

Almanac

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Bachrach



Chamberlain Professor at Penn Med: Dr. Ann Kennedy

Dr. Ann R. Kennedy has been named Richard Chamberlain Professor of Research Oncology, becoming the only woman teaching in the Medical School who currently holds an endowed chair. (The eminent Benjamin Rush Professor Dr. Mildred Cohn, is now emerita and continues her research at Fox Chase.) Dr. Kennedy is the first holder of the Chamberlain chair, set up in June and named in honor of Radiology's former chairman.

Dr. Kennedy is a Vassar alumna who took her advanced degrees from Harvard, where she was associate professor of radiobiology in the Public Health School before joining Penn in 1988 as professor of radiation biology in radiation oncology. The author of over 90 articles and associate editor of the journal *Cancer Research*, Dr. Kennedy is engaged in a ten-year study of radiation and chemical in-vitro malignant transformation (under a \$2.8 million M.E.R.I.T. award from the NIH) and also principal investigator of a \$1.4-million project on cancer prevention by protease inhibitors and on one studying hormones, radiation and malignancy. As part of her research she plans to work with patient populations in the cities of Shanghai and Xian, China. Dr. Robert Goodman, the Henry K. Pancoast Professor of Radiation Oncology and chair of radiation oncology, called Dr. Kennedy's work "tremendously innovative and exciting... the kind of research that has great potential clinical relevance and may eventually lead to the prevention of certain cancers."



\$1.25 Million: DiVito Chair in Italian Studies

Mariano DiVito, who came to America from the Abruzzo region of Italy in the early part of the century and rose from kitchen busboy to maitre d'hotel at the Bellevue Stratford, died in 1987 at 92, bequeathing \$1.25 million to Penn for Italian Studies.

Mr. DiVito was maitre d' at the Bellevue until 1956, when he retired on the proceeds of a successful investment program and traveled the world, pursuing his interests in art, history and the Italian Renaissance.

In 1986 Mr. DiVito gave Penn \$54,000 to support the Center for Italian Studies. When he died a year later, his will included the gift that endows the Mariano DiVito Professorship in Italian Studies and supports related programs.

Penn's Center for Italian Studies was formed in 1978, with Emeritus Professor Jerre Mangione as director. He called the gift "a marvelous event" and a "shining example to all immigrants to enhance the culture from which they came."

In Mr. DiVito's honor, Amici (friends of the Italian Studies Center at Penn) will give the first Mariano DiVito Award for Human Achievement—to Maestro Riccardo Muti—at a gala November 10 at the Hotel Atop the Bellevue. Proceeds will support fellowships and scholarships in the program.

Gang Assault at 44th Street

At presstime Hai Ing Xi, a 33-year-old Penn graduate student from Beijing, was listed in satisfactory condition at HUP following an assault Sunday around 6:45 p.m.. While riding his bicycle near 44th and Walnut Streets Mr. Xi was attacked by about 10 juveniles with pipes and baseball bats, according to Philadelphia Police. Two taxi drivers aided the student and identified two suspects, who were taken in custody.

Auto Theft at Gunpoint

On September 21 in Lot 22 (adjacent to Hill Field), a 1979 Toyota Celica was stolen at gunpoint from a Penn student's visitor. Campus Police said the gunman pulled the student's hair and took \$30 from the friend. Police are seeking a black male and the car, which has Maryland plate# VRS-540.

Rare Books Missing: \$5000 Reward for Recovery of Two Volumes Printed by Benjamin Franklin

Campus Police, Philadelphia detectives and the FBI are investigating the theft of two rare books stolen apparently on August 16 from Van Pelt's Special Collections--and the Library is instituting new procedures immediately to deal with "a very clear lapse in human security routines," said Dr. Daniel Traister, associate director for Special Collections.

In a library, "security routines" can become a contradiction in terms, Director Paul Mosher pointed out. In this instance the thief apparently took advantage of the fact that scholars returning books after use in the reading room, could place them on reserve—which until now involved less scrutiny for each volume than if they were returned to the shelves. It is believed that a non-Penn user of the Rare Book Reading Room, identifying himself as Greg Williams of New York City, signed out seven books, and substituted two other volumes (from elsewhere in the Library) for the rarities when he put them on reserve.

The loss was discovered Friday when Christine A. Ruggere, the curator working on the Library's exhibit for the Founder's Day opening of Penn's 250th Anniversary Celebration, sought two volumes printed by Benjamin Franklin—one of them *A Catalog of Choice and Valuable Books to Be Sold by Benj. Franklin the 11th of April 1744*, valued at \$25,000 to \$50,000 and believed to be the only surviving copy of the work. Originally a simple pamphlet but later bound by a collector, the 3" x 5" *Catalog* is not only rare but informative of books available in the Colonies at that time, Dr. Traister said. A facsimile made for an earlier

\$5000 Reward Offered

The Library has offered a reward of \$5000 for information leading to the recovery of the missing books (see descriptions in story). For information call the Van Pelt Library, 898-1198.

exhibit preserves the information, and could help in recovery, according to Dr. Mosher.

The other, a pair of essays bound together and valued at \$10,000, is not unique, he explained, but is important to the Penn collection in that it deals with the period's debate on what an ideal education should be in the Academy that became the University of Pennsylvania: Richard Peters's *Sermon on Education* and Mr. Franklin's 1751 *Idea of the English School*. Published two years after Mr. Franklin's well-known *Proposals Relating to the Education of Youth in Pensilvania*, on which the Academy's—and eventually Penn's—educational philosophy was founded, the essay amplifies Mr. Franklin's argument for the merits of English versus Latin. Along with the Peters sermon it also deals with the question of secular versus theological education, and with the conjunction of practical and theoretical knowledge that was to distinguish Penn from other Colonial institutions from the outset.

SENATE

From the Chair

Academic Integrity: A University-Wide Agenda

It is a sad fact of life and our times that absolute integrity in their professional behavior is no longer uniformly expected amongst certain groups of politicians, arbiters, athletes, evangelists... (complete this list to suit yourself in the light of your own experience). It is crucially important that the academic world never let its standards of integrity, honesty and openness slide so that those sad expectations could be applied to university professors.

In the coming year, several committees will be considering how we can improve the various mechanisms we have here at Penn to investigate and deal quickly and effectively with breaches of academic integrity whether by students, faculty, staff, or administrators.

The need for such deliberations originated with a federal directive to all research institutions, referring to the "visibility of misconduct in research," and making it a requirement of NIH and NSF funding that each institution develop internal procedures for prompt investigation of any allegations of misconduct—and report the outcome to those agencies. The Council Committee on Research was assigned this task, and began with the Medical School's 1984 "Ethical Standards in the Conduct of Research" to form a University-wide procedure. The Research Committee's draft has now been placed on the agenda of the Senate Executive Committee and will be a major topic of discussion this fall.

That academia as a whole is not immune to dishonesty we all know. We know from experience that some students cheat, and at Penn students themselves have protested the unchecked cheating of peers. But over time, the professoriate has also found in its midst some few opportunists who become, to borrow the title of a recent book on the subject, *Betrayers of the Truth*. The authors, Broad and Wade, identify a number who have deliberately plagiarized, fabricated data or falsified results for personal gain: to win grants, promotion, power or prizes.

That academia does have high expectations is evident in the spontaneous vehemence of its response to such cases. Whatever a cheater may have gained turns to dust when the dishonesty is caught. Who believes now anything written by Sir Cyril Burt, Stephen Breuning, Elias Alsabti or John Roland Darsee? There is impressive evidence that they all faked at least some of their results and well deserve the scorn in which they are universally held throughout academe. (And beyond: Gregory Byrne in the AAAS Observer (9.1.1989) writes that Hank Erlenmeyer has dedicated to John Darsee a country-and-western song that goes:

Your cheatin' charts / Don't tell the truth
Your data's cooked / Now so are you
You lied and lied / You bent the rules
But your cheatin' charts / Done told on you.)

Personal academic integrity is not just a passive state of virtue, but may entail very hard work. Since honest error can occur only too frequently in scholarship and experimental research, we must keep clear, dated, complete records of our studies and experiments so that we can defend or account for our results if they are not confirmed by others in the field. In joint research, investigators must take reasonable precautions to ensure that the results, calculations and conclusions of co-workers are valid. (If one has one's name on a publication and takes at least part of the credit, then one cannot credibly claim to have no share in the blame if the results or conclusions turn out to be plagiarized, fabricated or just plain wrong.)

Maintaining the academic integrity of one's institution is also not a passive, but an active process. It begins with the formation of standards and their dissemination, and with the formation of procedures that are not only fair but swift in their disposition—this last as much for the speedy exoneration of the innocent as for the speedy removal of the guilty. We must form our procedures to protect against unfair or malicious accusations, making certain that those who judge have both the proven integrity and the technical expertise to weigh any cases brought before them.

But there should be no doubt in our institution that immediate removal is to be the end result of any proven falsification or plagiarism, whether by students, faculty or supporting staff or administration.

The faculty in all fields have much to gain by taking a hand in the formation and refinement of the procedures that will be under discussion this year. SEC wants the views of all, whether through your constituency representative or directly to the Senate chair. Although the recent impetus for the formation of new University-wide procedures came from agencies that fund the physical and biomedical sciences, we all deal in the truth and we all suffer when it is betrayed.

