different from mine. Hopefully, it is sufficient to hear emphasized (again) that the litigation which would lead to a judicial resolution of such a dispute can and should be avoided in the manner suggested in the text.—E.B.S.

opportunity to exercise their right to pick the next president with a choice as to whom they vote for.

As noted by Professor Elaine Scarry in the October 7 *Almanac*, it is not clear that Provost Gregorian is without support among the trustees. He certainly enjoys extraordinary support everywhere else within the University. If the trustees prefer Dr. Hackney, the trustees can choose him—and we will all accept him far more readily as a consequence of an improved process. On the other hand, if support for Dr. Gregorian does exist among the trustees, they should have a fair opportunity to demonstrate that support with their votes.

Mr. Sparer is professor of law and social welfare at the Law School. His reference to the possibility of litigation stems from a student initiative not previously noted in Almanac but covered in recent issues of the Daily Pennsylvanian—The full text of the resolution passed by the Undergraduate Assembly, 20 to 1, on Thursday, October 2, 1980 is:

Whereas on Sunday, September 14, The Executive Board of the Trustees met in secret session at the Fairmont Hotel, and

Whereas this meeting resulted in an announcement of a successor to President Martin Meyerson on the following day, and

Whereas the action appears to be in violation of the Commonwealth of Pennsylvania's Sunshine Laws which provide that no board of trustees of a state-related agency, such as Penn, may take decisive action in a nonpublic meeting.

Be it resolved that the UA hold an open forum with the Executive Board of the Trustees before a lawsuit is commenced and further,

Resolved that the UA appropriate up to \$1500 to investigate the possibility of legal ramifications of this and other meetings relating to the search.

SENATE

From the Chair

Four Resolutions for Today's Special Meeting

As of 2 p.m. on Friday afternoon, October 10, I had received four resolutions intended for presentation to the Special Senate meeting to take place on Tuesday, October 14, from 3 to 5:30 p.m. in room 200, College Hall. In order of their reception at the Senate Office, they are:

Resolution 1

The Faculty Senate welcomes Dr. Hackney to this campus and assures him of its support as he prepares to assume the presidency of the University.

Resolution 2

The Faculty Senate of the University of Pennsylvania urges that Provost Vartan Gregorian's name be put into nomination before a meeting of the trustees of the University to be voted on for president of the University of Pennsylvania.

The Faculty Senate instructs the Senate leadership to use its best efforts, in accordance with University procedures, to implement this resolution.

Resolution 3

Whereas, University task forces on governance and University Council have repeatedly recommended codification by the trustees of the procedure for the selection and election of a president, and University Council has, in addition, twice endorsed a recommendation of the 1969 task force specifying the composition of the consultative committee to be utilized in presidential searches, and

Whereas, the trustees have not acted to codify the procedures for selection of a president, and have, in addition, utilized a consultative committee not composed in accordance with the recommendations of the 1969 task force and of University Council, and

Whereas, a perception exists among many faculty members

that the trustees have not been adequately informed about or sufficiently responsive to faculty opinions and concerns in matters that vitally affect faculty, including the presidential selection process,

Therefore, the Faculty Senate instructs the Senate Executive Committee to initiate discussions with the trustees, based on prior task force and University Council recommendations, leading to a proposal for prompt codification of presidential search and selection procedures, such proposal to be presented to the Senate no later than its Spring, 1981 meeting; and, in addition, to consider the advisability of other proposals, such as for faculty representation on the trustees or the Executive Board, designed to promote greater trustee awareness of and receptivity to faculty concerns in trustee decision-making, and to report back to the Senate on this subject no later than its Spring, 1981 meeting.

Resolution 4

The Faculty Senate regrets the loss of Vartan Gregorian from the administration of the University of Pennsylvania. As provost and as the first dean of the Faculty of Arts and Sciences he provided leadership with energy, commitment, sensitivity and personal warmth that is irreplaceable.

The Faculty Senate appreciates the work of our colleagues who represented the faculty in the presidential search process. We are pleased that the search committee appears to have functioned collegially. We look forward to establishing with the new president the sense of joint commitment to the values of the University to which Provost Gregorian has helped us aspire.



Call for Investigation

As tenured faculty of the Graduate School of Education we are troubled by the manner in which the new president designate was chosen. The selection process humiliated a man whose able, generous, and loyal service helped the University through very trying and dangerous times. Moreover, the search has exposed the University to an indefinite period of managerial uncertainty and drift. Finally, the Executive Committee of the Board of Trustees did not follow the statutes of the University which state that it shall place nominees before the full Board, nor, it is believed by many people, did it adhere to the "Sunshine Law" of the Commonwealth of Pennsylvania.

All of this raises grave issues regarding the future governance of the University, including the relations between the Trustees and the Faculty, the assurance of administrative stability, and the rewards for loyal and effective service. We call on the Board of Trustees to investigate the selection process and the issues which it raises and to take appropriate action to rectify the errors of judgment and law which have occurred.

The signers are 14 out of 15 tenured professors in the Graduate School of Education.

Andrew R. Baggeley	Richard A. Gibboney
Erling E. Boe	Allan A. Glatthorn
Morton Botel	Michael B. Katz
William W. Brickman	Peter J. Kuriloff
Arthur A. Dole	Albert I. Oliver
Charles E. Dwyer	Wesley J. Schneyer
Kenneth D. George	Brian Sutton-Smith

Fully and Fairly

The following text was edited by the author from a letter he sent to the trustees:

I supported Provost Gregorian among internal candidates for the presidency; at the same time, I supported a wide-ranging search among outside candidates. Both searches, inside and out, appear to have been fully and fairly conducted.

