

# Almanac

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**Pullout: Benefits: Open Enrollment**

## Tuition Up 5.9% . . . Salary Pool Increase 2.5%

With the FY1994 budget still in a preliminary stage—and a \$6 million gap to close even assuming a planned deficit of \$18.5 million for the Vet School—the Executive Board of Trustees locked up the tuition element Friday by voting

.... that for academic year 1993-94, the undergraduate tuition and mandatory fees rate will be \$17,838; that tuition and general fees for graduate students will be \$18,662; that the professional general fee will be \$892; that the tuition for professional students will be determined administratively to reflect budget requirements of the various schools; and that part-time tuition and fees rates will be determined administratively and will increase proportionately.

A table showing breakdowns of tuition, general and other fees appears below. On page 10, as part of a five-page presentation of the preliminary budget for FY1994, are tables comparing Penn and other Ivy tuitions and tracing the history of tuition and fees at Penn.

One new item in student costs is a Wiring Project Charge of \$70, as Penn prepares to wire the residence halls for access to PennNet and cable television over the coming several summers. (See footnote to table below; the project known as ResNet is to be described more fully in a future issue.)

**Salaries:** At an open meeting for faculty and staff on Wednesday, Provost Michael Aiken announced that the increase to the central salary

pool for faculty and staff will be 2.5%, indicating a potential range in raises of 2% to 4%—but with a dollar cap of \$2000 for administrators, so that funds can be available to relieve the lowest-paid positions.

For faculty, the deans have access to the pool increase of 2.5% plus the Provost's discretionary fund reserved to cover promotions, equity and competitive issues in the schools, but with a proviso that for raises above 4%, deans lose access to the Provost's fund. (For more on salaries, see page 9.)

As noted in *The Daily Pennsylvanian's* Friday correction, the figure they gave Thursday—6.5%—was *not* correct.

Other budgetary decisions, detailed in pages 6 through 10, include continuing need-blind admissions, honoring the new Mayor's Scholarship agreement, maintaining development staff at campaign levels to sustain fund-raising efforts into the future, and investing in Project Cornerstone as a campus-wide upgrade of technology for more cost-effective operations.

**Commonwealth Funding:** In his presentation Friday to the Trustees Committee on Finance, Paul Cribbins of Commonwealth Relations discussed the uncertainties still attending Penn's allocation in the current (FY1993) budget. Supplementary bills are now under discussion in Harrisburg and three of the four legislative

*(continued next page)*



Photo by Tommy Leonardi

**Ivy Champs:** Penn Men's Basketball under Fran Dunphy took clear title to the Ivy League Championship this year, earning a berth in the NCAA Tournament which took them to a near upset of UMass Friday (54-50). PECO's revolving message Monday, March 8, read in full: Congratulations University of Pennsylvania Ivy League Basketball Champs.

## Adopt-A-Team Proposal

Based on the experience of the Penn varsity tennis teams and the lightweight football team, where faculty members formally associated with those teams for a number of years, the Adopt-A-Team program was expanded on a trial basis last year. Several faculty members were invited to "adopt" the men's basketball team, and they were happy to oblige. They act as advisors and recruiters, and make themselves available to help the students and coaches. The results have been most gratifying.

We have decided to again expand the program this coming year to include women's basketball, gymnastics, and volleyball. Rather than requesting specific faculty or staff to become involved in the program, we are placing this notice in *Almanac* to open it up for all those who may be interested.

If you are interested in adopting a team, please call me at Ext. 8-8430 or call one of the coaches listed below.

Margaret Feeney, Volleyball, Ext. 8-6495

Tom Kovic, Gymnastics, Ext. 8-5316

Julie Soriero, Basketball, Ext. 8-6089

— Howard Brody,

Professor of Physics and Chair,

University Council Committee on Recreation and Intercollegiate Athletics

## Tuitions and Fees For Academic Year 1993-1994

	1992-93	1993-94	% Change
Undergraduate Tuition	\$15,198	\$16,102	5.9%
General Fee	1,390	1,486	6.9%
Technology Fee	250	250	0.0%
Subtotal	1,640	1,736	5.9%
Tuition & Fees	16,838	17,838	5.9%
Average Residential Charge <sup>1</sup>			
Room Rate	3,883	4,046	4.2%
Wiring Project Charge	0	70	
Total	3,883	4,116	6.0%
Dining Charge—15 Meal Plan	2,354	2,488	5.7%
Total Undergraduate Charges	23,075	24,442	5.9%
Graduate			
Tuition	16,546	17,530	5.9%
General Fee <sup>2</sup>	1,038	1,132	9.0%
Tuition & Fee	17,584	18,662	6.1%
Professional General Fee <sup>2</sup>	814	892	9.6%

<sup>1</sup> Average Residential Cost for 1993-94 reflects an increase of 6.0%, including a \$70 charge for a portion of the annual technology support costs related to the dorm wiring project, upgrades to Residential Computer Labs hardware and software, and expanded modem pools for dial-in access to PennNet. For rooms that will be wired, an additional \$70 charge will be assessed for ethernet connections to PennNet and for cable television.

<sup>2</sup> Graduate and Professional General Fees increase 7.1%, including a GAPSA-approved surcharge of \$3 for graduate and professional student activities. (Approved surcharges of \$6 and \$3 were added in 1991-92 and 1992-93, respectively.) In addition, a \$20 charge for a portion of the cost of enhancements to communications and computing technologies infrastructure benefiting these students will be made.

*Restructuring the University III:*

## Charge of the Cost-Containment Oversight Committee

Last month in *Almanac* (February 23), I announced the appointment of a joint faculty-administration committee to oversee our continuing efforts to reduce the University's administrative cost base by 15% over the next few years. This effort will involve achieving greater efficiency in our administrative processes and reducing the overhead cost of all of the University's academic and support functions. The goal is to achieve higher quality at lower cost, but the effort should not require sudden or unplanned cuts in faculty or staff positions. It is, however, a difficult and complex task in which all parts of the University will be involved: administrative units, faculty, academic programs and departments, and deans throughout the University's 12 schools, as well as all of Penn's non-academic resource centers, administrative areas, and support functions. As I indicated earlier this semester (*Almanac*, January 12), it is also a challenge that Penn must meet in the years ahead regardless of whether the University's Commonwealth appropriation is restored, whether there is a general improvement in the economy, or whether the new administration in Washington brings with it a greater appreciation of the important role of American higher education.

The Cost-Containment Oversight Committee is charged to advise the President and the President's Advisory Group (composed of the deans and senior administrators) on issues and administrative processes that we should examine in our re-engineering efforts. The Committee will also monitor the progress of the full range of our continuing efforts to reduce administrative costs. Among these are the Total Quality Management Teams (now numbering more than 20) at work in many administrative areas and several of the schools; process re-engineering teams (each headed by a dean and a senior administrator) that will be reworking such fundamental administrative processes as procurement, personnel and payroll, and budgeting; Project Cornerstone (a modernization of management information systems which I will discuss in a future issue) and the use of new technologies to improve efficiency and productivity; and efforts to identify new sources of revenue (e.g., revenue-producing use of facilities during the summer months).