Robert E. Davies

Addendum: In the interests of accuracy and our university's good name, I wish to call the attention of my colleagues to an error abroad. The following letter was sent to the editor of *Nature* on September 17, in the expectation that there will be a retraction in that journal.

Sir—An Editorial Opinion on "Conflicts of Interest" in *Nature* (31 August, 1989, p. 664) commented on "The dispute that has now come to light at the University of Pennsylvania...". However, it is stated on p. 668 that the dispute on conflicts of interest is at the University of Pittsburgh. Please note that the University of Pennsylvania, named for William Penn, is the one founded by Benjamin Franklin in 1740 and is beginning its 250th Anniversary Celebrations. The University of Pittsburgh, that has the dispute, was named for William Pitt the Elder, and was chartered in 1787. Although it is a university in Pennsylvania, it is not the University of Pennsylvania and is over 300 miles from here.

—Robert E. Davies, Chair, the Faculty Senate

Speaking Out

Against Flag-Burning

I have to speak my piece concerning the burning of the U.S. flag by Associate Professor Carolyn Marvin recently in a demonstration of ways to illustrate free speech, which is guaranteed by the First Amendment. To burn the flag has nothing to do with free speech, it is a physical act. If this burning is an example of freedom of expression, why can't someone burn down a building, a home or a store using the same reasoning?

While I was not born in this country, I have always had great respect for its flag. It is not only a symbol of freedom for the U.S. but respected as such throughout the entire world.

I am glad to see that Congress is now writing a bill which will hold the U.S. flag sacred and not allow it to be burned, torn or mutilated in any way. I will be happy when this bill becomes effective. At that time Professor Marvin will no longer be allowed to make such a demonstration.

—Renate Shulz, Senior Drafter,
SEAS Operational Services

Wistar on Termination

This letter is in response to a letter from Dr. Lionel Manson which appeared in the September 12 issue of *Almanac*. Although Dr. Manson is presently engaged in legal proceedings against the Institute and Dr. Hilary Koprowski, which makes litigation of the issues inappropriate in the press, it is nevertheless necessary to respond to a number of Dr. Manson's assertions in order to set the record straight.

As a research institution dedicated to scientific inquiry, The Wistar Institute operates under extremely heavy demands for its limited financial and space resources. Like all such institutes, the Institute relies primarily upon grant funding to support its research activities. Neither the Director nor the Institute by itself establishes the standards of scientific merit and achievement. Rather, the work of all members of the scientific staff is subject to both internal and external peer review, as are grant applications whose merit is determined by a traditional peer review process outside of the Institute's domain.

Although the Institute's actions concerning Dr. Manson's status and allocation of space have been based, in part, upon the Institute's evaluation that he has failed to produce meaningful research which is worthy of its continuing support, that conclusion similarly has been reached by the peer review bodies which have evaluated Dr. Manson's work. The Scientific Advisory Committee to the Institute's Cancer Center, a body composed of eminent scientists outside the Institute, has reviewed Dr. Manson's

work and recommended that it no longer be supported by the Institute.

Contrary to Dr. Manson's suggestion that he has been denied due process, the Institute has accorded him complete access to the peer review process established by the Institute's Board of Managers. That process calls for Dr. Manson's challenge to the Institute's actions to be reviewed by a panel consisting of an Institute Professor to be chosen by Dr. Manson, a member of the Institute's Board of Managers to be chosen by the Board of Managers and a third individual, competent in the relevant scientific field, to be chosen by the first two or, if the first two persons are unable to agree upon a third, to be appointed by the President of the National Academy of Sciences. The By-laws of the Institute provide that the determination by that panel shall be binding upon both the Institute and the member of the scientific staff.

Unfortunately, Dr. Manson has refused to utilize the procedure established by the Institute. Instead he is seeking to try the matter in the courts, the press and through the faculty review procedures at the University of Pennsylvania. The latter route is equally inappropriate as Dr. Manson's position with the University is wholly independent of his status with The Wistar Institute and is not affected in any way by the Institute's actions with respect to Dr. Manson.

It is unfortunate that Dr. Manson has chosen to attack the integrity of the administration of the Institute and Dr. Koprowski, specifically, in response to the judgment that has been rendered on his work by the scientific community at large. Although the action taken by the Institute with respect to Dr. Manson is based on his scientific record, it is unfortunate that Dr. Manson has chosen to launch a personal and professional attack on both the Institute and Dr. Koprowski rather than to deal with the merit of his

work and those who have judged it through the traditional processes.

The Institute and Dr. Koprowski firmly believe that Dr. Manson has been treated fairly and appropriately throughout his tenure at Wistar and that his claims are without merit. Accordingly, both The Wistar Institute and Dr. Koprowski will vigorously defend themselves in the appropriate forum in response to Dr. Manson's allegations of wrongdoing and inappropriate conduct.

—Harris N. Hollin, Vice-President
Board of Managers, The Wistar Institute

Ed. Note: Under *Almanac Guidelines* and in consultation with the chair of the Senate Committee on Publication Policy for *Almanac*, we requested that the letter above be amended to make clear the distinction between the first paragraph's stated intention to respond to what appeared in this publication, and later comments on attacks or allegations not published here. The request was declined. In the absence of such clarification, *Almanac* takes the unusual step of noting for the record that an effort was made to avoid what readers of the September 12 letter may perceive as a discrepancy—K.C.G.

More on 'House of Our Own'

(Addressed to the President and Provost)

Since the appearance of an article in last Thursday's *Daily Pennsylvanian* concerning House of Our Own bookstore, graduate students across campus have approached us to express their dismay at its potential closing.

We are aware that you have received petitions in support of the bookstore which were signed by a large number of graduate students. As these petitions were circulated quickly, many student (us among them) did not have the opportunity to add to their signatures. You should know that there is tremendous graduate student support for the bookstore, just as there was two years ago.

House of Our Own makes a vital contribution to the University's intellectual environment. The range and subject matter of books carried at this store is unique. In addition, the store, which as you know runs on a not-for-profit basis, has the function of bringing together diverse members of the university community for intellectual exchange. Consider the degree of commitment required for all employees at the store to work as volunteers. In the last year House of Our Own has begun to carry books for university courses; the number of faculty members who have elected to use this service attests to the store's strong following.

The Daily Pennsylvanian quoted an official in the real estate department who stated that students seeking books can find them elsewhere, either in another bookstore or in the library. This remark is particularly distressing, as it misses the point that the content of books is not interchangeable. Many of the books at House of Our Own are carried at no other bookstore in the city, are not available at Penn Book Center or the University Book Store. One copy at the library, under ideal conditions, will not always meet the needs of up to 20,000 faculty members and students. In reality, any graduate student who has used the library knows that books are all too frequently lost or stolen, "on order," already charged out (so that they must be recalled, which can take weeks), or will be recalled after 10 days by another patron. Books are the tools of our trade; we can't afford to make do.

It is said that one of the advantages of living in Philadelphia is its proximity to New York; in a city with so few bookstores (independent ones are on the ropes all over town), driving out one of the best, one of the few with a national reputation, would clearly be against Penn's best interests. Our overwhelming support for House of Our Own should be clear. We hope the administration can be as proud of this unique resource as we are.

—Susan Garfinkel, Wayne Glasker,
Pam Ingelsby, Andrew Miller, Vincent
Phaahla, Eli Pringle, Mohamed Saadi-
Elmandjra, and Diane Weber, Graduate
and Professional Students Assembly

Response to GAPSA

The Administration recognizes the value of the House of Our Own bookstore to the intellectual life of the University, and we remain committed to making every reasonable effort to ensure its continued presence. We believe that we can accommodate the store's needs. That accommodation, however, must be reached within the context of the many competing priorities for our limited space and budgetary resources. We intend to work with the House of Our Own to reach a suitable arrangement.

—Sheldon Hackney, President
—Michael Aiken, Provost



Joanne Rim

Correction: The Center for the Study of Aging has relocated to the *Ralston House*, a recently renovated Victorian building at 3615 Chestnut Street, not to the New Ralston House shown in last week's issue. The Ralston House (above) is also home to other tenants including the Ralston-Penn Center, which specializes in care, education and research for the older adult.

To All Faculty and Staff

Campus Center Survey

The Campus Center Advisory Committee is currently in the process of collecting information on the facilities, services and programs that should be in the new Campus Center. The Committee's final report and recommendations will be presented to the President at the end of the fall semester. As one part of its data collection effort, the Committee invites faculty and staff members to fill out the following survey with reference to their particular interests and needs. We thank you in advance for your participation in this effort.

University Affiliation

- ☐ Faculty
- ☐ Administrative/Professional Staff
- ☐ Support/Technical Staff

School or Department: _____

In each of the following sections, please check the facilities and services that you would use in a Campus Center.