I do not know Sheldon Hackney. He seems an excellent choice. I welcome him. I hope that, during Sheldon Hackney's presidency, the University of Pennsylvania will express to itself a certain grace of temper without which there cannot be fineness of mind. Knowledge without tone is rude.

Some among my colleagues "urge that Provost Vartan Gregorian's name be put before a meeting of the Trustees to be voted on for President of the University of Pennsylvania" (*Almanac*, October 7, 1980, p. 3). Were that urge to be satisfied, the completed procedure of selection would be nullified, I reckon. To consider, after full and fair explorations of many candidates, the renomination by any who will not take No for an answer, would further politicize the University. If a renomination can be made by not taking No for an answer, as in the petition referred to above, then the most jejune lecturer would be encouraged, by this high precedent of political pressure, not to take a

No for an answer — on the matter of tenure, for example. The University is too near that fatal pass.

Finally, for the good of the University, the Board must maintain its independence. Any representation of faculty on the Board of Trustees must curtail the necessary independence of the Board in its particular and limited, yet vital, functions. That the faculty cannot be adequately represented on the Board speaks well for the faculty.

— Philip Rieff,
Benjamin Franklin Professor of Sociology

Cynicism in Academe

The announcement of a special Faculty Senate meeting for Tuesday, October 14, forces the faculty to deal directly with two conflicting statements made by the University administration on behalf of the University's trustees. The first statement was made to the students. It claimed that the Executive Board of the trustees, meeting in a downtown hotel on Sunday, September 14, to choose a new University president, had not violated the Commonwealth's "Sunshine Law" because in fact they had made no final decision. The second statement has come more recently from the Secretary of the University, Mary Ann Meyers. Dr. Meyers indicates that the trustees, meeting on October 24, could not accept a Faculty Senate nomination for University president because in point of fact the nominating process had been closed that Sunday in September. The import of Dr. Meyers' carefully obscure statement is that a final decision was made on September 14.

This is a national presidential year. As informed citizens we have learned to view that process with a cynicism developed over decades. How tragic that this cynicism should now be called forth by the process that may have already—finally and unofficially—selected our own University president. Yet this selection and the process by which it was made affects us immediately in terms of our status both as professionals in the external world and as faculty within our community of scholars. Cynicism may be the last refuge of the impotent, yet it offers but cold comfort. Do we really wish to acquiesce in a process that challenges our credulity and that introduces the inconsistencies, irregularities and duplicities of that larger and more overtly political world into this University? Yet just that other world confronts us here, this fall.

Serious questions face us on Tuesday. What is the role of the faculty in the selection of a president for this University and hence what is our status and role within the University? Are we to be only cynical observers in yet another presidential selection process? The past two University presidents have been selected after lengthy consultation with the faculty. Their appointment represented a consensus between faculty and trustees. How can we both restore that constructive harmony and positively delineate our role and rights in this process? The Faculty Senate meeting Tuesday, October 14, can take a major step in addressing these questions. It

may well prove one of the most significant meetings in the history of the University of Pennsylvania.

—Carroll Smith-Rosenberg,
Associate Professor, History and Psychiatry
—Thomas C. Cochran,
Benjamin Franklin Emeritus Professor, History
—Jerre Mangione,
Emeritus Professor, English
—Michael Zuckerman,
Associate Professor, History

'Two Roads Diverged...'

The real issues surrounding the refusal of the consultative committee and the Executive Board of the Trustees to select Vartan Gregorian as president are not committee incompetence, faculty selection process, violation of sunshine laws, or just plain stupidity. It is a question of different styles. Vartan Gregorian did not fit the picture of the kind of person these Board members wanted to run their University. The choice between Gregorian and Hackney is not between good and evil, right or wrong, better or worse. It is a choice of different styles, different visions of what the University of Pennsylvania could become.

The decision to seek a President who displays "managerial skills" was itself a choice against Gregorian. The trustees wanted a manager. Gregorian is primarily a leader. The emphasis on managerial talent, from the start, loaded the dice against Gregorian. Not to have communicated this to Gregorian before the final selection meeting was just one more indication of the disgraceful and insensitive way the board handled the selection process.

Gregorian is not known as a manager. He is a charismatic, friendly, brilliant, open, vital, witty, warm, creative, caring, playful, passionate leader. To select Gregorian would have meant a presidency of experimentation and excitement. The Trustees opted for a man who is safe, traditional and predictable.

Gregorian stands for ready access to all segments of the University community. The trustees wanted a man of the board. Gregorian exudes enthusiasm. The board wanted someone who communicates caution. Gregorian is flamboyant, a tireless optimist. The board wanted a sober realist. Gregorian is an exotic foreigner. The board selected a courtly southerner. Gregorian is a short, funny sounding Armenian. The board selected a smooth talking WASP. Gregorian is interested in balanced minds. The board wanted someone who's known for balancing budgets. Gregorian is impulsive, outspoken, and opportunistic. The board picked a man who is logical, softspoken and methodical. Gregorian is a one-man show. The board wanted a team player. Gregorian de-emphasized big times athletics. The board choose a man who maintained big time football at Tulane in the face of overwhelming faculty opposition. Gregorian recognized the need for affective learning—new styles of teaching, new structures of education (audio-visual, noncredit courses; community out-

(Continued on page 5, past insert)

reach). The board found someone who still believes in "publish or perish." Gregorian saw the University as a community of selves. The board selected someone who talks about a University of standards. Gregorian tried to break the stranglehold individual departments have on University life. He recognized the absurdity of departmental power in a world that is thinking more globally, more interdisciplinary, more holistic. The Board choose a man who advocates proficiency requirements and a core curriculum.