The Committee will be co-chaired by the Provost and Executive Vice President who are administratively responsible for our cost-containment efforts. As co-chairs, it will be their responsibility to ensure a continuing dialogue between the President's Advisory Group and the Cost-Containment Oversight Committee and to arrange for the two groups to meet together as needed. The Committee shall have a fixed term of two years, expiring at the end of the Spring Term 1995, at which time the need for the continuation of the Committee will be reexamined.

The Committee will operate within the existing framework of budgetary and management principles that have served Penn extraordinarily well over the past two decades: responsibility center budgeting, uniform salary policies, University-wide sharing of the costs of centrally provided services, the provision of unallocated funding to the Provost for critical institutional investments, need-blind admission policies, and the continuing effort to weave a single, interconnected University from the academic strengths and resources of the 12 schools. They will be guided by our vision of Penn's future as *the* leading international research university that puts undergraduate education at the center of its concerns; that incorporates an international perspective throughout its educational and research activities; that makes service to the local community, City, Commonwealth and nation an integral dimension of its educational and co-curricular life for faculty, staff and students; and that sets itself apart by the extent and intensity of intellectual activity across disciplinary and budgetary boundaries.

I am meeting with the Committee members to charge them with this task, and they are beginning their work. I ask every member of the University community to support and cooperate with these efforts that seek to assure the availability of scarce resources for investment in the academic core of the University in the challenging years that lie ahead.

— Sheldon Hackney, President

### *The Cost-Containment Oversight Committee*

Michael Aiken, Provost (*co-chair*)  
 Marshall E. Blume, Howard Butcher Professor of Finance  
 Claire M. Fagin, Professor and Dean Emeritus of Nursing  
 Gregory Farrington, Dean, School of Engineering & Applied Science  
 Raymond Fonseca, Dean, School of Dental Medicine  
 Thomas Gerrity, Dean, The Wharton School  
 Steve Golding, Executive Director, Resource Planning and Budget  
 John Wells Gould, Acting Executive Vice President (*co-chair*)  
 Patrick Harker, Professor of Decision Sciences  
 Marvin Lazerson, Dean, Graduate School of Education  
 Rick Nahm, Senior Vice President for Planning and Development  
 Lee D. Peachey, Professor of Biology

caucuses that influence the outcome have already adopted positions that favor some form of relief for Penn and other state-aided institutions this fiscal year, but the state is undecided.

**Actions:** The trustees approved and welcomed the appointments of Janet Hale as Executive Vice President, effective immediately, and Virginia B. Clark as Vice President for Development and Alumni Relations, effective July 1.

They also approved funding for renovations and improvements in the John Morgan Building; exterior improvements at King's Court; and, in a planned "residential maintenance showcasing," interior improvements for King's Court, English House, Harrison House and Quad East. Other resolutions approved sales of properties including one bequeathed by Eli Kirk, III, to benefit the Morris Arboretum.

In the absence of John Neff of the Investment Committee, Trustees Chair Alvin Shoemaker reported Penn's portfolio again outperforming the major indices: Penn's AIF Equity Fund, for example, appreciated 8.4% against the Dow-Jones 5.3% and Standard & Poor's 4.7%.

## Council: Action on Pluralism Committee, Electronic Ethics

At the March 17 meeting of the University Council, tributes to the late Dr. Robert E. Davies were made by all five of the leaders who give initial reports at each session (the President, Provost, Senate Chair, and chairs of GAPSA and UA), and President Sheldon Hackney went on to announce the adoption of the changes Dr. Davies had spearheaded for the Guidelines on Open Expression (*Almanac* March 16). The Provost noted that Dr. Morris Mendelson has agreed to take the chair of the Just Cause Task Force whose work is still in progress.

Also in the President's report: Commissioner John Kuprevich is forming a search committee for the victim support post held until last term by Ruth Wells, and (in response to query) the Senate has sent him its names for the Provost's Search Committee but its appointment awaits his own selections shortly. Dr. Hackney reviewed progress on recent issues that came before Council:

**Bike Policy:** On Step 1 (increasing bike racks), the number is up from 910 to 3090. Step

2 (registration of bikes to reduce theft and help in recovery) is beginning, with 750 registered so far. He asked Council to advise when to tackle Step 3, limiting use of certain pedestrian ways in the daytime. In the Q & A, a member asked consideration of hardship to bikers.

**ROTC:** Federally, the issue of gays in the military is "now where it belongs, in the administrative branch," Dr. Hackney said. "I believe ROTC provides Penn students with a career opportunity and financial aid, and that the services need the Penn product," he added, but the discrimination issue is serious. He noted progress in that the military is no longer asking people sexual preference questions.

In the Q & A, Dr. Kenneth George urged attention to the appearance of "third class citizenship" for staff on snow days such as Monday, March 15, when classes were canceled but the University was open. Adequacy of the 898-MELT message (which the Provost said was supposed to have made clear the forgiveness of staff absence if

hardship was involved) was discussed, and the A-3 Assembly's representative Rochelle Fuller said she had received no complaints. Dr. George cited morale problems and asked that an explanation of snow policy vis-a-vis staff be published in *Almanac*.

Under "old business," Council discussed ways to follow through on discussions begun last month on academic integrity, with suggestions ranging from the creation of a task force to the sponsorship of open meetings and increases in training for TAs. GAPSA speakers related this to their Chair Allen Orsi's earlier report on plans to orient graduate and professional students to resources dealing with abuse of power, harassment, or plagiarism of student work. Dr. David Hildebrand said Steering would try to formulate a strategy.

**Actions:** Council passed the by-laws amendment to establish a Committee on Pluralism, adding that by tradition a new committee will be reviewed after a year for smoothness of opera-

tion. (See charge in *Almanac* March 16.)

Under "new business" Council approved a resolution of the Committee on Communications to adopt a policy on Ethics in the Electronic Environment (*Almanac* March 16). As background to the policy proposal, Vice Provost for Information Systems and Computing Peter Patton and Associate Vice Provost Daniel Updegrave sketched plans for wiring the residence halls over the next three or four summers—and doubling the user population of PennNet from 9000 to 18,000. The expansion of e-mail, which through Gopher and other facilities extends to campuses throughout the nation and overseas, will make the residential system more academic in character, Mr. Updegrave pointed out. But as Dr. Jerry Porter and others noted, it also brings up issues ranging from privacy to illegal use of software. The policy proposal is now undergoing review by the President. Mr. Updegrave's presentation is scheduled for publication in a future *Almanac*.

### Anniversary of a Sit-In: April 2-3

As part of the 20th-anniversary celebration of "Women Making a Difference at Penn," members of the April 1973 "Stop-Rape" sit-in will return to campus to join current faculty, staff and students for two events:

**Friday, April 2:** Robin Morgan, the author and *Ms.* magazine editor who spoke here on the eve of the 1973 rally that turned into a sit-in, will speak at 7:30 p.m. in Meyerson Hall/B1 and sign her latest book at a reception that follows. The event is free and requires no registration.

**Saturday, April 3:** In an all-day program, all three of Penn's Victim Support specialists (Yvonne Haskins, Jayne Rich and Ruth Wells) and other 1973 protestors who designed the innovative campus post, will return to talk about the past and future. Registration forms are available at the Women's Center, Ext. 8-8611; fees are \$10 or \$5 for students and retirees, but donations will fund participants in need.