Food Facilities

- ☐ Banquet facilities
- ☐ Faculty Club dining
- ☐ Candy shop
- ☐ Fast food
- ☐ Catering service
- ☐ Food court w/ seating
- ☐ Cafeteria, self-service
- ☐ Ice cream parlor
- ☐ Coffeehouse/cafe
- ☐ Restaurant, full-service
- ☐ Dining rooms, private
- ☐ Vending machines
- ☐ Donut and coffee shop
- ☐ Other _____

Social, Cultural and Leisure Facilities

- ☐ Art gallery
- ☐ Game room (cards, board games)
- ☐ Auditorium, fixed seating
- ☐ Ballroom
- ☐ Lecture halls/rooms
- ☐ Coffeehouse w/ stage
- ☐ Multipurpose room
- ☐ Concert hall
- ☐ Music listening room
- ☐ Crafts center
- ☐ Music practice rooms
- ☐ Dance/martial arts studio
- ☐ Television room
- ☐ Darkroom
- ☐ Theater w/ stage, raked seating
- ☐ Film screening room
- ☐ Game room (table tennis, pool tables, video games)
- ☐ Other _____

Retail Stores and Services

- ☐ Bank (full service)
- ☐ Jewelry store
- ☐ Book store (University)
- ☐ News stand
- ☐ Card and gift shop
- ☐ Photo shop
- ☐ Clothing store
- ☐ Record shop
- ☐ Computer store
- ☐ Shoe store
- ☐ Convenience store
- ☐ Ticket outlet
- ☐ Copy/printing service
- ☐ Travel agency
- ☐ Dry cleaner
- ☐ Typesetting service
- ☐ Florist
- ☐ Video store
- ☐ Graphics center
- ☐ Hair cutting/styling
- ☐ Hardware/household goods
- ☐ Other _____

Other Facilities

- ☐ Automated teller machines
- ☐ Lounge, study
- ☐ Child care center
- ☐ Lounge, 24-hour study
- ☐ Computer rooms/terminals
- ☐ Meeting rooms
- ☐ Fax machines
- ☐ Overnight lodging
- ☐ Lockers (coin-operated)
- ☐ Ride board
- ☐ Lounge, general purpose
- ☐ Scene and costume shop
- ☐ Lounge, reception
- ☐ Telephones
- ☐ Other _____

What types of programs (distinct from services or facilities) would attract you to the Campus Center?

Please return by **OCTOBER 7** to:

Campus Center Advisory Committee
110 Houston Hall/6306

International Programs:

Faculty Exchanges

Applications are invited from faculty interested in participating in the following exchange programs, within the deadlines shown:

Katholieke Universiteit Leuven, Belgium:
October 16, 1989, for spring 1990
February 16, 1990 for fall 1990

Fudan University, China:
October 16, 1989 for 1990-91

Shanghai Jiao Tong University, China:
October 16, 1989 for 1990-91

University of Ibadan, Nigeria:
October 16, 1989 for 1990-91

Visits for teaching or research should be from one month to one semester in duration; modest funding may be available. Inquiries concerning later visits are welcome. For an application form and further information, please contact either Dr. Joyce M. Randolph or Ms. Diane Haydon, Office of International Programs, 133 Bennett Hall/6257, Ext. 8-4665/4661.

Moving: Accounts Payable,

On Monday, October 2, the Accounts Payable and Investment Accounting Departments of the Office of the Comptroller will be permanently relocated to the fourth floor of the Franklin Building, in Rooms 440 and 409 respectively. In addition, the Travel Office has been temporarily relocated to Room 440E of the fourth floor for the month of October, while the remainder of third-floor renovations are being completed.

—Alfred F. Beers, Comptroller

Faculty Club: Nutrition Goals

The Faculty Club and the Dining Services are increasing their attention to good nutrition. The PENNutrition Program is entering its tenth year and has helped Penn earn many national awards.

Faculty Club Chef Mark Gable, a graduate of the Culinary Institute of America and a certified American Culinary Federation Chef, was featured in the August issue of *Food Management* in a lead article that highlighted his emphasis on healthy foods.

Our production process is dedicated to serving healthy food without sacrificing taste and appearance. Monounsaturated fats are used for cooking throughout, careful attention is being paid to the fat content in all foods, and our menus adhere to the National Research Council and the U.S. Dietary guidelines.

Beryl Moorhead, our nutritionist, as well as other members of our staff including myself, are knowledgeable nutrition counselors who will be pleased to provide competent dietary consultation to individuals or groups.

Above all, we welcome and appreciate your comments and suggestions.

—Donald M. Jacobs, Executive Director
Hospitality Services

The University of Pennsylvania Operating Budget for FY1990

by Glen R. Stine, Executive Director of Resource Planning and Budget

Summary: The Fiscal Year 1989-1990 budget for the University of Pennsylvania totals more than \$1.13 billion. This is an increase of \$87 million from the current year's budget or 8.3% over the comparable Fiscal Year 1988-1989 budget of \$1.05 billion. The budget presented is in balance for the fifteenth straight year. As the percentage above indicates, we anticipate growth in revenues to exceed the rate of inflation for the tenth straight year. In the last four years, balance has been achieved even though the projected rate of revenue growth has declined from the previous budget. Fiscal Year 1990 is also a year in which a number of major expense items have risen dramatically after a number of years of stable or declining prices. The most prominent example of this is the price paid for energy purchases, including both steam and electricity. Thus, the University was faced with many difficult decisions to achieve a balanced budget, including the decision to increase tuition rates during FY1990 faster than it had in several recent years. As the University looks to the future, it will have to find ways to invest more through substitution using its restricted funds rather than simply by finding new unrestricted revenue sources.

I. The Eighties: A Decade of Real Growth and Change

The Fiscal Year 1989-1990 budget represents the end of the decade of the 80's. It is appropriate to look back at the last decade and review the significant changes that occurred. Budget planning at the University is most often reviewed in a one year time frame, but it should be measured over a much longer time horizon for few changes make a real impact in a single year.

The decade of the 80's has been one of major real growth in purchasing power and major fiscal changes for the University of Pennsylvania, after a decade in which the real purchasing power of the University declined. Thus to a great degree, the budgets of the first half of the decade were used to catch up with the losses of purchasing power occurring in the 1970's, while the budgets of the second half of the decade saw major expansion occur. An example of this is that if one uses average academic base salary as the measure, it was in FY1985 that the salaries for full professors reached levels equal to those of FY1976. Since then, real growth of salaries has been continued annually and we anticipate that salary increases will again provide for real growth in FY1990. The graphs below show that real compounded growth occurred in the budgets of every major component of the University from FY1981 to FY1988 using the GNP deflator as the measure of inflation. In the case of Schools and Resource Centers, Graph 1 reflects only direct expenditure.

As the graph shows, the fastest growing parts of the University have been the health services areas of the Clinical Practices and the Hospital. The growth of CPUP was due in major part to the consolidation of practices previously outside of the CPUP organization. The latter half of the decade for both HUP and CPUP has shown slower growth rates than in the earlier half.

Of other University components, the auxiliary enterprises grew fastest over the whole period, and enjoyed much of their growth through

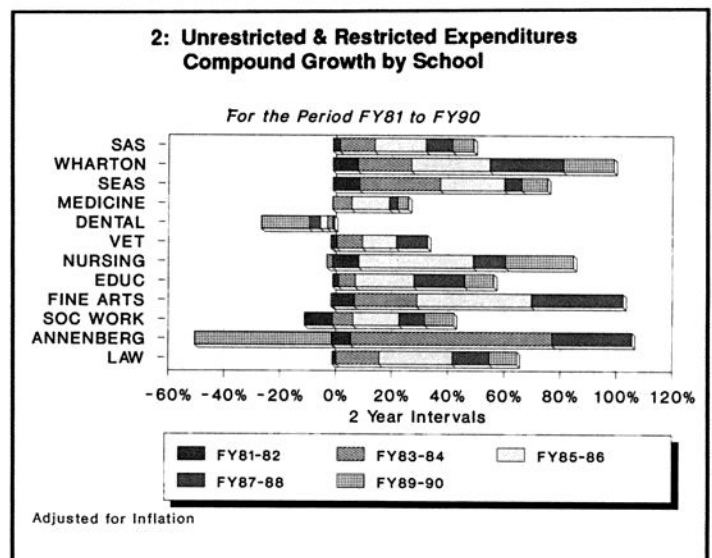
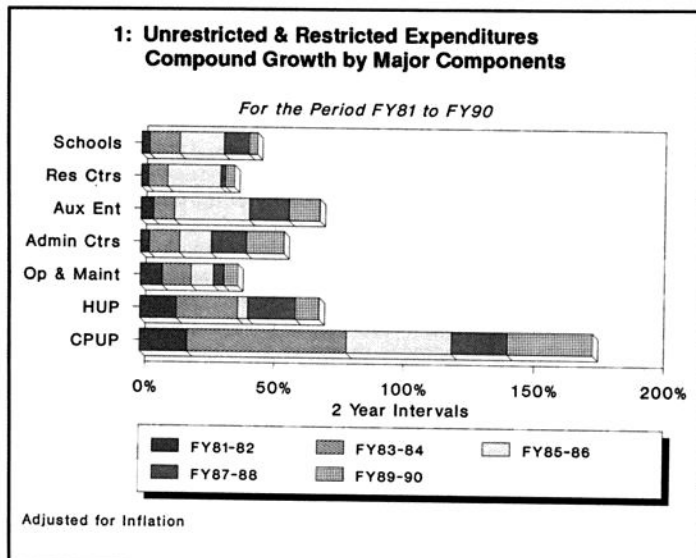
FY1985. One reason for this growth rate has been the opening of a micro-computer store on campus with sales now totaling more than \$5 million annually. For schools and resource centers, the greatest real growth occurred during the middle four years of the decade when inflation was at its lowest. Many capital and programmatic decisions made in this period, however, are only now affecting their budgets. The slow growth in the Operations and Maintenance comes in spite of the increase in space on campus and major allocations to deferred maintenance efforts. In large part, it reflects the low increases or reductions in energy prices during the latter half of the decade.