Vartan Gregorian stood for something new at Penn. The prospect of his strong, independent presidency backed by faculty, students, and administrators, represented a clear and present threat to the continued domination of the traditional forces that have managed Penn for the past several decades. Gregorian does not fit into the Penn old boy network.

Let's not kid ourselves, and let's not hide behind procedural, legalistic arguments that do not speak directly to the real issue. A conscious choice was made: a choice for a manager rather than an independent leader. But Penn doesn't need better amateur

managers. We have a whole school whose job it is to train professional executives for the American economy. Surely, we can use these resources to help manage a \$500 million business. I have rarely seen an institution that takes less advantage and makes less use of its internal talent than the University of Pennsylvania.

What is needed and wanted is leadership—someone to spark us, excite us to greater heights of selflessness, more pride in our institution, more enthusiasm for our work spaces, more fun, more joy, more satisfaction. Gregorian is such a leader. He had just started to inject this necessary energy into a system that was and is decaying from within.

A conscious choice was made in selecting Hackney over Gregorian. It was a choice for safety and security, predictability and profitability. A choice *against* greatness and for effortless mediocrity.

To paraphrase Robert Frost,

Two roads diverged in a yellow wood
And Penn took the one most travelled by.

—Stuart Samuels

Lecturer in Film History,
Department of History

For New Faculty

An important date for new faculty went unpublished last week as Almanac juggled pages to make room for faculty opinion. We therefore publish in Speaking Out the following notice, with apologies to the University Libraries:

The University Libraries invite new faculty members to attend a library orientation which will focus on faculty use of the libraries, especially the main library, Van Pelt, for teaching and research purposes. The session will include a slide presentation on the library system; a discussion of library services for faculty; demonstrations of online literature searching and our other computerized systems; and a tour of the library building. The one-hour session will be given on *Wednesday, October 15* at 3 p.m. in the conference room, floor 1 West, Van Pelt Library. If you wish to attend please call the Van Pelt Reference Department, 243-7555, to reserve a place.

—Julia E. Miller
Reference Librarian

SPEAKING OUT welcomes the contributions of readers. Almanac's normal Tuesday deadline for unsolicited material is extended to Thursday noon for short, timely letters on University issues. Advance notice of intent to submit is always appreciated. —Ed.

COUNCIL

A Position Paper on the Judiciary System

On October 15, the University Council will vote on a new judicial charter for the University. I and many others, including the Steering Committee, believe that the system we establish at that meeting should be one whose jurisdiction and composition covers only students. Let me explain just a few of the many compelling reasons why an all-student judiciary is clearly the best course to choose.

To begin with, it is clear from the operation of the judiciary in the past decade that the professed statement that they system covers faculty and administrators is simply a canard. In the past few years only one or two cases a year have involved faculty or administrators, and instead of being brought before the Judicial Inquiry Officer, these cases have been given to the Provost or the Director of Personnel. It is obvious that the rules and regulations of the University are designed to deal with student behavior, not the actions of faculty or staff. In those cases, such as the Guidelines on Open Expression, where the rules do cover faculty and administrators, we can resolve disputes through procedures established within the Provost's office or by the Director of Personnel.

However, some argue that we are all part of the same community, that we are all under a common set of rules. This is nonsense. There is a Code of Academic Integrity for students. Do the faculty members of this University honestly favor the creation of such a code for faculty? Do they really want rules set down by the University that would deal with possible instances of fraudulent research or plagiarized publications? Do they really want such disputes to be settled by a University Court? I cannot believe that they do. But if the Council adopts a system that has jurisdiction over faculty as well as students, I shall be compelled, in the interests of fairness and equal treatment for all, to demand the creation of such a code.

If faculty and administrators are really willing to accept the Court and a vastly expanded set of regulations, then there might

be some justification for the argument for a University-wide judiciary. But I do not believe that such acceptance is anything more than lip service to an outmoded sense of *communitas*. It is possible to have a community that is composed of different interests, with different needs, and that is what the proposed charter speaks to.

If faculty and administrators are not willing to fall under the jurisdiction of the Court and its regulations, then it seems clear to me that they are not "peers" in the system. The argument that faculty should sit in judgment of students who are under rules that do not touch the faculty leads one logically to the conclusion that students should judge faculty. If one seriously advocates that faculty and administrators provide something extra to the process of judging students, then it is a logical contradiction not to admit that students must therefore add something to the process of reviewing faculty.

For decades systems that are wholly student-run have worked well at institutions across the country. From the University of Florida to the University of Virginia, from West Point to Annapolis, students have been responsible for, and responsive to, court systems that are composed of, and cover only students. The students of the University of Pennsylvania are not asking for a privilege in the creation of this new charter; they are proposing to take on a responsibility. If the system does not work the Council can recast in a better mold. What I ask now is that if faculty and administrators are not really willing to be covered by the new judicial system, then they should give students the opportunity to prove that the system can succeed.

—Stephen Marmon, Chairperson,
Graduate and Professional Students Association

(Mr. Marmon is on the Steering Committee's subcommittee which studied the judiciary charter presented for vote on October 15.)