## OFFICE OF THE JIO

### Incidents in February

This is the February monthly report from the Judicial Inquiry Office which will appear in *The Daily Pennsylvanian*, *Almanac*, *The Graduate Perspective* and *The Vision* and is to inform the University community at large of the types of complaints brought to this office in any given month during the academic year. The information is presented in aggregated format, by complaint type. The number of complaints is indicated by Year to Date (YTD) as well as for the immediately previous month. The number of withdrawn or dropped complaints are noted, as well as those for which an informal settlement was negotiated, and for which the investigation is still pending.

It is important to recognize that there are certain artifacts in the data as presented. First, with any given complaint, there may be more than one respondent and different outcomes/charges per respondent. Therefore, while the current total number of complaints is 86, the total number of respondents is 119. Secondly, with any given complaint, there may be multiple charges per complaint or per respondent. Thus, while the current total number of complaints is 86, the total number of potential charges is 144. Thirdly, during the process of an investigation of a complaint, additional respondents and/or charges may be added. So, while the current number of respondents is 119 and the current number of potential charges is 144, both of those numbers may change as any investigation progresses and draws to a close. And lastly, as an investigation comes to a close, a complaint may be dropped/withdrawn due to lack of evidence to support the complaint, the complaint type may change, or the complainant may withdraw his/her complaint. Therefore, while there are currently 41 potential charges pending, this number does not indicate that all these charges will result in settlements, nor does it indicate that if a settlement is achieved the charges will be the same as the original complaint.

If anyone has any specific questions regarding the data presented in the chart, please contact the Judicial Inquiry Office at 898-5651. We will gladly answer your questions to the best of our ability.

— Catherine C. Schifter  
Interim Judicial Inquiry Officer

### Judicial Inquiry Office Incident Report for February, 1993

Type of Complaint	YTD <sup>1</sup>	Number Reported <sup>2</sup>	Number Withdrawn <sup>3</sup>	Number Settled <sup>4</sup>	Number Pending <sup>5</sup>
Code of Academic Integrity	15	8			
Cheating	12		4		8
Plagiarism	2	1		2	
Assisting Another	1		1		
Code of General Conduct	129	21			
Alcohol violations	16	4	6	8	2
Assault	10	2	5		5
Disorderly Conduct	12		4	8	
Drug violations	1	1			1
Excessive Noise	7	4	3	3	1
Fake ID	2			2	
Fire Safety	28	5	9	12	7
Harassment	11	2	5	3	3
Indecent Exposure	2			1	1
Malicious Mischief	4			1	3
Obscene Phone Calls	1			1	
Other violations	4	2			4
Propulsion of Object	5			5	
Racial Harassment	7		4		3
Sexual Assault	4		2		2
Sexual Harassment	3	1	2		1
Security Violations	1			1	
Theft	9		4	5	
Threats	1		1		
Vandalism	1			1	
Totals:	144 <sup>6</sup>	29	50	53	41

<sup>1</sup> YTD stands for Year to Date. These figures indicate the number of complaints which have been reported to the JIO from September 1, 1992 through February 28, 1993.

<sup>2</sup> Number Reported refers to the number of cases which came to the attention of the Office of the JIO during this month only. Cases come to the attention of this office by one of three main sources: a copy of a University of Pennsylvania Police report is forwarded to us, a copy of an incident report is forwarded to us from one of the University residences, or a complainant comes directly to this office to file a complaint.

<sup>3</sup> Number Withdrawn refers to those complaints for which either the complainant has decided to withdraw the complaint or the Office of the JIO determines through its investigation that there is not enough evidence to determine guilt. There is, therefore, no action in the case.

<sup>4</sup> Number Settled refers to those complaints for which an informal settlement has been reached through the Office of the JIO. An informal settlement indicates an admission of guilt of the complaint and sanctions have been determined and imposed by the JIO.

<sup>5</sup> Number Pending refers to those complaints for which the investigations were not completed at the time of this report. This occurs due to 1) time when complaint was received in the Office of JIO (i.e., late in the month), 2) discovery of need for further investigation, 3) difficulty in contacting people involved in complaint, 4) scheduling problems.

<sup>6</sup> This number represents the total number of potential charges, not the total number of respondents to complaints or the total number of complaints.



# Speaking Out

## Readability of Sanctions

Both Professor Ross and Professor Klide (*Speaking Out* March 2) could evidently read the "Proposed Procedures Governing Sanctions Taken Against Members of the Faculty" (*Almanac Supplement*, February 9). Of course, we have to remember that both Ross and Klide are used to this kind of thing: Ross "made major contributions" to the document he is objecting to and Klide is chair, VCAFR. But the faculty-member-in-the-street (Professor FITS), can he/she read it? My feeling is that FITS can't.

In the document in question, the text must have been written by a lawyer. It's mostly legalese. We even have a tribunal. Wasn't there a tribunal at Nuremberg? Is plagiarism a war-crime? And then we have flow sheets to help us (pages of them), with arrows and lines going all over the place, and boxes and not-quite boxes that those arrows and lines end in. So, FITS will need a lawyer and a consultant, each charging about \$400 a hour, to help him/her read the procedures. And then how would FITS know they had read it right? FITS would have to turn to another lawyer and consultant, *ad infinitum*. Only a very rich person could afford these procedures.

I am sure the task force committee worked very hard to come up with these new procedures. But the cure they have come up with is worse than the disease.

— Daniel R. Vining, Jr.  
Associate Professor of Regional Science

## From Caution to Outright Alarm

The proposal on sanctions (*Almanac* February 9) has many defects of which I list 12 for now:

(1) removal of the 12 Schools' disciplinary autonomy with a consequent reorganization of the entire university;

(2) immense increase of the powers of the president, including powers now reserved to the Trustees, and power to review procedures and return cases to tribunals;

(3) having the three Chairs select tribunals and their chairs to try cases, and then join with the President in revisions of tribunal penalties and procedures;

(4) allowing for an increase in penalty from that recommended by the tribunal trying the matter;

(5) removal of presently available faculty appeals, including trial by the School faculty and appeal to the Trustees in cases of suspension or termination;

(6) vast increase in the sorts of offenses (from racial and gender charges to experiment-protocol deviations and criminal convictions) that can be escalated into a termination case;

(7) no protection against self-incrimination when a faculty member cooperates in an informal inquiry and then has papers and

statements used against him/her in "just cause" trial;

(8) no formal targeting notice when a person has come under official inquiry and a case is being assembled, with "alerters" allowed to block informal settlements;

(9) no appeals to Trustees or one's School for faculty suspended or terminated by decision of the President and the three Chairs;

(10) turning the Senate Chair(s) into a judicial office, more properly SCAFR's;

(11) reversal of the threshold question before a just cause trial, from "Would the charges, if true, amount to just cause for suspension or termination?", a point on which administration had to convince the Academic Freedom Committee, to "Might the charges, if true, amount to just cause...." in which case the tribunal *must* go ahead to a trial—with no appeal on such a ruling;

(12) making no provision for sanctions against academic administrators to redress invasions of the academic freedom of the faculty and failure, e.g., of Deans, to discharge basic academic responsibilities.

The matter is so serious a loss of protections to the faculty, so immense a departure from Penn's special protection of its faculty, and so vast a centralization of power now spread over 12 Schools that I think the Senate should vote on it by mail and so should the twelve School faculties. I propose three questions:

(1) Do you approve the proposed procedures, *Almanac Supplement* February 9, 1993?