School Patterns

Within the various areas of the University budget, there have also been significant shifts in the relative size of the budgets. As shown in Graph 2, the pattern of growth by school differs considerably.

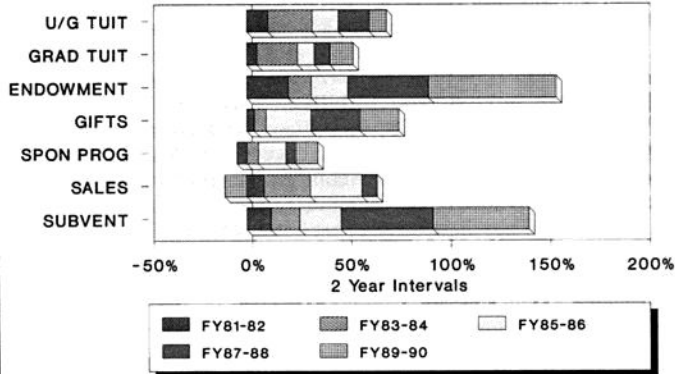
The differences among schools occurred for many reasons. At one extreme, the high growth rate in the School of Fine Arts is caused by the absorption of a large portion of the former School of Public and Urban Policy, while the Dental School has been going through a decade of planned decline in many of its academic and service areas. Over the decade, for example, the incoming class of Dental students has declined from about 160 students to an anticipated 75 students for next fall. No other school has, as yet, experienced substantial enrollment declines, though the School of Social Work had a period during the middle of the decade when its enrollments were falling every year. This trend reversed itself two years ago, and the growth of student enrollments has put the School at about FY81 levels.

Several schools expanded essentially by offering new services. For example at the School of Veterinary Medicine, the new Small Animal Hospital opened in FY1981 and New Bolton Center was expanded



3: Unrestricted & Restricted Income Compound Growth for Schools

For the Period FY81 to FY90



Adjusted for Inflation

considerably over the last decade. The NBC growth was further enhanced by major increases in state appropriations for support of the clinical activities. Wharton growth has occurred in part due to the establishment of the executive education program. The Annenberg School also dramatically increased its activities, in part through adding activities as new space became available. Law, on the other hand, grew with major increases in gifts, particularly annual giving.

Several of the schools, particularly Medicine, experienced slower growth rates with the relative slow growth of federal funding for research. Medicine was able to use part of the growth of CPUP as a means of covering cost increases. The Schools of Arts and Sciences and Engineering show steady increases over the entire 10 years; however, their rates of growth in FY1987 through FY1990 period have slowed from earlier years.

Revenue Issues

The overall revenue patterns in the schools of the University, as shown in Graph 3, reflect much of the change taking place by schools. The largest source of revenues for schools remains sponsored programs with over \$168 million in current dollars as of FY1989. However, in FY1981, sponsored program activities constituted a considerably larger portion of the revenues expended by schools than it does today. There are a number of reasons for this shift. In the early part of the decade, federal funds for non biomedical research declined dramatically to a point where most funding for social sciences, humanities and non-medical professions was eliminated. For example, in FY1981 the University was awarded \$10.3 million from the National Science Foundation, which held many of these funds. By FY1989, this total has grown to \$11.3 million or 9.7%. By contrast, awards from the National Institutes of Health has grown from \$68.1 million in FY1981 to \$106 million by FY1989 or a growth of 56%.

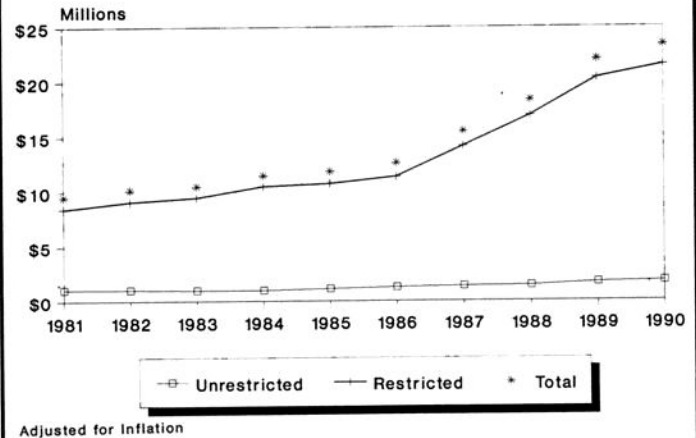
After sponsored programs, undergraduate tuition will generate about \$68 million in FY1989, graduate tuition about \$55 million and subvention (including state appropriations) nearly \$59 million. The growth rates of revenue are highest in sales areas reflecting new services and in endowment revenues reflecting primarily excellent investment performance.

Endowment & Fiscal Performance

A more specific overview of the University endowment shows the accelerating rate of growth of income available to the University from endowments. In FY1981, the spending rule was instituted with the expectation that the University would begin a process of reinvesting a portion of its total return as a prudent management policy of investing endowment for future use. The rate of spending allowed was reduced in every year through FY1987 when the spending rule had reached 5.5% of a three year rolling average of year end market values. Through FY1989 spending rule shares total 175,241 of the total of 1,167,838 shares or 15% of the shares held in the Associated Investment Fund for schools and centers.

Growth in market value has also contributed significantly to the

4: Endowment Income for Schools by Source Type



Adjusted for Inflation

growth in spendable income from endowment. As of April 30, 1989, the average market value of the AIF share was 81% higher than its book value, and when reinvestment shares are considered as part of market, investment returns have provided 55% of the current value. This is quite a contrast when compared with the end of FY1980, where market value of the AIF was actually below book value. New investments have also been accelerating. In the last year, new investments to school and center endowments in AIF alone have totalled over \$26 million, whereas the new endowment investments in the first half of the decade averaged around \$12 million. Graph 4 shows the annual revenues in current dollars available to schools and centers through the endowment.

Overall, however the annualized rate of growth in the University's revenues is continuing to decline. In addition, the growth that is taking place is increasingly in restricted funds (Graph 5, next page). This is likely to continue as a trend as the campaign actually gets underway. The challenge, then, is to insure that a portion of the new restricted revenue is used to offset current unrestricted expenditures. Otherwise, the University will continue to find itself without the ability to pay for critical activities and services not available from restricted funds.

Changing Patterns in Expenditures

A large part of the pattern of expenditures for the University are determined by major events or by the influence of external factors. For example, over the past few years, major swings in the price of steam and electricity have had a great impact on the University's expenditure patterns. The average price per thousand and pounds pressure (Mlb) of steam in FY84 was \$14.89, whereas in FY1987 it had declined to \$8.39 per Mlb. However, for FY1989 the average price has increased to \$11.73 and the FY1990 budget anticipates further increases to \$12.33 per Mlb. Electricity has followed similar patterns. These two items account for about \$32.6 million in current year expenditures.

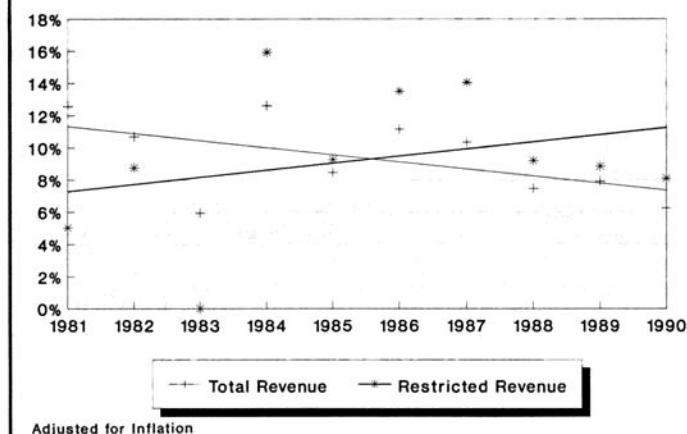
Major Capital Expenditures

The opening of new facilities is another example of the events with a major impact on the budget, since, in most cases, it means added debt service costs and new programmatic costs, as well as new operations and maintenance costs. For FY1990, the opening of the Clinical Research Building will have a major impact on the budget of the School of Medicine. This represents the first new major research facility opened on campus since the early 70's. Considering the enormous change in research issues, methodology and technology, this research facility gap will only partly be addressed by this building. The building also brings with it major essential upgrades in power supplies and chilled water capacity throughout the campus, which are being amortized through the internal utility allocations throughout the campus.

Other major facilities opening during the decade include the Small Animal Veterinary Hospital, Blockley Hall, the renovated and increased size of Steinberg-Deitrich Hall, the Penn Tower Hotel (with major space for clinical activities of the Medical Center), 3401 Walnut Street, the Steinberg Conference facility, the Lauder Career Center, the addition to

continued past insert

**5: Schools & Resource Centers:
Total Revenue Growth Trends**



the Annenberg School, and the Founders Pavilion of HUP. These facilities have had significant expenditure implications. Added debt service alone for these facilities will total \$16.8 million in FY1990.

Addressing deferred maintenance and programmatic maintenance issues played a major role in budget planning throughout the decade. Among major deferred maintenance issues addressed were renovations of the Quad dormitories, Grad Towers, 1920 Commons dining facility, Furness Library, Steinberg-Dietrich Hall, Chemistry Building, and Franklin Field, as well as the development of a major ongoing fund for the deferred maintenance agenda. That fund currently provides \$6.6 million annually, compared with less than \$500,000 provided at the beginning of the decade.