Exhibits

Through October 17 Paintings by Patricia Mangione. At the Faculty Club, 36th and Walnut Streets.

Through October 19 *Dowries from Kutch: A Women's Folk Tradition*. At the University Museum, 33rd and Spruce Streets.

Through December An exhibit on *Presidential Elections, 1789-1980*, at the rotunda of the Law School building.

Through August 31, 1981 *The Egyptian Mummy: Secrets and Science*. Possibly the largest exhibition on mummification ever mounted in the U.S., this show examines Egyptian ideas about life after death and the health and disease patterns of these ancient people as revealed through x-ray and autopsy studies of mummified remains. At the University Museum.

Through November 9 *Drawings: The Pluralist Decade* at the Institute of Contemporary Art. The show includes work by the same artists featured in the U.S. exhibit for the Venice Biennale.

Through November 7 Sherri Vita's *Season*. Drawings and oil-on-canvas paintings at the Houston Hall gallery.

October 15-February 15, 1981 African sculpture from the University Museum collection. More than 20 masks and statues from Sub-Saharan Africa selected for their beauty and significance. At the University Museum.

Opening October 25 *A Century of Black Presence at the University of Pennsylvania, 1879-1980*. Van Pelt Library. This exhibit, honoring the Black Centenary at the University, continues through 1981.

Windows, etc. at the Philomathean Art Gallery, 4th Floor of College Hall, at 5:30 p.m.

ICA Gallery Hours Tuesday 10 a.m.-7:30 p.m., Wednesday-Friday, 10 a.m.-5 p.m., Saturday and Sunday, noon-5 p.m. Closed Monday.

University Museum Hours Tuesday-Saturday 10 a.m.-5 p.m., Sunday 1-5 p.m. Closed Monday and holidays.

Houston Hall Gallery Hours Monday-Friday, noon-6 p.m., Saturday and Sunday noon-4 p.m.

Philomathean Art Gallery Hours Monday-Friday, noon-5 p.m.

Films

Exploratory Cinema

October 15 V.I. Pudovkin's *Mechanics of the Brain*: Sergei Eisenstein and Grigori Alexandrov's *Que Viva Mexico!*

October 22 *Learning to Dance in Bali* by Margaret Mead and Gregory Bateson; *The Wedding of Palo* by Knud Rasmussen and F. Dalsheim.

All screenings at the Annenberg Center's Studio Theatre on Wednesdays at 7 and 9:30 p.m. Admission: \$2 for students with I.D. and \$3 for others.

International Cinema, Series 8

October 15-16 *Coronel Delmiro Gouveia and The Flour Mill House*, 7:30 p.m. *Picnic at Hanging Rock*, 9:30 p.m.

October 17 *Picnic at Hanging Rock*, 4 and 7:30 p.m. *Coronel Delmiro Gouveia and The Flour Mill House*, 9:30 p.m.

October 22 Neighborhood action: three films, 7:30 p.m.

October 23 *Weekend*, 7:30 and 9:30 p.m.

October 24 *Weekend*, 4 p.m. *Sun Ra: A Joyful Noise*, 7:30 p.m.

All films at International House, 3701 Chestnut Street. Tickets are \$2, and \$1 for the Friday matinee.

University Museum

Children's Film Program

October 18 *The Man who could work Miracles*

October 25 *Anansi the Spider; The Magic Three; Arrow to the Sun; The Loon's Necklace*

November 1 *Adventures of Tom Sawyer*

November 8 *Son of Paleface*

All films in this free series are screened Saturdays at 10:30 a.m. in Harrison Auditorium of the University Museum.

GSAC Film Series

October 16 *Invasion of the Body Snatchers*, the 1956 version.

October 23 *The Wages of Fear*

All films at 8:30 p.m. in Dietrich W-51. Grad students, \$5.50; all others \$1.

Meetings

Faculty Senate Special session, Tuesday October 14, 3-5:30 p.m. in College Hall 200.

Trustees The Executive Board of the Trustees, Thursday October 16 at 3:30 p.m. in the Faculty Club's third-floor tea room.

Stated meeting of the full board of Trustees, Friday October 24 at 2 p.m. Location to be announced.

Both Trustees meetings are open to all members of the University community.

Music

October 16, 23 PUC sponsors Entertainment at 11 a.m., a weekly series of live performances in the Houston Hall Gallery.

October 23-25, 30-31, November 1, 6-8 Penn Players presents Kurt Weill's *A Threepenny Opera* at the Annenberg Center's Harold Prince Theatre. Call the Annenberg Center Box Office for ticket information.

Religion

Ecumenical Eucharist 12:15 p.m. Fridays at the Christian Association, 3601 Locust Walk. A gathering for new and informal ways of sharing the bread and wine of communion.

Episcopal Weekly services at St. Mary's Church, 3916 Locust Walk. Information: 222-8556.

Jewish Conservative, Orthodox and Reform services are held at Hillel, 202 S. 36th St., at 6 p.m. Fridays. Shabbat morning services (Conservative and Orthodox) are held at Hillel each Saturday at 9:30 a.m.

Lutheran Eucharist service Sundays at 11 a.m., Lutheran Student Center, 3637 Chestnut Street.

Muslim The Muslim Student Association hosts Jumaa congregational prayer and meeting, Fridays at 2 p.m. in the Harrison-Smith-Penniman room, Houston Hall.