Yes \_\_\_ No \_\_\_

(2) Do you want another draft prepared (and submitted for mail vote) that will preserve the independence of the Schools, and the system of appeals, including the right to a trial by one's School faculty in cases of suspension or termination?

Yes \_\_\_ No \_\_\_

(3) Do you want the Procedures to provide for sanctions against academic administrators to redress serious invasions of the faculty's academic freedom and serious failures to exercise academic responsibility, including remedies to make whole, persons whose academic freedom has been impaired?

Yes \_\_\_ No \_\_\_

Not only do I think there should be a formal vote in the Senate and in the 12 Schools, I think faculty should use this page of *Almanac*, answering the three questions, signing the page and sending it to their respective Deans, perhaps with copies to the President and the Senate Chair.

The sanction procedures as they stand drafted now are the greatest threat to academic freedom and faculty autonomy, and the furthest insulation of administrators from accountability, that I have seen in my 31 years at the University.

— James F. Ross  
Professor of Philosophy

## Response to Dr. Ross

I can't help but wonder what document Professor Ross commented on in his letter to *Almanac*. The Just Cause report was published in *Almanac* to give the faculty an opportunity to alert the task force of perceived strengths and shortcomings of the proposals it had developed. It was not published to announce to the faculty what the new procedure was to be. Not one of the members of the task force expected the report to go into force as published. The preface invited comment and a number of persons have indeed submitted thoughtful comments. Every comment has been taken very seriously. Indication, by the faculty members who do not approve the proposed procedures as published, of the changes they wished to see made were much more productive and helpful than simple statements of disapproval. The late Professor Davies (R.E.D) and I spent innumerable hours modifying the report to reflect those comments we felt were valid. We then brought our modifications back to the task force and spent more hours considering every change that R.E.D and I had introduced. We also took the changes to the open forums sponsored by the Senate Executive Committee, discussed those changes there, and went back to the drawing board to consider the changes that had been suggested at the meeting. If Professor Ross had attended the last open forum, he would have seen that many modifications of the procedures had already been made. He would also have become aware that there is every intention of submitting the proposed procedures to the whole faculty for approval.

Under the circumstances, the first two questions Professor Ross posed are simply irrelevant.

It is becoming apparent that the two most contentious issues are the substitution of a University-wide tribunal for School Academic Freedom and Responsibility Committees as the disciplinary authority, and what appears to be an absence of an appeal process. The task force was concerned with maintaining the integrity of the tenure system. That system exists to assure society that there is no inhibition about pushing back the frontiers of knowledge. Its justification rests on the integrity of the faculty being impeccable. Any event that raises questions about that integrity affects academia in general and the University in particular and not just the school to which the respondent belongs. The peer group in Just Cause is the whole University faculty. We should not be asked to stand helplessly aside while a particular school fails to discharge its responsibility to the wider community.

The task force was also very concerned with a proper balance between the power of the administration and the power of the faculty. As long as the disciplinary body is a school rather than the University, that balance is

*Speaking Out* welcomes reader contributions. Short, timely letters on University issues can be accepted Thursday noon for the following Tuesday's issue, subject to right-of-reply guidelines. Advance notice of intention to submit is appreciated.—Ed.

shifted in favor of the administration. There are few schools on this campus in which pressure from the dean cannot influence the outcome. The utilization of a University-wide panel removes that leverage. There has been a number of failures of School Academic Freedom and Responsibility Committees to discharge their responsibilities properly. The latest failure precipitated a Senate Task Force whose work in turn led to the appointment of the present task force which includes many of the members of the earlier task force. It is in the interest of the University faculty that the type of failures that resulted from the failures of the School Academic Freedom and Responsibility Committees never be repeated. The preservation of the disciplinary autonomy of the schools practically guarantees such a repetition.

A number of persons, but not Ross in his letter, have argued that a respondent cannot be tried fairly if the judges do not have reasonable expertise in the respondent's field. Thus a physicist would presumably not wish to be judged by a member of the faculty of the School of Social Work. It is not clear to me why a social work professor is less able to judge a physicist than a musicologist or a professor of Romance Languages. In the regular courts one does not expect a judge to be an expert in every field involved in cases that come to his or her court. Expertise is supplied by expert witnesses. There are lots of witnesses that can be brought to a University Tribunal. That particular objection to the proposed just cause process is a red herring.

Ross claims that the procedure includes an "immense increase of the powers of the president ...". The task force was very concerned with a proper balance between the power of the administration and the faculty. The task force was less concerned with where within the administration its power lay. Under the existing procedure the Trustees can accept the recommendations of the school disciplinary bodies or remand cases back for reconsideration. The task force believes that it is more efficient to assign this function to the President. Up to this point there is only a shift in the locus of administrative power. However, the task force would allow the President to modify the sanction. That *looks* like an increase in power. It is not. The president cannot change the sanction in any way without the consent of

the faculty—as represented by the three Chairs. Furthermore that consent is deemed given only when the three Chairs agree unanimously to the change. We do not see that as a change in the power of the administration. The real power lies in the hands of the faculty—as represented by the three Chairs.

We have received many complaints that our process does not provide for appeal. That is a misreading of the process. The procedures provide the respondent with an opportunity to write to the president the grounds, as the respondent sees them, for faulting the recommendations of the Tribunal. The respondent can object that the recommended sanctions were inappropriate, that the verdict was not based on substantial enough evidence, or that there were procedural errors. I don't understand how that can be described as other than a right to appeal. To be sure, this is not consistent with the principles set forth by the AAUP which require that there always be the right to appeal to the Trustees. We believe that the process we propose is an improvement on the AAUP principles. We have changed the final arbiter from the Trustees to the faculty. This improves the protection of the respondent.

Some have objected that since the President, with the consent of the three Chairs, can increase the penalty, the respondent would be deterred from appealing. Since the President and the three Chairs can raise the penalty when they see fit, the respondent has nothing to lose by appealing.

I fail to see the merits of the objections to increasing the offenses that can result in termination. Surely when a faculty member is found guilty of a significant deviation from experiment-protocol that endangers the lives of others, or is convicted of a crime, there is justification for termination. In fact it is a little ridiculous to argue otherwise in the case of such convictions. A convicted academic is hardly in a position to discharge his obligations to the University. The sanction has been imposed because of something that faculty member has *chosen* to do, not because of something beyond his or her control that happened to him or her. The task force has some reservations about the appearance of racial and gender charges in the illustration of offenses. That reservation relates to the vagueness of the wording and not from the

feeling that no racial or gender charge warrants termination.

The task force is not aware that its proposed procedure would pose a problem of self-incrimination. I believe I can speak for the whole task force when I say that they would welcome from Professor Ross, or from anyone else on campus a suggested wording that would eliminate this shortcoming, if indeed it does exist. Professor Ross would have been a lot more helpful than he has been if he had suggested alternative wording, as in fact he does in his point (11), instead of providing a litany of perceived shortcomings of our proposals.

Again, I believe that I can speak for the whole task force when I say that there should be provisions "for sanctions against academic administrators, *especially* [italics added] to redress invasions of the academic freedom of the faculty and failure... to discharge basic academic responsibilities." I do not believe that the procedures for Just Cause is the proper place for such provisions. I recommend that the Senate Executive Committee create a new task force to formulate such provisions.