Regulations & Technology

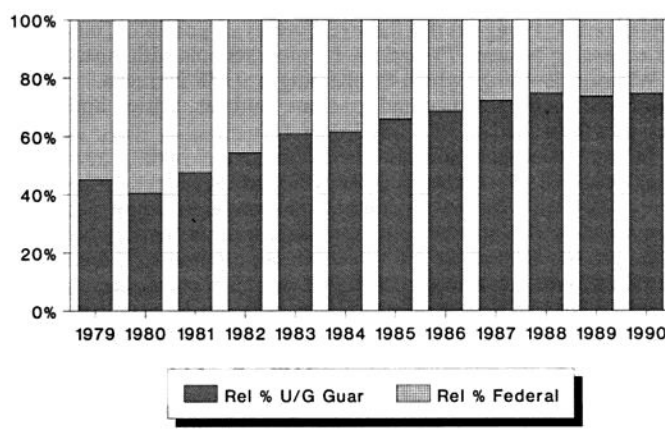
The University has also undertaken a number of major programmatic changes in response to changes in our environment or regulations instituted from various levels of government. During the decade, major efforts were made to remove asbestos from dormitories and the direct work environment, and transformers with PCBs were removed. A new lab animal medicine program was instituted with an annual subsidy of over \$1.2 million, plus over \$5 million was spent in new and renovated animal spaces. Environmental health and safety budgets increased over 400%, a special waste handling facility was added, new programs for handling infectious waste and biological waste were instituted, and, most recently, substantial increases were made to the Radiation Safety budgets.

Shifts in expenditures toward enhanced use of the technology can also be seen throughout the University budget. New undergraduate teaching labs in organic chemistry alone cost over \$5 million. PennNet and its various components have added over \$2.5 million in annual expenditures to the budget. Major computer facilities have been upgraded at least three times during the decade, with the expectation of even faster change in the future. The Engineering School now has its own facility for the fabrication of computer chips. Micro- and mini-computers, which were virtually nonexistent at the beginning of the decade, are now on most desktops in the University. The Library system is going through rapid revisions and conversion to electronic formats for searches and abstracts. Most of these items, however, represent additions to the University budget, rather than substitutions for existing costs.

Just as significant have been the increased expenditures of University funds for student financial aid. As Graph 6 above shows, federal funds at the beginning of the decade accounted for more than 50% of our funding of aid, but constitute only about 20% now. Put another way, if the federal commitment to aid had continued to supply the same percentage of aid as FY1981, the tuition increase could have been reduced by 1.5 percentage points annually without affecting any other expenditure.

Finally, the past decade brought on several changes in the budget procedures of the University. The Library system has become an allocated cost rather than being totally subvented. Much of the subvention

**6: Undergraduate Financial Aid:
Federal & University Funding**



pool is now used for directed purposes in concert with the University goals as stated in planning documents. For example in current dollars, the escalation in centrally funded graduate fellowships went from \$785,000 in FY1981 to almost \$6 million for FY1990. Designated pools have been developed to support undergraduate education, research facilities, faculty research projects, research assistantships, and Trustee Professorships during the course of the decade. Additionally, the Penn Plan represents a major initiative using outside funding to assist students and their families in paying for Penn's costs. All of these efforts grew out of the systematic planning goals developed over the course of the last several years.

Fiscal Issues

The University ends the decade with considerable additions to its fund balances or reserves for future use. At the end of FY1980, the endowment of the University had a total market value of \$195 million. By the end of FY1989, that total market value will exceed \$700 million unless there is an unanticipated drop in the market. Fund balances in current funds at the end of FY1980 were about \$50 million, whereas these balances now exceed \$170 million. At the same time, the growth of unrestricted fund balances remains very limited over the decade.

While the last decade has clearly presented major challenges to the University, it has also provided major opportunities through increased financial resources. Through considerable planning efforts and their linkages with the resource allocation processes, the University has been able to take advantage of many of these opportunities and still improve its fiscal strength. If the current trends in growth rates of revenue continue, then it is likely that the decade ahead will hold even greater challenges than in the recent past.

II. Budgeting for Fiscal Year 1990

During FY1989 the whole University found itself with a substantial slowdown in revenue growth. This slower growth has continued into the FY1990 budgets. There are, however, some positive areas in FY1989 that are also being carried into FY1990. For example, in most schools and centers, there were stronger than anticipated indirect cost recoveries from sponsored programs, primarily from research funding. This stemmed, in part, from the rate of recoveries increasing from 62% of modified total direct costs in FY1988 to 64% in FY1989 and 65% in FY1990. These increases are now being included in new grant proposals, as well as grant renewals. In addition, grant activity in FY1989 has increased beyond expectations, and we anticipate the current level to continue to grow at least at the rate of inflation for FY1990. Certain schools are experiencing substantial growth beyond these levels. Nursing, for example, has experienced a growth rate of over 210% this year and is expecting additional growth next year.

In other revenue areas, budget projections anticipate undergraduate students to remain at current levels with some further declines in undergraduate special students. This decline is principally the planned

decline in the Wharton Evening division. Graduate student populations are budgeted to grow slightly, mainly through recovery of student counts in areas that have declined in the recent past. Preliminary graduate admissions data suggests that these recoveries are possible. Tuition rates are increasing between 7% and 8% for most schools with the exception of Wharton Evening, which is planning a 9.8% increase. For the majority of undergraduate and graduate students, tuition and fee increases will be 7.3%.

In non-student and non-research areas, annual giving revenues are being budgeted at levels below those in the current budget. As the growth in restricted gifts occurs throughout the campaign, small declines in unrestricted annual gifts are projected. This trend is already showing up in the general University and in certain large schools. The growth of restricted funds, plus the availability of an 11% increase in endowment spending through the spending rule, contributes to strong growth in indirect cost recoveries from these sources. In addition, strong growth in restricted gifts and endowments should contribute considerably to the University's programmatic goals.

The final Commonwealth appropriations are not yet known. Given the level of funding growth proposed in the Governor's budget, revenues from the Commonwealth has been budgeted downward slightly to an overall growth of 5%. With the continuing efforts to bring the School of Veterinary Medicine back into budget equilibrium, growth in the appropriations from the Commonwealth is essential in FY1990.

Clinical sales revenues have also leveled off after fast growth in the early part of the decade. This is partly due to the limited additions in facility availability, but, in areas such as the Clinical Practices the modification of reimbursement procedures is beginning to show the same results as in Hospital revenues. Executive education and similar continuing education revenues are increasing at reasonable rates, but at levels below earlier projections. Thus the ability of these programs to contribute to the unrestricted budget has had to be moderated.

Resource Allocation Issues for FY 1990

As in the recent past, most of the University's budget decisions follow from a set of planning goals and agendas. The Fiscal Year 1990 budget follows many of the same principles used in developing past budgets. These major principles are to:

- 1) Provide real growth in faculty salaries and enhancement of the recognized quality of the faculty;
- 2) Maintain the quality and diversity of the student body and continue the need-blind admissions policy;
- 3) Strengthen undergraduate education as a specific objective of the entire University;
- 4) Enhance research capacity and become more competitive in attracting sponsored support;
- 5) Become more competitive with peer institutions in special areas related to basic missions, including increased funding for graduate fellowships;
- 6) Recognize the burden that increases in tuition and other fees have on students and their families, and thus, seek to minimize even essential increases in costs;
- 7) Continue to provide for balanced annual budgets and for the development of continuing financial strength of the entire institution;
- 8) Continue to implement a program that seeks to alleviate the major deferred maintenance problems on campus;
- 9) Recognize both the opportunities and needs that changes in technology have on the research and teaching infrastructure of the campus;
- 10) Recognize and support critical priorities that have been identified in the five-year plans of schools and resource centers.

Through the last several years, the budget process has focused on both direct and indirect strategies toward meeting these goals. Much of this has been done through a series of incentive funds targeted toward one or more of the goals. Fiscal Year 1989 brought to campus the first three. Trustee Professors and we expect at least three more in FY1990. The augmentation of the fund raising budget toward the potential goal of an \$800 million "needs driven" campaign continues to be paid with current budgeted funds. This means that we are maintaining the University goals of financial stability while providing significant resources toward school generated priorities. The 250th Anniversary Celebration provides excellent opportunity for the University to show its accomplishments and will be funded through fund raising.

While much has been accomplished in each of these goals, the agenda is likely to continue for a considerable period. It is important to further note, that the success of the nucleus fund to date is not yet reflected, for

the most part, in the FY1990 budget as pledges are realized over time. The campaign receipts will also give direction to resource allocation decisions.

During the current year, a major new planning effort has been undertaken through the Provost planning groups. The initial reports from the nine groups are coming in at this time. These reports will be consolidated into another planning document to serve as a guide in future resource allocation decisions and strategies.

School and Center Issues

The resolution of budgets in the various schools and centers for this budget year required extraordinary efforts in many cases. Three major pressures seem to be contributing to the problems. First, the University and particularly certain schools are facing considerable external competition. This shows up in the attraction of student issues, in issues relating to the maintenance and enhancements of our high quality faculty and the development of physical facilities. Yet at the same time, a number of these same schools face diminished revenue growth rates. Second, appropriately high aspirations set during the recent years of substantial growth often required new facilities or space just now coming on line. Hence, a number of schools and centers faced extraordinary escalations in costs based on decisions made much earlier. Finally, the processes and resources needed to conduct research and provide education have changed. Scientific and engineering faculties have important technology and lab start-up costs. Electronic developments in libraries have added to, not replaced, journal costs. Environmental and biological waste removal costs escalate annually at three to ten times the rate of inflation.