Roman Catholic Midnight mass Saturdays; masses at 9:30 a.m., 11 a.m. and 5 p.m. on Sundays; daily mass at 12:05 p.m. Holy days at 12:05 p.m., 5:15 p.m. and 8 p.m., Newman Center, 3720 Chestnut Street.

Special Events

October 25 *Homecoming 1980*: walking tours of the campus depart every half-hour from the steps of College Hall, 9:30-11:30 a.m. the classes of 1971-1981 are invited to a Young Alumni Party at 11:30 a.m. at the umbrella area of Blanche Levy Park...the Homecoming Picnic begins at 11:30 a.m. on the plaza of the Fine Arts Building...Penn meets Yale on Franklin Field at 1:30 p.m....The Alumni Council on Admissions hosts a post-football game reception at the Faculty Club for alumni (and their families) who are parents of current undergraduates.

Friends of Soccer luncheon with guest Charles R. Scott, associate director of athletics and former soccer coach. Penn meets Yale in soccer at 10 a.m. followed by a cash bar and buffet luncheon at Hutchinson Gym. For information call Gerald R. Beaver at Ext. 4773.

Sports (home schedules)

Ticket information: Franklin Field ticket office, Ext. 6151.

Cross Country October 18: men's and women's Big Five Meet at Fairmount Park's Belmont Plateau.

Field Hockey October 14: vs. Ursinus, 7 p.m.; October 17, 19: International Field Hockey featuring the U.S. Olympic team plus teams from Australia, West Germany and New Zealand; October 24: vs. Yale, 7 p.m.; October

28: vs. Temple, 7 p.m. All games at Franklin Field.

Freshman Football October 29: vs. Glassboro State, 4 p.m.; October 11: vs. Cornell, 3 p.m.; October 24: vs. Millersville, 1:30 p.m. All games at Franklin Field.

Lightweight Football October 17: vs. Cornell, 2 p.m.; October 31: vs. Navy, 7 p.m. All games at Franklin Field.

Varsity Football October 25: vs. Yale, 1:30 p.m.; November 8: vs. Villanova, 1:30 p.m.; November 15: vs. Harvard, 1:30 p.m. All games at Franklin Field.

Sailing October 18-19: Philadelphia Intracity Meet, 9 a.m. at Penn's Landing.

Soccer October 18: vs. Navy, noon; October 25: vs. Yale, 10:15 a.m.; November 7: vs. Villanova, 8:15 p.m.; November 11: vs. Temple, 7:30 p.m. November 14: vs. Harvard, 8:15 p.m. All games at Franklin Field.



Talks

October 15 The IEEE Philadelphia section on engineering in medicine and biology and the bioengineering society present *Biomedical Engineering and the Delivery of Health Care*, Towne Building 337 at 7 p.m. Information: Dr. K. R. Foster at Ext. 8534.

William Whyte, author and observer, part of *The Aesthetic Obligation*, the GSFA lecture series, Alumni Hall at 6 p.m.

October 15-18 *Changing Concepts of the Nervous System*, a symposium in neurobiology sponsored by the School of Medicine's anatomy department. For more information call Dr. Frank Pepe of the anatomy department at Ext. 8059.

October 16 Dr. Dwight C. McGoon, Stuart W. Harrington Professor of Surgery at the Mayo Medical Center, presents the 7th Julian Johnson Lecture in Cardiothoracic Surgery on *Evaluation of Current Valve Prostheses*. Dunlop Auditorium of the Medical Education Building at 5 p.m. Preceded at 3 p.m. by program presented by members of the Cardiothoracic Surgical Division.

Dr. William Kissick, research medicine, on *Financing Primary Health Care Clinics*, Colonial Penn Center Auditorium at 4:30 p.m.

October 18 Symposium on *Issues of the Seventies*, sponsored by the Institute for Contemporary Art. Includes Edit deAk, Nancy Foote, Rosalind Krauss, Richard Lörber, John Hallmark Neff and John Perreault. Howard N. Fox serves as moderator. Annenberg Center's Studio Theatre at 1 p.m.

October 20 Allan Glatthorn on *Developing Sequential Composition Curricula*, Education Building D-9 and D-10 at 7 p.m.

Professor Matthew Tirrell, University of Minnesota, on *Macromolecules in Narrow Channels: Velocity Profile, Wall and Concentration Effects*, Towne Building 337 at 3:30 p.m. Coffee at 3 p.m.

Mary Mander, Penn State University, on *The Journalist as Cynic: War Correspondents in World War I*, Colloquium Room of the Annenberg School at 4 p.m.

October 21 A-3 Assembly Workshop featuring Gerald Robinson on *Personnel Policy*, in the Benjamin Franklin Room, Houston Hall at noon and again at 1 p.m.

October 22-25 *Second Annual Post-Graduate Course in Obstetrics and Gynecology*, sponsored by the School of Medicine Continuing Education Program. For more information call Nancy Wink at Ext. 8006.

October 22 Ruth Purtillo, *Analysis of Ethical Considerations Among Physical Therapists*, NEB 208 at 4 p.m.

October 24 Professor Fred C. Robinson, Yale on *The New Criticisms and the Old Philosophy* Van Pelt Library, first floor conference room at 4 p.m.

October 24-25 *Women in the Professions: The Asian-American Cases*, conference sponsored by the Asian-American Association and the women's studies department. For more information, call women's studies at Ext. 8740.