I cannot end this letter without a comment on Professor Ross's hysterical last paragraph. It is pure nonsense. Whereas he seems to think that "The sanction procedures ... are the greatest threat to academic freedom ... that I have seen in my 31 years at the University," Jordan Kurland, head of the AAUP committee A staff, the quintessential defenders of academic freedom, writes, "The document, by and large, is admirable." The task force has proposed a process in which the faculty, albeit the faculty of the University and not the faculties of the individual schools, retains tight control throughout. Furthermore the outcome of this process is binding on the administration and not simply advisory, in contrast the outcomes of cases brought before SCAFR and the Grievance Commission. It is the advisory status of SCAFR and the Grievance Commission, not the process recommended by the task force, that is a threat to academic freedom. The removal of that threat should be the next major concern of the Senate.

— Morris Mendelson  
Professor Emeritus of Finance, Chair,  
Task Force on the Revision of Just Cause  
and Other Personnel Procedures

### Family Resource Center

The Child Care Resource Network received over 30 submissions for new names. The winning suggestion, "The Family Resource Center" came from Dr. Gail Massey, Research Specialist in Pathology and mother of two children, ages 8 and 11. She received a \$30 gift certificate from The Book Store.

The new name was chosen to reflect the Center's more diverse services for working parents as well as employees caring for elderly or chronically ill family members. To everyone who participated in the name change contest: Thank you.

— Leslie Trimble, Coordinator,  
Family Resource Center

### Schools in University City: A Survey of Faculty/Staff in the Neighborhood

The following questions are presented on behalf of the new organization, Penn Faculty and Staff for Neighborhood Issues (see page 11). They are designed to assess the current use and demand for viable public school options in the University City area. Please answer the few questions below and return to Sally Johnson, 3533 Locust Walk/6226, by April 2, 1993.

1. Name \_\_\_\_\_
2. Home Address \_\_\_\_\_ ZIP \_\_\_\_\_
3. Do you have any children? no \_\_\_\_\_ yes \_\_\_\_\_ number \_\_\_\_\_
4. What ages, grades (K-12), and schools do they attend?  

Age	Grade	School
_____	_____	_____
_____	_____	_____
_____	_____	_____
5. For those with children not currently enrolled in a local public school:  
Would you send your children to a public school in University City if you believed it was academically satisfactory and racially integrated? no \_\_\_\_\_ yes \_\_\_\_\_
6. Have you ever applied to have your child attend the Powell School? no \_\_\_\_\_ yes \_\_\_\_\_  
Was your child accepted? no \_\_\_\_\_ yes \_\_\_\_\_

Please feel free to attach further information or comments.

On the Preliminary Budget for Fiscal Year 1994

# The Virtues of Adversity

by Sheldon Hackney

As Penn completes its 253rd year, I am reminded again of the virtues of adversity: great universities—including this one—have a long history of turning challenging times to their own purposes, emerging stronger and more focused for their pains. In every area of the University, whether we look at curriculum, research, student recruitment, governance, or management practices, there have been periods of challenge which tested our predecessors' sense of continuity and their spirit of creativity only to see Penn emerge strengthened by its struggles.

Today, as I have been describing in a series of *Almanac* statements this semester (see *Almanac* January 12, February 23, and page 2 of this issue), the University community faces new challenges that will determine how well Penn will prosper during the last decade of this century. Uncertainty over our Commonwealth appropriation, shrinking indirect cost recoveries on Federal research grants, a weak national economy, mandatory changes in accounting standards all require that we work together to focus our energies and intellects on the difficult budgetary problems that confront us for FY 1994. I am confident that we have the resourcefulness to emerge from these difficult times as a stronger, more efficient, and more focused institution.

Last year, in developing the FY 1993 budget strategy, we said that FY 1994 would be an even tougher year for Penn, and reality has confirmed that prediction. In FY 1993, we responded to cuts in Penn's Commonwealth appropriation by making a conscious decision to protect our two greatest assets: our academic core and the people of Penn. We reduced central administrative budgets and programs before asking each of the schools to roll back their anticipated FY 1993 budget growth by only eight-tenths of one percent. The University Trustees agreed for the first time in 19 years to budget a University deficit of \$19.5 million to sustain the School of Veterinary Medicine and our commitment to need-blind admissions in the face of sky-rocketing financial aid costs.

We have also maintained fundamental University operating principles that have served Penn extraordinarily well during the past decade: competitive faculty salary increases, a steady or declining rate of tuition increase, the

commitment to need-blind admission policies, major investments in campus safety, and continuing support for Penn's research infrastructure.

However, without our Commonwealth appropriation of \$37.5 million, we also recognized that we must begin the long-term process of restructuring the University to intensify the focus of all our activities on the University's core academic mission, and to support that mission with higher quality administrative services at lower costs. Though we realized that such a timely and rational plan for Penn's future would mean a smaller, leaner University in the years ahead, we have also sought to avoid the destabilizing and demoralizing effects of sudden, unplanned cutbacks, program cancellations and layoffs.

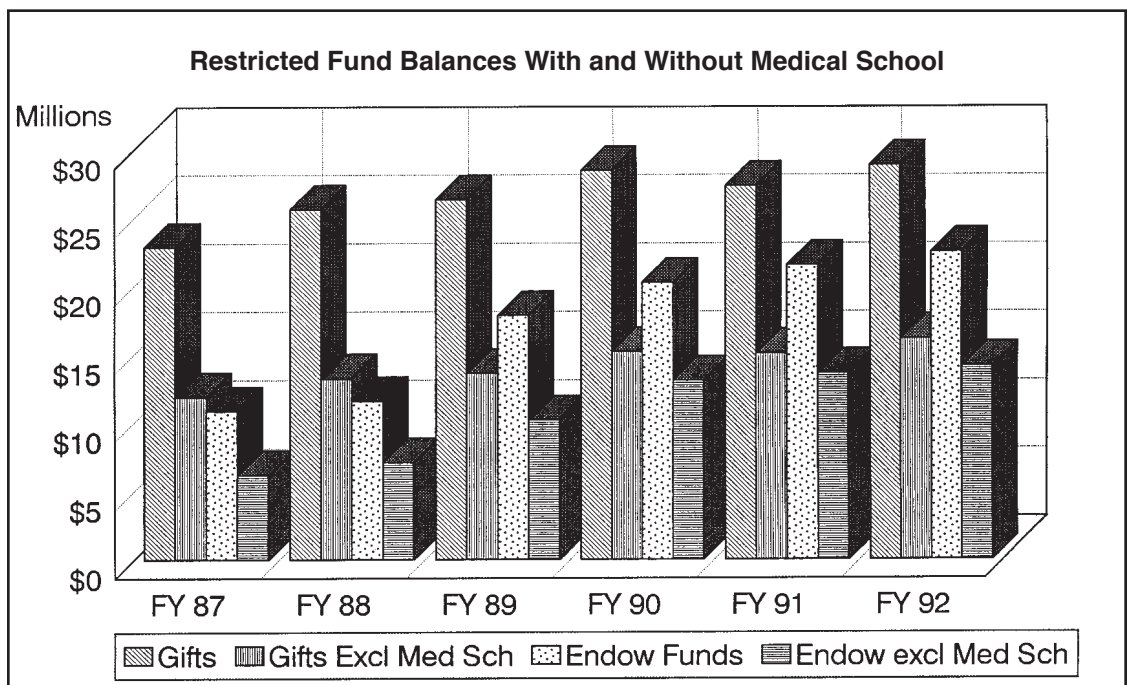
Since the current operating budget was adopted by the Trustees last spring, we have worked diligently to restore our Commonwealth appropriation. Save for an eleventh hour stalemate in Harrisburg last June, we were very nearly successful. We still retain a quiet confidence that sometime in the next several weeks our supporters in Harrisburg may be able to restore our current year appropriation. I hope that will also bode well for the consideration of our FY 1994 Commonwealth appropriation request. In the interim, trying to craft a FY 1994 budget that meets the needs of our faculty, students and the University community has been a very difficult task.