As reported last year, the School of Veterinary Medicine is on a three year program to reach budget equilibrium, with this budget being the second one produced during the period. Cost escalations and revenue shortfalls during the course of this fiscal year caused further adjustments to the school's plans, but the budgeted deficit in the FY90 budget follows the same course as in the original three year program. After an unexpected decline in the current year's entering class, the School has made

Schedule A University Operating Budget FY 1989 and 1990 (in thousands of dollars)

Revenues	FY 1989	FY 1990	Percent
Unrestricted	Budget	Budget	Change
Tuition and Fees	234,456	252,267	7.6%
Commonwealth Appropriation	35,910	37,291	3.8%
Investment Income	11,624	13,199	13.5%
Gifts	10,525	10,408	-1.1%
Indirect Cost Recoveries	48,279	55,721	15.4%
Sales and Services	78,757	85,469	8.5%
Other Sources	7,333	7,781	6.1%
Total Unrestricted	426,884	462,136	8.3%
Expenditures			
Unrestricted			
Compensation			
Salaries and Wages	187,934	198,543	5.6%
Employee Benefits	49,208	53,836	9.4%
Total Compensation	237,142	252,379	6.4%
Current Expense			
Energy	21,479	25,632	19.3%
Debt Service	17,672	16,714	-5.4%
Deferred Maintenance	4,063	4,916	21.0%
Current Expense & Equipment	101,892	114,512	12.4%
Total Current Expense	145,106	161,774	11.5%
Student Aid			
Undergraduate	24,946	26,667	6.9%
Graduate & Professional	19,690	21,316	8.3%
Total Student Aid	44,636	47,983	7.5%
Total Unrestricted	426,884	462,136	8.3%
Restricted	Projected		
Grants & Contracts	135,042	143,019	5.9%
Endowments	21,535	22,922	6.4%
Gifts	36,271	38,340	5.7%
Other Restricted	36,853	38,447	4.3%
Total Restricted	229,701	242,728	5.7%
Health Services	Projected		
Hospital of the University of Pa.	281,910	290,515	3.1%
Clinical Practices	128,171	137,564	7.3%
Total Health Services	410,081	428,079	4.4%
Total University Expenditures	1,066,666	1,132,943	6.2%

special efforts to insure its class size for the upcoming fall. Next year, we would expect to see balanced performance, though we await state appropriation decisions for FY1990 as a major factor in determining whether this will be feasible.

The School of Dental Medicine has provided a budget with another decline in the entering class. The class size budgeted for next year is 75, down from 90 in the current year. Efforts were made to adjust to this reduction, but the School still requires substantial added support from the University to balance.

The School of Engineering and Applied Science has a balanced budget for FY1990 despite costly additions to its space. The Computer Science Department will occupy 10,000 new square feet in 3401 Walnut Street, and the Cognitive Science program will occupy another 7,000 new square feet in that building. In addition, two major renovations for Mechanical and Chemical Engineering are being planned. In recent years, the School has budgeted for a graduate class size that was larger than actually enrolled. For FY1990, the graduate class size is again

budgeted to reach these increased levels though a plan is in place to insure the enrollment.

The School of Medicine brings on line the Clinical Research Building this fall. It will add an estimated \$2.5 million in operations and maintenance costs alone for next year. Offsetting these costs somewhat will be continued growth in sponsored research, which increased well beyond budget in the current year. The School offsets part of its cost increases by charging a higher portion of its faculty salaries to the Clinical Practices.

In recent year, the Schools of Social Work and Fine Arts have had considerable problems, primarily due to enrollment difficulties. Both Schools have turned this situation around in the last two years and, for the School of Social Work, FY1990 represents the first year in seven without a substantial subvention increase.

The Schools of Arts and Sciences, Education, Nursing, Law and the Wharton School all have provided balanced budgets though with considerably more difficulty than in recent years. Education, for ex-

Schedule B: University Operating Budget by Classes of Center, Fiscal Year 1990

(in thousands of dollars)

REVENUES	Schools	Resource Centers	Admin Service Centers	Gen Univ Res	Auxil Enterpr	Total Unrestr	Restr	Health Services Hosp Univ Penn	Clinical Practices	Total University
Direct										
Tuition										
Undergraduate	98,457	191		27,615		126,263	1,374			127,637
Graduate & Professional	79,617	2		19,905		99,524	599			100,123
Total Tuition	178,074	193		47,520		225,787	1,973			227,760
Special Fees	8,220	1,194	17,066			26,480				26,480
Commonwealth Appropriation				37,291		37,291				37,291
Investment Income	2,549	179		10,045	426	13,199	22,922	4,596	5,304	46,021
Gifts	5,856	167		4,385		10,408	38,340	350		49,098
Grants and Contracts							143,019			143,019
Indirect Cost Recoveries										
Sponsored Programs	38,343	467		5,588		44,398				44,398
Other	7,751	632	2,140	800		11,323				11,323
Sales & Services	17,794	3,168	2,434		62,073	85,469	2,693	291,114	128,243	507,519
Other Sources	5,741	540	1,500			7,781	33,781	82	4,077	45,721
Total Direct Revenue	264,328	6,540	23,140	105,629	62,499	462,136	242,728	296,142	137,624	1,138,630
General University Resources										
Program Special	20,974	185		(21,159)		0				0
Program Regular	50,025	14,525		(64,550)		0				0
Financial Aid	3,793	5		(3,798)		0				0
Total Gen Univ Resources	74,792	14,715		(89,507)		0				0
University Bank	50			(50)		0				0
Total Revenues	339,170	21,255	23,140	16,072	62,499	462,136	242,728	296,142	137,624	1,138,630
EXPENDITURES										
Salaries & Wages										
Academic	76,600	998	459	1,292		79,349	55,397		67,439	202,185
Administrative	20,784	6,976	28,856		2,396	59,012	21,323		5,084	85,419
Clerical	16,131	4,232	8,287		2,216	30,866	12,875		1,824	45,565
Service	821	735	12,369		4,887	18,812	2,432	129,204	259	150,707
Limited Service	5,586	1,307	1,805		1,806	10,504	3,142			13,646
Total Sal & Wages	119,922	14,248	51,776	1,292	11,305	198,543	95,169	129,204	74,606	497,522
Employee Benefits	31,929	3,930	14,691	378	2,980	53,836	22,258	28,705	12,466	117,265
Total Compensation	151,851	18,178	66,395	1,670	14,285	252,379	117,427	157,909	87,072	614,787
Current Expense										
Energy			19,882		5,750	25,632		9,100		34,732
Debt Service	906		9,814		5,994	16,714		11,667		28,381
Insurance			4,010		406	4,416		7,025	9,812	21,253
Deferred Maintenance			4,916			4,916				4,916
Other Curr Exp & Equip	40,030	11,569	25,013	4,645	33,292	114,549	90,867	101,296	39,745	346,457
Student Aid										
Undergraduate	26,020	61		586		26,667	16,251			42,918
Graduate & Professional	12,405	11		8,900		21,316	18,183			39,499
Total Student Aid	38,425	72		9,486		47,983	34,434			82,417
Total Direct Expenditures	231,212	29,819	130,030	15,801	59,727	466,589	242,728	286,997	136,629	1,132,943
Allocated Costs										
Student Services										
General Administration	19,752	1,498	(24,528)		622	(2,656)		1,918	738	0
General Expense	28,647	2,861	(34,189)		1,453	(1,228)		1,089	139	0
Utilities	20,223	2,977	(23,342)		35	(107)		85	22	0
Non-Utilities	16,794	2,927	(19,915)		54	(140)		111	29	0
Net Space	3,419	672	(4,916)		608	(217)		210	7	0
Library	19,394	(19,499)				(105)		105		0
Total Allocated Costs	108,229	(8,564)	(106,890)		2,772	(4,453)		3,518	935	0
Total Expenditures	339,441	21,255	23,140	15,801	62,499	462,136	242,728	290,515	137,564	1,132,943
Performance	(271)			271		0		A 5,627	A 60	5,687

ample, is anticipating using certain reserves to meet budgetary shortfalls as it goes through a period of change in strategy.

Resource Centers are also not without problems, but expect to have balanced budgets next year. The Library System has been provided with a budget increase of over 10%. This increase is designed both to meet the extraordinary costs of maintaining current collection size, where the inflation rate is about 10.5% annually, but also to begin a process of concerted investment in the Library. Auxiliaries have had to increase their fees at rates much faster than in recent years. In part this is due to the need to meet renovation needs such as the work on 1920 Commons.

Other administrative centers, when the costs of new direct space for schools is excluded, have been limited to a budget increase of 6.7%. Some added investments have gone into the areas of computer technology. Efforts to hold down the cost increase for insurance and to refinance debt have been extraordinarily helpful in developing this low rate of the increase. On the other hand, the price increases shown earlier in utility costs have added over \$2 million to this budget.

The Hospital of the University has presented a balanced budget for FY1990 from operations with non-operating revenues allowing it to generate a surplus. The budget requires a number of extraordinary

actions to be successful, and a management plan is still being prepared to implement these actions.