To list an event

Information for the weekly Almanac calendar should reach our offices at 3533 Locust Walk one week before desired date of publication.

OPPORTUNITIES

Listings are condensed from the personnel bulletin of October 9 and therefore cannot be considered official. Some positions may no longer be available. New listings are posted Thursdays on personnel bulletin boards.

For further information, call personnel services, 243-7284. The University is an equal opportunity employer.

Administrative/Professional Staff

Accountant (3358) \$11,400-\$15,800.
Archivist, Museum (3453) \$16,325-\$22,000.
Assistant Area Director for Operations and Maintenance (B0386) responsible for maintenance, security and operational procedures in south campus area (master's degree in administration or equivalent experience; operations experience with multi-bed facilities) \$11,400-\$15,800.
Assistant Director (03055) \$23,600-\$33,250.
Assistant Director, Merchandise (3461) supervises purchasing, display and advertising of merchandise for non-book departments of bookstore; sets prices; reviews stock records; helps maintain inventory; supervises six buyers (degree or equivalent experience; three years' experience as merchandise manager; ability to supervise; knowledge of customs and practices in field) \$14,200-\$19,625.
Assistant Director, Telecommunications (3257) \$14,200-\$19,625.
Assistant General Counsel (3332) \$20,475-\$28,875.
Assistant Secretary (3427) assists Secretary of the University in carrying out statutory responsibilities; attends to overseers; plans meetings (familiarity with budgeting; knowledge of academic institutions; ability to write clearly and to distill complex discussions succinctly; ability to organize, coordinate and supervise programs and to supervise others; degree).
Assistant to Director, Annual Giving (03163) \$11,400-\$15,800.
Assistant to Executive Director, Student Financial and Administrative Services (3454) \$16,325-\$22,000.
Associate Development Officer I (3273) \$14,200-\$19,625.
Associate Development Officer II (3039) \$17,725-\$25,000.
Business Administrator (B0641) \$11,400-\$15,800.
Business Manager (B0681) \$16,325-\$22,000.
Chief Medical Librarian (3337) responsible to the director of libraries and under the general guidance of the deans of the medical and nursing schools and the chair of the biology department for the organization, administration and operation of the library (MLS from an ALA-accredited school; background in biomedical subjects with graduate degree desirable; five years' experience in management of medical research library; demonstrated administrative ability) \$27,125-\$38,225.
Coordinator, Off-Campus Living (3479) provides assistance to students, faculty and staff who wish to locate housing in West Philadelphia; works with landlords, tenants and city officials to promote effective consumerism; coordinates measures to promote safety awareness off-campus (degree; demonstrated ability to effectively deal with varied groups; tact; persuasiveness) salary to be determined.
Corporate Placement Counselor (3364) advises Wharton graduate students on career options; conducts interview training and resume preparation sessions; initiates new employment resources and maintains established relationships (master's degree in applicable field; experience in advising; knowledge of opportunities and established practices in business, industry and government; knowledge of career development) \$14,200-\$19,625.
Data Communications Administrator (2959) \$16,325-\$22,000.
Director (03206) \$23,600-\$33,250.
Director, Faculty Club (B0695) reports to the board of governors and is accountable for management of club's facilities and service operations; including a la carte dining, cocktail lounge, buffet, cafeteria service, business meeting functions, breakfasts, luncheons, dinners, private parties, receptions and special events; oversees purchasing, sales and promotion, inventory and business operations; assures sound fiscal and budgetary practices; supervises staff (three to five years' experience in food, beverage, and service management; demonstrated ability in maintaining budget and patron satisfaction; excellent interpersonal skills; sensitivity to needs of academic community; completion of formal culinary, restaurant and hotel management courses or equivalent experience preferred) \$20,475-\$28,875.

Director, Student Data (3320) \$20,475-\$28,875.
Hard Surface Supervisor (3480) schedules and assigns, supervises and inspects work of personnel; trains new members; responsible for availability of essential supplies and equipment and for maintaining acceptable maintenance standards; performs related duties (high school graduate; three years' experience in hard surface cleaning or related work; ability to supervise others; physically fit; mechanical aptitude; valid PA driver's license) \$12,375-\$17,425.
Junior Research Specialist (5 positions) \$11,400-\$15,800.
Judicial Inquiry Officer (3453) \$16,325-\$22,000.
Librarian II (3426) \$14,200-\$19,625.
Manager (30170) \$14,200-\$19,625.
Medical Illustrator (B0644) \$16,325-\$22,000.
Museum Membership Manager (3403) no longer accepting applications.
Nurse Practitioner I (B0670) \$14,200-\$19,625.
Nurse Technician (3474) manages clinic; supervises support staff; organizes patient flow; monitors billing and student grades; administers treatments as prescribed by dentists; prepares clinical records; other duties as assigned (graduate of approved school of nursing; training and experience in critical care nursing and surgical nursing in oral surgery) \$12,375-\$17,425.
Production Control Technician (3376) \$14,200-\$19,625.
Programmer Analyst I (B0360) \$14,200-\$19,625.
Project Manager (B0278) no longer accepting applications.
Radio Station Music Director and Program Coordinator (B0605) no longer accepting applications.
Radio Station Production and News Director (B0604) no longer accepting applications.
Radio Station Publicity and Information Director (B0606) no longer accepting applications.
Research Administrator (3465) manages all financial, administrative and research tasks relating to operation of *Philadelphia: Past, Present and Future*, a major, two-year research and conference program (master's degree in urban affairs; management experience; writing and interpersonal skills; ability to work independently, supervise budget and personnel, maintain accurate records, develop schedules, meet deadlines) \$17,725-\$25,000.
Research Coordinator (B0684) \$14,200-\$19,625.
Research Specialist I (4 positions) (B0653) (B0429) (B0637) (B0597) \$12,375-\$17,425.
Research Specialist II (B0530) responsible for radio-immunoassay, preparation of radiolabelled detergent cell extracts, immunoprecipitation and gel electrophoresis (degree in science; three to five years' experience in biochemistry; darkroom experience desirable) \$12,375-\$17,425.
Research Specialist II (2 positions) (B0633) (B0537) \$14,200-\$19,625.
Staff Dentist (3473) examines, diagnoses, treats and prescribes for patients; refers patients to specialists as needed; consults with other dentists; completes patients' records (degree in dental medicine; specialty training in and thorough knowledge of endodontics) \$31,150-\$43,925.
Staff Writer II (3408) no longer accepting applications.