There have also been several other issues, beyond Penn's Commonwealth appropriation, with which we have wrestled over the last several months. FAS 106, the new financial accounting standard for post-retirement health care benefits, has been the most difficult and financially significant of these issues. We project that the new accounting standards, which take effect on July 1, 1993, will have a \$5.7 million impact on our FY 1994 operating budget. While we are required by the Financial Accounting Standards Board to recognize this obligation in our financial statements and we plan to set aside funds to cover it, we also believe that this is the correct and prudent fiscal policy to ensure that Penn's total compensation package in the future remains competitive. We owe that to Penn's people.

(continued past insert)

## Maintaining Momentum

Throughout academia, the conventional practice has been to build up the staffing and program funds of development offices for capital campaigns, reduce them as a drive ends, and build them anew a few years later when the next campaign is undertaken. As the five-year, billion-dollar Campaign for Penn nears its goal a year ahead of schedule, the decision has been made to maintain the fund-raising momentum by continued funding of the development effort. The chart at right shows the impact of gifts from the current campaign.





Furthermore, in determining our FY 1993 salary ranges, we also made a conscious decision to support an aggressive compensation budget. We recognized that though Penn's salary increases within the schools and centers over the last several years have exceeded the rate of inflation, we must still compete for the best people. Today, our analysis of the effect of this crucial strategic decision suggests that while we had hoped to have a more dramatic impact on our competitive posture, we have at least held our own.

Unfortunately, because of our declining revenue base and the intense pressure to keep tuition increases in line with the strained economic circumstances of our students and their parents, we will not be able to have as generous a salary pool in FY 1994 as in previous years. The salary pool for faculty and staff for FY 1994 will be 2.5%, which we hope will permit the University to continue to attract and retain faculty of the highest caliber and to maintain competitive salaries for administrators and staff.

Penn also seeks to compete for the strongest students from throughout the country. Our undergraduate financial aid budget is critical to this strategy and is projected to increase by 9.9% or just over \$4 million from all sources. This increase not only reflects the rising cost of higher education, but directly mirrors what is happening in the national economy. By maintaining our need-blind admissions policy for FY 1994, Penn remains committed to its goal of accessibility for all students, no matter what their financial resources.

Let me also emphasize that Penn remains committed to the Mayor's Scholarship Program that we agreed to with Mayor Rendell last December. Penn's future is intertwined with that of the City of Philadelphia and students from Philadelphia make significant contributions to Penn's diverse intellectual community.

Last year, the Trustees decided to budget an operating deficit for the School of Veterinary Medicine while we sought restoration of our Commonwealth appropriation. Last fall, with positive signals from our supporters in Harrisburg, we decided to admit another class of incoming Vet School students for the 1993-94 academic year. We did this because the School of Veterinary Medicine is a critical resource for the University's medical teaching and research programs and gives Penn a strategic advantage that many of our peers cannot duplicate. In addition, the School's hospitals provide unique and invaluable services to the Commonwealth of Pennsylvania in support of the University's teaching, research and service missions. Our commitment today is to win restoration of the School's appropriation and to ensure that we find sufficient resources to maintain the teaching and research excellence for which the School is internationally known. Without a School of Veterinary Medicine, Penn would be a lesser place, and we are committed to seeing that the University and the Commonwealth continue to enjoy its contributions.

The School of Veterinary Medicine is not the only school or central

University budget encountering difficult circumstances. Though the pressure on the rest of our operating budgets is not a new phenomenon, it has been intensifying over the last several years. We have been able to mitigate this pressure somewhat because of the success of the Campaign for Penn. The \$900 million we have raised in the Campaign has enabled the schools and centers collectively to increase spending of restricting funds more rapidly than unrestricted funds, over the past two years in direct support of their teaching and research activities. Unfortunately, despite this positive trend, we do not have sufficient endowment to take up the slack of the lost Commonwealth funds and the other pressures on this year's operating budgets in the schools. Thus, we find that previously "tight" budgets are now severely strained.

One way of addressing this situation in the FY 1994 budget and beyond is through a commitment to continuing our successful development effort at the level of the current campaign in order to continue to raise new resources in support of the schools and centers. Our decision to make this resource commitment to sustain our momentum in development is predicated on the knowledge that restricted resources have been especially beneficial to the schools and centers in maintaining current initiatives and in setting realistic five-year planning goals. We are also mindful that the pressures on indirect cost recoveries, financial aid, faculty salaries, and tuition revenues, necessitate such a major commitment to the continuation of our highly successful, intensive, fundraising efforts—or Penn will face even more significant hardships in the years ahead.

However, when we recognized more than two years ago that Penn would face an increasingly difficult economic situation through the remainder of this decade, we also realized that raising new revenues could not meet all our needs. We must learn to do more with less, to improve quality while also containing costs. So, we began developing a University-wide Total Quality Management (TQM) process to improve services and initiated other projects campus-wide to achieve budgetary savings. In the years since, TQM has evolved into "process re-engineering," and "saving money" has evolved into a systematic cost-containment effort (see page 2 of this issue and *Almanac*, February 23) to reduce administrative and overhead costs in the schools and central administration by 15% over the next several years. The aim of this effort is to make possible renewed investments in our teaching and research mission—of the kind that is now almost impossible due to the ever-tightening budgetary constraints that I have described. By so doing, we should also be able to continue to reduce the relative cost of education to our students.

The FY 1994 budget reflects our commitment to achieve these ends:

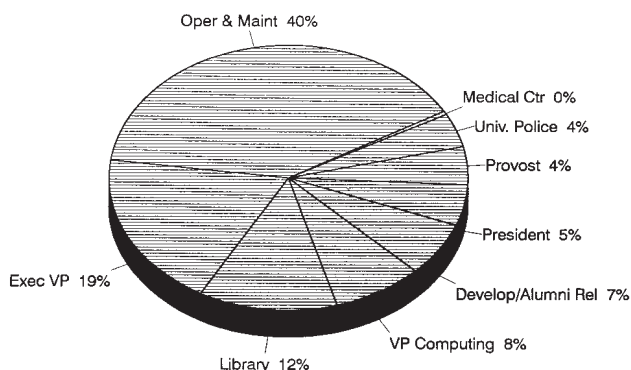
- Administrative budgets for FY 1994 reflect a 4.5% increase. A majority of this growth is directly linked to schools and centers programs and not to new central university initiatives.
- In fact, the central university operating budget for Salaries, Current Expense, and Energy will only increase by 1.7%, while we project that their actual costs will grow by 5 to 5.5%. We have directed our central managers to reallocate internal resources to meet these commitments.
- We are also establishing a line item in the Executive Vice President's budget for targeted cost savings to fund the new technology infrastructure and data bases that are projected to come out of Project Cornerstone. It is our hope that we can pay for the modernization and enhancement of our technology support systems through cost savings rather than by spending incremental dollars.