The budget for the University of Pennsylvania in FY1990, then, will exceed \$1.1 billion when the Hospital budget is consolidated into the total University. It will be balanced for the fifteenth straight year and again provides fund growth in areas of University priority. The efforts going in to achieving this balance necessitated significantly greater compromises than in recent years and argues for even more careful planning in the future. The University has achieved extraordinary stability, in areas like the enrollment of undergraduate students, graduate students and obtaining funded research. It has done so in the face of a very volatile external world. Maintaining this stability is a key to future budgets and requires continued investments in critical programmatic areas as well as careful husbanding of the critical resources of the University.

In presenting this budget, it is important to recognize the considerable efforts of many people and groups at Penn who helped to shape it. Most critical were the Academic Planning and Budgeting Committee, the deans, directors and senior budget officers throughout the University as well as senior University officials. The effort of the staff in the Executive Office of Resource Planning and Budget was also essential.—G.R.S.

Schedule C: University Operating Budget by Center, Fiscal Year 1990

(in thousands of dollars)

	REVENUES						EXPENDITURES						
	Direct Unrestricted	Restricted	General	University	Resources	University Bank	Direct Total	Unrestricted	Restricted	Allocated Costs		Library	Total
			Program Special	Program Regular	Financial Aid					Administrative Service Centers	Net Space		
Schools													
Annenberg School	1,484	4,930		541	45	4	7,004	409	4,930	1,131	73	461	7,004
Arts and Sciences	88,018	43,394		23,980	1,856	55	157,303	79,669	43,394	24,618	1,091	8,531	157,303
Dental Medicine	15,191	6,700	1,042	3,401	115	(68)	26,381	14,409	6,700	4,511	187	574	26,381
Education	6,395	1,950		694	137	10	9,186	5,622	1,950	1,202	36	376	9,186
Engineering	17,765	14,147		5,780	240	(15)	37,917	16,312	14,147	6,003	201	1,254	37,917
Fine Arts	8,567	2,733		3,545	169	(104)	14,910	8,867	2,733	2,214	127	969	14,910
Law	10,792	1,715		1,601	183	77	14,368	10,032	1,715	2,423	128	70	14,368
Medicine	39,181	89,236	4,533	2,279		43	135,272	18,431	89,236	23,683	788	3,134	135,272
Nursing	7,133	4,932		632	135	108	12,940	6,230	4,932	1,595	46	137	12,940
Social Work	1,706	704		1,419	28	(60)	3,797	2,252	704	409	17	415	3,797
Veterinary Medicine	17,567	10,114	15,399	1,477			44,557	26,814	10,114	7,100	355	445	44,828
Wharton	50,529	36,378		4,676	885		92,468	42,165	36,378	10,527	370	3,028	92,468
Total	264,328	216,933	20,974	50,025	3,793	50	556,103	231,212	216,933	85,416	3,419	19,394	556,374
Resource Centers													
Annenberg Center	1,573	517		1,134			3,224	2,055	517	589	63		3,224
Interc Athletics	2,604	1,913		4,813			9,330	5,496	1,913	1,808	113		9,330
Interdisciplinary	906	14,541		4,831	5		20,283	4,261	14,541	1,440	41		20,283
Library	125	1,368		353			1,846	14,763	1,368	5,185	286	(19,756)	1,846
Museum	1,332	1,735	185	3,394			6,646	3,244	1,735	1,241	169	257	6,646
Total	6,540	20,074	185	14,525	5		41,329	29,819	20,074	10,263	672	(19,499)	41,329
Admin Service Ctrs													
Student Services	16,143	1,842					17,985	16,143	1,842				17,985
General Admin	1,956						1,956	26,484		(24,528)			1,956
General Expense	5,041	1,346					6,387	39,230	1,346	(34,189)			6,387
Operation & Maint							0	43,257		(43,257)			0
Net Space							0	4,916			(4,916)		0
Total	23,140	3,188					26,328	130,030	3,188	(101,974)	(4,916)		26,328
Gen Univ Resources	105,629		(21,159)	(64,550)	(3,798)	(50)	16,072	15,801					15,801
Auxil Enterprises													
Residences	26,761	2,533					29,294	24,922	2,533	1,358	481		29,294
Dining	11,750						11,750	11,334		351	65		11,750
Bookstore	19,750						19,750	19,555		183	12		19,750
Parking	4,238						4,238	3,916		272	50		4,238
Total	62,499	2,533					65,032	59,727	2,533	2,164	608		65,032
Total Unrestricted	462,136						462,136	466,589		(4,131)	(217)	(105)	462,136
Total Restricted		242,728					242,728		242,728				242,728
Health Services													
Hospital of the Univ of Penn		296,142					296,142		286,997	3,203	210	105	290,515
Clinical Practices		137,624					137,624		136,629	928	7		137,564
Total		433,766					433,766		423,626	4,131	217	105	428,079
Total University	462,136	676,494	0	0	0	0	1,138,630	466,589	666,354	0	0	0	1,132,943

DEATHS

Mohamed Nazir Almadani, a 34-year-old student pursuing a doctoral degree in regional science, died June 22 in New York following heart surgery. He had already earned two master's degrees from Penn: one in civil engineering in 1984 and another in city & regional planning in 1987. Mr. Almadani took his B.A. in urban studies at the University of Paris in France. He is survived by his wife, Arlene Becker, and his parents, Mr. and Mrs. Said Almadani of Damascus, Syria.

Jeffrey Browner, a Public Safety officer since March 1985, died in an automobile accident August 1 at the age of 27. Mr. Browner, a passenger in the auto, formerly worked in the security department at the *Inquirer*; he was a graduate of Central High School and attended Widener University, Chester, PA. He is survived by his mother, Mary Mullen, and his stepfather, Madison Mullen.

Dr. R. Philip Custer, 85, a nationally known cancer researcher who wrote leading textbooks on pathology during his medical career of nearly 60 years, died May 3 at his home in Narberth.

Dr. Custer attended Chestnut Hill Academy and earned his undergraduate degree at Bucknell University before graduating from Jefferson Medical College in 1929.

Dr. Custer was a member of the Fox Chase Cancer Center scientific staff, where he was director of the experimental pathology laboratory from 1969 to 1987 and was named senior member emeritus. He also was emeritus professor of pathology at Penn, where he served on the faculty from 1929 to 1970.

From 1938 to 1968, Dr. Custer directed the pathology program of Presbyterian-University of Pennsylvania Medical Center, where he was chief of clinical hematology and chemotherapy. In commemoration of his work, the medical center established the R. Philip Custer lectureship and named its new clinical pathology center the R. Philip Custer Laboratory.

He was a fellow of the American Association for the Advancement of Science, a life trustee of the American Board of Pathology, an honorary fellow of the American Society of Clinical Pathology, a member of the Philadelphia Council of Physicians and president of both the Philadelphia Hematological Society and Pathological Society of Philadelphia. The Pathological Society awarded him its 1955 William Wood Gerhard gold medal for his research on cancers of the blood and lymph system.

Surviving are his wife, Elizabeth Strawbridge Harvey; a son, Richard L.P.; a daughter, Panna Flower; five stepchildren, and five grandchildren.

Dr. Allan Russell Day, professor emeritus of chemistry, died April 22, after complications from pneumonia. At Penn for 45 years until his retirement in 1969, he supervised the research of 110 doctoral students and countless undergraduates, among them Nobel Prize winner Dr. Michael Brown and Dr. Roy Vagelos, CEO of Merck, Sharp and Dohme, both of whom are now Penn trustees. Dr. Day earned his bachelor's degree at Bluffton College in 1921 before arriving at Penn. Once here, he

received his masters and doctoral degree, and began to teach in 1926.

Dr. Day was a pioneer in introducing the study of electronic mechanisms into the undergraduate curriculum, and wrote textbooks on *Inorganic Qualitative Chemical Analysis* and *Electronic Mechanisms of Organic Reactions*. His chief areas of research included synthetic organic chemistry and mechanisms of organic reactions.

A lectureship at the Philadelphia Organic Chemists Club is named for him; he served as chairman of that organization as well as of the Philadelphia Section of the American Chemical Society. He was also a member of the American Association for the Advancement of Science, the New York Academy of Sciences, Sigma Xi, Alpha Chi Sigma, and Phi Lambda Upsilon. Dr. Day is survived by his daughter and two sisters.

Dr. Edward M. DeYoung, 84, died August 5 at the University of Pennsylvania Medical Center, where he was a radiologist and professor for 12 years. He was a resident of Bala Cynwyd for 28 years.

Dr. DeYoung, who was born in Grand Rapids, Mich., was a 1927 graduate of Calvin College and in 1932 earned his medical degree at the Vanderbilt University School of Medicine.