Support Staff

Administrative Assistant I (4 positions) (B0698) (03017) (3409) (3444) \$8,775-\$10,850.
Administrative Assistant II (2 positions) (3452) (3451) \$9,400-\$11,675.
Admissions Assistant (2 positions) (3467) coordinates transcripts and supporting materials for all applicants for admission (typing and record-keeping ability; office experience preferred); (3440) secretarial duties; interview prospective applicants (some college preferred; four to five years' secretarial experience) \$8,775-\$10,850.
Assistant Cashier (3372) \$7,200-\$8,750.
Bookstore Cashier (2 positions) (03219) \$6,750-\$8,600.
Cashier, University (3396) \$7,700-\$9,425.
Clerk II (3095) processes insurance and DPA forms of students; audits payments (high school graduate; three to five years' experience in insurance or dental office) \$7,200-\$8,750.
Clerk III (2 positions) (3306) (3416) \$7,700-\$9,425.
Clerk IV (2 positions) (3436) (3455) \$8,250-\$10,150.
Coordinating Assistant I (2 positions) (B0672) (B0669) \$9,400-\$11,675.
Coordinating Assistant II (2 positions) (03197) (B0614) \$10,700-\$13,450.

Coordinator of Student Permanent Record (3466) checks processing of student transcripts; calculates cumulative average for undergraduate transcripts (five years of clerical work; high school graduate; familiarity with data processing) \$9,400-\$11,675.
Coordinator of Visitor Services (03123) \$8,775-\$10,850.
Data Entry Operator (3441) \$8,250-\$10,150.
Duplicating Machine Operator (2 positions) (B0654) (B0662) \$6,325-\$7,625.
Electrician I (2794) Union wages.
Electron Microscope Technician II (B0654) \$10,700-\$13,125.
Electronic Technician I (B0399) \$9,600-\$11,700.
Electronic Technician II (2 positions) (B0694) (3254) \$10,700-\$13,125.
Equipment Technician (3278) \$7,700-\$9,425.
Foreman, Farm Unit (B0518) \$6,900-\$8,825.
Groom (3391) \$7,000-\$9,200.
Histology Technician II (B0697) cuts and prepares sections for light microscope; runs departmental laboratory; involved with research (three to five years' hospital experience; experience with hard tissue cultures helpful) \$10,700-\$13,125.
Information Systems Technician (B0696) performs bibliographic research; manages system and user documentation; enters, edits, processes and outputs text and system software (understanding of computer operation; training in computer work processing; administrative skill and experience) \$10,025-\$12,525.
Junior Accountant (3407) \$8,775-\$10,850.
Limited Service Clerk (3470) dispenses supplies; makes appointments; registers patients; secretarial duties (high school graduate; ability to operate cash register) \$7,700-\$9,425.
Mail Carrier (3438) Union wages.
MCST Operator (2 positions) (3419) \$8,250-\$10,150.
MTSC Operator types highly technical material which utilizes MT/SC equipment for mass production of varied publications; performs minor adjustments as required (high school graduate; ability to type 60 WPM; three years' experience as a typesetter; must be able to operate in a high pressure deadline situation) \$9,400-\$11,675.
Operator, Office Automation (3004) \$7,700-\$9,425.
Operator II, Office Automation (B0651) \$8,250-\$10,150.
Parking Attendant (3437) Union wages.
Plumber (3424) Hourly wages.
Project Budget Assistant (2 positions) \$8,775-\$10,850.
Psychology Technician I (B0687) tests and evaluates patients; assists in data analysis; handles blood samples (degree in one of the social sciences; computer experience and knowledge) \$10,700-\$13,125.
Radio Station Technical Director (B0603) no longer accepting applications.
Receptionist (2 positions) (03126) (B0242) \$6,725-\$8,175.
Receptionist, Medical/Dental (2 positions) (3450) (3447) \$7,700-\$9,425.
Receptionist, Medical/Dental (3233) no longer accepting applications.
Records Assistant (3400) \$8,775-\$10,850.
Research Bibliographer I (03431) \$8,775-\$10,850.
Research Bibliographer II (B0630) \$9,400-\$11,675.
Research Laboratory Technician I (2 positions) (B0092) (B0602) \$8,550-\$10,375.
Research Laboratory Technician II (2 positions) (B0624) (B0695) \$9,600-\$11,700.
Research Laboratory Technician III (15 positions) \$10,700-\$13,125.
Secretary I (2 positions) \$7,200-\$8,750.
Secretary II (7 positions) \$7,700-\$9,425.
Secretary III (18 positions) \$8,250-\$10,150.
Secretary, Medical/Technical (B0524) accession all specimens into the lab; maintains alphabetical and cross file index on all reports; submits charges to the billing service; maintains record of biopsies; secretarial duties (excellent typing skills; knowledge of medical terminology; secretarial skills; good transcriptional ability) \$10,025-\$12,400.
Secretary, Medical/Technical (8 positions) \$8,775-\$10,850.
Senior Admissions Assistant (03107) no longer accepting applications.