Penn faces a difficult budget for Fiscal Year 1994, but because we saw these difficult times coming and have been actively preparing for them we are ready, as I said in January, "to bend the times to our own purposes." We have *already* begun to scale back our administrative costs. We have *already* begun to re-examine and refine the administrative processes by which we support our academic activities. We have *already* committed the resources needed to continue our enviable record in raising new funds for endowment, programs and capital improvements.

Penn is fully capable, if we work together, of turning our current short-term adversity to the University's long-term advantage—fiscal advantage, competitive advantage, and to the advantage of all Penn's people. With continued careful planning and our good headstart, we can reduce administrative costs, improve the quality of our services, strengthen Penn's academic core, and emerge a better institution.

This is the goal of our strategic and budgetary planning for FY 1994 and beyond.

## FY 1994 Administrative Budgets Derived from Allocated Cost\*



\* Allocated Cost, explained more fully on page 9, is the category of revenue created internally by assigning portions of tuition (20%) and indirect cost recovery (18%) to central administrative overhead. Other revenues support central operations not shown above —e.g., student fees fund the Office of the VPUL.

# The Preliminary Budget for FY 1994 : Notes from Presentations

At three consecutive meetings last week, the University's preliminary budget for FY 1994 was presented in detail by Executive Director of Resource Planning and Budget Steve Golding.

In two of these sessions—a March 17 meeting for faculty and staff, and one on March 18 for students—Provost Michael Aiken led off with a discussion of some basic academic decisions underlying the figures.

At the third presentation, for the Trustees Committee on Budget and Finance on March 19, Paul Cribbins of Commonwealth Relations

was the preliminary speaker, outlining the state of affairs in Harrisburg which leaves the current budget still more "preliminary" than usual at this time in the planning cycle.

A summary based on the several meetings shows that, with the health services component still not in place, the University must close a \$6 million gap before Penn can adopt a budget that will be balanced except for a planned deficit of \$18.5 for Vet School operations (based on a projected loss of its Commonwealth appropriation in FY1994).

At a fourth key meeting of the week, however, the Executive Committee of the Trustees signed off on one of the budget parameters—tuition and fee increases as shown in the Preliminary Budget—indicating that the \$6 million will have to be found somewhere else.

Some major planning decisions reflected in the budget figures were, vis-a-vis last year,

- For students: tuition increases contained at last year's level for undergraduates and graduate students (5.9%), and a continuation of need-blind admissions.

- For faculty and staff, a smaller salary increase pool (2.5%) with increases potentially in a range of 2%-4%). Continuing the practice that schools can enhance these increases for faculty salaries, the FY 1994 budget policy has two new provisions:

- (1) A contribution by the Provost from the salary reserve fund (for such issues as equity, promotions and competitiveness) that will augment a school's salary pool for faculty up to a 4% increase. Salary reserve allocations will be reduced for schools that exceed a 4% increase, on the grounds that the school had the resources to provide for promotions and other increases; and

- (2) A dollar cap of \$2000 on increases to administrators.

Among new assumptions and strategic decisions made by the deans and senior management in shaping the preliminary budget are:

- Not to "ramp down" the development office's budget and staffing as the Campaign draws to a successful close, but to keep its momentum in preparation for new initiatives.

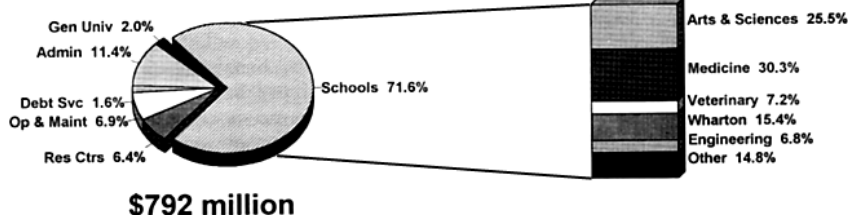
- To cover the new "FAS 106" obligations in a phased way, spreading the cost over several years (more on this in next week's *Almanac*).

- To go ahead with an enhanced Mayor's Scholarship Program despite a recent court ruling that the University's obligation is less.

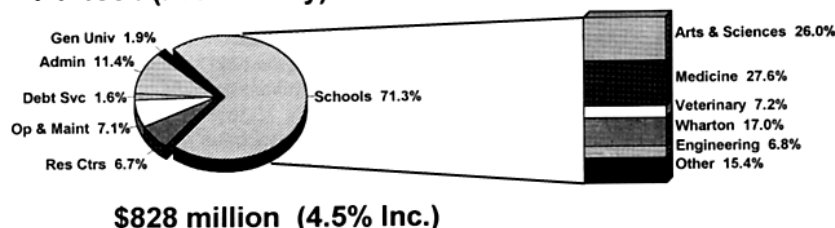
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## Expenditure Budget Education and General

### FY 1993



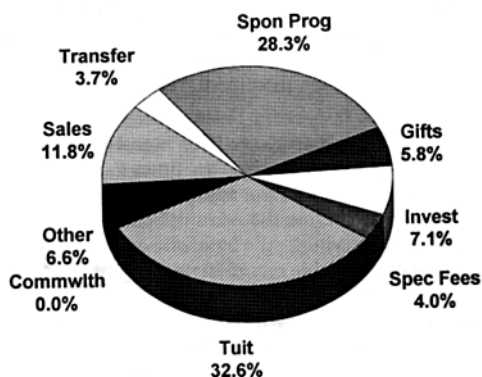
### FY 1994 (Preliminary)



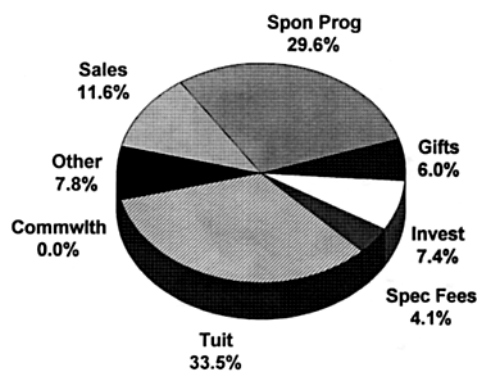
Charts exclude HUP, CPUP, and Auxiliary Enterprises.

## Revenue Budget Excluding Health Services

### FY 1993



### FY 1994 (Preliminary)





- To begin to invest \$8 million (over the next four summers) in technology for dorm wiring and campus-wide e-mail to “knit the campus community together and to maximize future operating efficiencies.”

### Provost's Comments

In his March 17 open meeting for faculty and staff, Provost Aiken pointed out that if there is a deficit in the 1993 performance, it will be the Penn's first in 17 years—and that 17 years of balanced budgets can be attributed to the responsibility center system which lodges responsibility more closely on those who do the spending. He then explained the sector of the budget known as Allocated Costs (see pie chart, page 7):

Of each tuition dollar received, 80% goes to the schools; of each indirect cost dollar 78% is returned to the schools, and virtually 100% of gifts remain with the schools. So most of the money in the system is in the schools, not in the central administration. “We have only a 20% tax on tuition, and give much of that back to the schools,” he said.