He served in the Army Medical Corps from 1934 to 1961, with a four-year tour in the Pacific during World War II. Dr. DeYoung

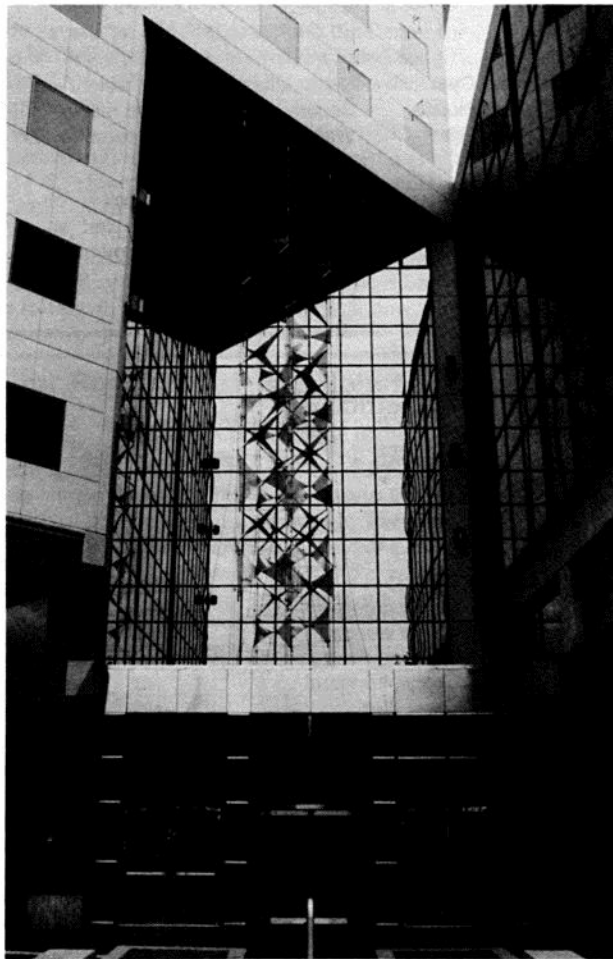
retired in 1961 as a colonel and commanding officer of the Martin Army Hospital in Fort Benning, Ga. He went on to join the staff of the radiology department at HUP as well as the faculty of Penn's medical school. In 1973 he became professor emeritus of radiology.

Dr. DeYoung was a member of Alpha Omega Alpha honorary medical fraternity and a fellow of the American College of Radiology and the Radiological Society of North America.

Surviving are his wife of 54 years, Alma Idel DeYoung; a son, Daniel; a daughter, Kathleen Donovan, and six grandchildren.

Francisco Juan Marentes, a 23-year-old Wharton undergraduate, died June 1. Mr. Marentes had completed four semesters when he took a leave of absence in September 1988. He had returned on May 23 to attend the first summer session. He is survived by his parents, Mr. and Mrs. Luis Marentes, who live in Mexico.

Eleanor Kerns Seltzer, a longtime staff member, died May 31 at the age of 53. Joining Penn in October 1961, she held various positions at Penn as a secretary, administrative assistant, administrative aide to the Vice Provost, and assistant to the chairman at the Anthropology Department and the Veterinary and Dental Schools. Ms. Seltzer was also the Educational Fellowship Recipient at the Nursing School in May 1975. Surviving are her sister, Ruth H. Mathues; a nephew, Harold W. Mathues Jr.; a niece, Melanie L. Russo.



Raising a Glass For the Science Center

Tuesday's dedication of James Carpenter's *Refractive Light Spine* (left) at the University City Science Center marks the official opening of the Center's new \$21 million lab-and-office condominium at 3600 Science Center facing Market. The nine-story structure, designed by The Vitetta Group, is the twelfth building in the 17-acre research park, which Penn helped found in the sixties. It also celebrates the end of the Science Center's 25th year, for which the City of Philadelphia has issued a proclamation designating Market Street between 34th and 38th Streets as "Science Center Boulevard," with street signs changed, and banners unfurled for the day. Dr. Lawrence Chakrin, president of the Science Center, leads a series of toasts to the new glass sculpture and to 25 years of "economic growth through science and technology."

Department of Public Safety

This report contains tallies of part 1 crimes, a listing of part 1 crimes against persons, and summaries of part 1 crime in the five busiest sectors on campus where two or more incidents were reported between **September 18, 1989 and September 24, 1989.**

**Total: Crimes Against Persons—1, Thefts—29, Burglaries—5,
Thefts of Auto—1, Attempted Thefts of Auto—0**

Date	Time Reported	Location	Incident
09/21/89	12:13AM	3300 Block Walnut	Money and car taken at point of gun

Crimes Against Persons:

38th to 39th; Spruce to Locust

09/19/89	1:57 PM	Harnwell House	Secured bike taken from rack
09/20/89	11:35 PM	Harnwell House	Secured bike taken from rack
09/21/89	9:55 AM	Harnwell House	Secured bike taken from rack
09/21/89	10:05 AM	Dining Commons	Telephone taken from secured room

33rd to 34th; Spruce to Walnut

09/19/89	8:49 AM	Towne Building	Computer taken/forced entry used
09/19/89	4:51 PM	Bennett Hall	Unsecured bike taken
09/21/89	12:13 AM	3300 Block Walnut	See crimes against persons, above
09/21/89	8:02 AM	Bennett Hall	Money taken/forced entry used

34th to 36th; Locust to Walnut

09/18/89	9:51 AM	Meyerson Hall	Refrigerator taken from studio area
09/19/89	1:58 AM	Van Pelt Library	Secured bike taken from rack
09/20/89	7:09 AM	3537 Locust	Grate removed/nothing taken

34th to 38th; Civic Center to Hamilton

09/19/89	10:01 AM	Medical School	Drawer ransacked/items taken
09/19/89	5:06 PM	Johnson Pavilion	Radio taken from room/no force used
09/20/89	5:55 PM	Richards Building	Cages taken from loading dock

36th to 38th; Walnut to Market

09/19/89	9:54 PM	Gimbel Gym	Unattended wallet from weight room
09/19/89	10:13 PM	Nichols House	Secured bike taken from railing
09/20/89	5:57 PM	Gimbel Gym	Watch & wallet from secured locker

Safety Tip: Self-protection means knowing how to avoid being the victim of an attack or robbery and knowing what to do if you are a victim. To avoid this type of situation keep alert for the unexpected and do not take unnecessary chances. If you are a victim act with common sense and cooperate with authorities.

18th Police District

Schulykill River to 49th Street Market Street to Woodland Avenue
Reported crimes against persons from **12:01a.m. 9/11/89 to 11:59 p.m. 9/17/89**

Total: 14 Incidents, 1 Arrest

Date	Location /Time Reported	Offense/weapon	Arrest
09/12/89	4100 Spruce, 12:45 AM	Robbery/gun	No
09/12/89	4600 Ludlow, 12:10 PM	Robbery/strongarm	No
09/13/89	4527 Pine, 1:30 PM	Robbery/ weapon	No
09/15/89	4833 Pine, 2:58 AM	Aggravated Assault/gun	Yes
09/15/89	4700 Walnut, 8:30 AM	Robbery/strongarm	No
09/15/89	3801 Spruce, 8:37 PM	Robbery/gun	No
09/15/89	4200 Locust, 9:12 PM	Robbery/gun	No
09/15/89	4300 Locust, 11:30 PM	Robbery /gun	No
09/16/89	3401 Sansom, 8:00 PM	Robbery/knife	No
09/16/89	3800 Walnut, 11:25 PM	Robbery/strongarm	No
09/16/89	4251 Walnut, 11:30 PM	Purse snatch	No
09/16/89	4100 Market, 11:20 PM	Aggravated Assault /bat	No
09/17/89	3400 Civic, 1:00 AM	Aggravated Assault /board	No
09/17/89	3900 Ludlow, 9:00 PM	Robbery/gun	No

Update

SEPTEMBER AT PENN

MUSIC

30 A Da.Da Dance Party; an all-American mix of revived Louisiana roots music and post-modern electronic simulation with live Cajun music by Beausoleil and videography by Coleman and Powell; 8 p.m., International House. Tickets: \$12, \$10 students/senior citizens and \$9 I-House members (I-House Arts Center).

RELIGION

Ecumenical Worship; Second Friday of each month, noon, and **Ecumenical Prayer;** every Wednesday, 7 p.m., Chapel of Reconciliation, Christian Association Building (CA).

TALK

28 Secretion of Hemolysin Toxin across both E. Coli Membranes; Colin Hughes, Department of Pathology, Cambridge University; 4 p.m., Wistar Auditorium (Wistar Institute).

Grad Students: Academic Careers

On September 26 from 4 to 7:30 p.m., senior faculty and administrators present a series of discussions for graduate students planning academic careers. The conference, sponsored by Career Planning and Placement, will cover such issues as educational funding, job opportunities and the tenure process. Speakers and topics were chosen to give graduate student—from newcomer to ABD—access to faculty experience and to help them avoid costly mistakes. The program begins in the Ben Franklin Room, Houston Hall. Students are asked to register by phone, Ext. 8-7530.

Making the Most of Your First Years of Graduate Study (4:15). Associate Professor David Brownlee, History of Art; Dr. Edward Pugh, Psychology, on the informal structure of graduate education and on working with faculty and with other students.

Getting Past ABD (4:15). Dr. Susan Watkins, Sociology; Dr. Roger Allen, Arabic, on working with your adviser, finishing on time.

The Tenure Process (5:15). Deputy Provost Richard Clelland on what graduates should know before applying for academic jobs.

Interviewing for Academic Jobs: Conference and Campus Interviews (6:30). Dr. David DeLaura, English; Dr. William Reinhardt, Chemistry lead the how-to.

Almanac

3601 Locust Walk Philadelphia PA 19104-6224

(215) 898-5274 or 5275

ALMANAC@A1.QUAKER

EDITOR
ASSOCIATE EDITOR
STUDENT ASSISTANTS

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