In addition, there are openings for a stack attendant, a student medical record assistant, two supervisory herdsmen and an x-ray technician. See bulletin boards for more information or call the personnel office at Ext. 7284.

The \$259,389,789: Where Did It Come From, Where Will It Go?

Without revealing everything that will be reported to the trustees at the October 23-24 meetings, Almanac asked the Development Office for a few notes on how close the fundraising effort came to meeting very detailed targets set five years ago. Figures are in the tables below; Senior Vice President E. Craig Sweeten's comments illuminate them:

Sources:

Pre-campaign estimates of where the money would have to come from in order to reach the goal were close to the mark. The response of corporations and foundations was especially gratifying; for the most part, gifts from these sources reflected expertly critical judgments as to the quality of Pennsylvania's programs, uncolored by any ties of loyalty or sentiment.

On one portion of the campaign I am happy to say we *really* missed: the Campus Campaign had a goal of \$5 million and reached it so fast that it was then raised to \$7 million. And the higher target had been met by June 30 of this year. This may be a record, as was the faculty and staff participation in the capital campaign of the sixties, when the campus goal was \$3 million and the total came to \$3.3 million. This kind of dedication was very helpful to us in convincing other donors that the University of Pennsylvania was really committed to the educational goals we were presenting. We will remember with gratitude the work of Charles C. Price, the Benjamin Franklin Professor of Chemistry, who was the first chairman of the campus campaign, and the late Dr. William T. Fitts Jr., professor of surgery who became general chairman when Professor Price retired in July 1978.

Purposes:

The campaign was billed as one for programs and people, rather than physical facilities, and this meant the emphasis was on term funds. The preponderance of gifts for term support also reflects the orientation of foundations and corporations toward this type of funding as opposed to endowment or gifts for facilities.

Despite the shortfall in endowment (see table), the campaign did produce \$76 million designated for this purpose—nearly twice as much as had been received in the five years before the campaign. The gifts for endowment generated more than \$10 million in income during the campaign, and this helped to maintain a balanced budget and eliminate the accumulated operating deficit.

The difficulty in attracting funds for facilities is typical of the experience of other universities. We did achieve a number of major objectives: landscaping of Blanche Levy Park; the Medical

Education Building; the Hospital for Small Animals; Bower Field, the new baseball diamond; Ware College House and the renovation of six other Quadrangle dorms; and a number of smaller rehabilitation projects. Obviously, completion of the Quadrangle project and the reconstruction of Dietrich Hall (now a much more ambitious project than the one for which \$6 million was allotted at the beginning of the campaign) are high on agenda of unfinished business.

More than \$13 million in gifts and pledges remain to be designated for any specific purpose, and these funds should help the University to realize some high priority objectives.

For the Schools:

As a group, the 13 individual schools exceeded their aggregate goal of \$160.7 million by about \$2 million. This does not include another \$2.5 million for professorships to be held by the Deans of the Wharton School and the Graduate School of Fine Arts—endowed deanships were included in the pre-campaign list of "Projects for a Learning Environment."

Law, Medicine, Veterinary Medicine, and Wharton easily exceeded their goals, and Engineering and Applied Science fell short by only four percent. The Faculty of Arts and Sciences received \$23 million, more than any school except Medicine and Wharton, but this was only 51 percent of its \$45 million goal. In retrospect, that goal appears to have been more a declaration of the University's commitment to the centrality of FAS than a realistic aspiration for an academic entity then in the process of organization. The remaining schools—Annenberg, Dental, Education, Fine Arts, Nursing, SPUP, and Social Work—as a group achieved 50 percent of their aggregate goal of \$24.4 million.

Projects for a Learning Environment:

The major projects, other than facilities, included:

University-wide student aid: \$7.6 million was received toward a goal of \$10 million. (Another \$16.6 million in scholarship and fellowship funds was received by individual schools.)

Museum: Exceeded the goal of \$2.5 million by \$95,000.

Landscaping: \$1.13 million toward a goal of \$4.1 million.

Professorships: \$6 million was sought for University-wide professorships, but no gifts for this purpose were forthcoming. In the individual schools, however, 48 professorships were established or significantly strengthened—more than half the number established in the previous 100 years.

Library: \$2.02 million was received toward a goal of \$8 million.

Source	Goal	Gifts	% of Goal
Individuals	\$132,800,000	\$128,949,579	97
Corporations	33,700,000	40,891,941	121
Foundations	70,000,000	69,498,957	99
Associations	18,500,000	20,049,312	108
TOTALS	\$255,000,000	\$259,389,789	102

Purpose	Goal	Gifts	% of Goal
Endowments	\$103,150,000	\$76,269,964	74
Term Funds	76,050,000	137,995,816	181
Facilities	75,800,000	31,790,016	42
To be allocated	—	13,333,993	—
TOTALS	\$255,000,000	\$259,389,789	102