Keeping down growth in the Allocated Costs has been a major goal, the Provost continued in his overview. During the late 1970s and early 1980s, the nation and higher education were ravaged by inflation; the scars remain, but for the past ten years, Penn has been trying to repair the damage. In the early 1980s, attempts were made to recover through double-digit increases in tuition, but that process could not continue without rendering tuition unaffordable. So for the past four or five years Penn has worked with parents, students and trustees to hold down the growth rate of tuition (see tables on page 10).

Now the emphasis is on cutting expenses. Some basic decisions had to be made to deal with the loss of the state allocation of \$37 million last year and the potential need to wean Penn from Harrisburg over the long term.

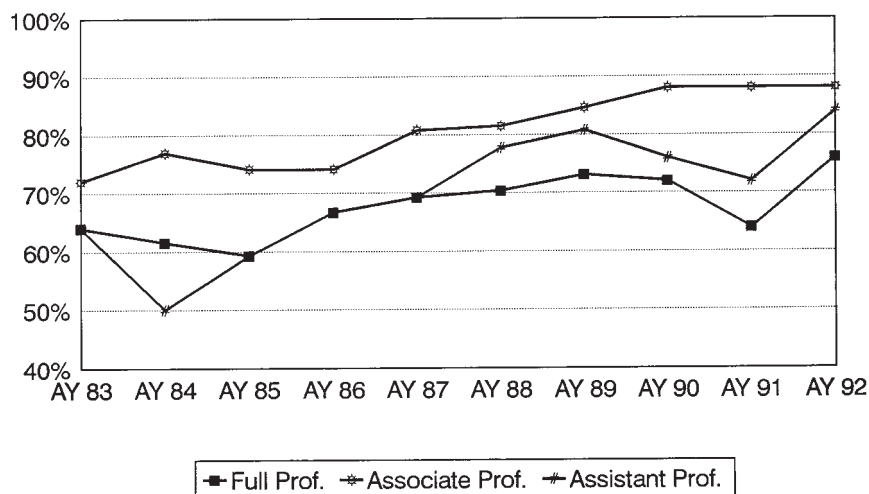
In addition, the FY1994 budget had to deal with such outside factors as FAS 106 (here the decision was to fund it through an external agency as a trust, and to take the burden of the central administrative share and fund it with central resources rather than distribute it to the schools), and the cost of the internal decisions such as phasing in the enhanced Mayor's Scholarship Program, investing in Project Cornerstone and wiring the residence halls.

Another factor to be coped with is some schools rely heavily on government grants, and funding agencies look with less and less favor on supporting academic-year salary in the grant, such salaries have been transferring to University unrestricted budgets, increasing pressure on these resources. (It is not always the agencies, he said, but sometimes the researchers, who make the decision to move salary off the grants.) Staff buildup is “a challenge facing every school,” he added, pointing to the year running October 1991 to October 1992, when of 48 new A-1 hires, nine were in the central administration and 39 in the schools.

The upshot is “no quick fixes,” Dr. Aiken said. And the impact on salary is that for the first time since 1982-83, the projected pool increase will not exceed the growth of inflation.

*(continued next page)*

## Penn Academic Salary Rank Relative to Peer Institutions



In presentations of the FY1994 Preliminary Budget, Mr. Golding noted that over the years faculty salaries have been adjusted for equity—on this graph, bringing the lines for full professors and assistant professors up and making less change in the associate professor line which was already closer to the competition.

## Changes in Faculty Salaries and the Consumer Price Index

	Average Increase in CPI (%) (c)	Average Increase in Monetary Salary (%) (a)	Average Increase in Real Salary (%) (b)	Full Professors at Penn	
				Average Increase in Monetary Salary (%)	Average Increase in Real Salary (%) (b)
1972-73	4.0	4.1	0.1	5.2	1.2
1973-74	9.0	5.1	-3.6	5.6	-3.4
1974-75	11.1	5.8	-4.8	6.2	-4.9
1975-76	7.1	6.0	-1.0	2.2	-4.9
1976-77	5.8	4.7	-1.0	8.2	2.4
1977-78	6.7	5.3	-1.3	4.3	-2.4
1978-79	9.4	5.8	-3.3	5.0	-4.4
1979-80	13.3	7.1	-5.5	6.3	-7.0
1980-81	11.6	8.7	-2.6	8.2	-3.4
1981-82	8.7	9.0	0.3	12.0	3.3
1982-83	4.3	6.4	2.0	7.7	3.4
1983-84	3.7	4.7	1.0	6.3	2.6
1984-85	3.9	6.6	2.6	6.9	3.0
1985-86	3.0	6.1	3.0	7.0	4.0
1986-87	2.2	5.9	3.6	6.1	3.9
1987-88	4.2	4.9	0.9	7.7	3.5
1988-89	4.6	5.8	1.2	6.6	2.0
1989-90	4.8	6.1	1.3	7.2	2.4
1990-91	5.4	5.4	0.0	6.3	0.9
1991-92	3.2	3.5	0.3	4.8	1.6
1992-93	(est) 3.4	NA	NA	6.2	2.8

### Sources:

William G. Bowen and Julies Ann Sosa, *Prospects for Faculty in the Arts and Sciences* (Princeton University Press, 1989), p. 148.

Penn Full Professor Salaries: The Office of Institutional Research, University of Pennsylvania.

(a) Measured in current dollars. All academic ranks in all institutions reporting comparable data for each of the periods since 1971-72.

(b) The average increase in real salaries is the percentage increase in monetary salary less the percentage increase in the Consumer Price Index.

(c) CPI calculated at academic year ending 6/30.

"Until 1980-81, salaries suffered a real loss of purchasing power," he said, "but from 1981-82 until the present, faculty income grew faster than inflation every year. In the six years between 1982 and 1987, the average growth was 3.3% above the CPI." Afterward it dipped to 2.2% above CPI, but came back up last year to inflation-plus-2.8%, he added.

"Given the pressures, we are not able to go as high as in past years. So the figure is 2.5%, plus Provost's Reserve funds, and the guideline is that schools can potentially give increases of 2.5% to 4%; and if they give over 4% they can afford to do without Provost's Reserve funds, so these will be withdrawn.

"There is also a 2.5% pool increase for staff, with potential raises in the 2% to 4% range, but with a cap of \$2000 for any administrator, so that we can shift resources to relieve lower-paid staff."

It is important, he concluded, to continue investing in faculty, wiring the dorms over the next three to four years, and investing in Project Cornerstone to get a handle on administrative costs for the long term. "It is also important to fund Development even after the campaign. It would be foolish to back off now: we need endowment, we need term chairs!"

### Tuition and Aid

In the several presentations made by Mr. Golding, the tables and chart at right were among the graphics distributed, along with the breakdown of tuition and fees which appears on page 1 of this issue.

Although the increase is only 5.9% for both undergraduate and graduate students, he pointed out, a figure of 6% is used for the projected increase in total revenue from these sources — because graduate enrollments are doing well.

Historically, the ratio of undergraduate aid to tuition at Penn has been 27.5%. Briefly at midstream in the billion-dollar campaign, planners hoped the ratio could be reduced to 24% by raising more restricted funds for this purpose. The goal of \$11.25 million dollars for aid was lowered this year to \$6.68 as it was felt that schools would not be able to raise that amount in five years, Mr. Golding said. Thus the ratio of 27.5% continues.

### Tuition and Mandatory Fees Ivy League Institutions

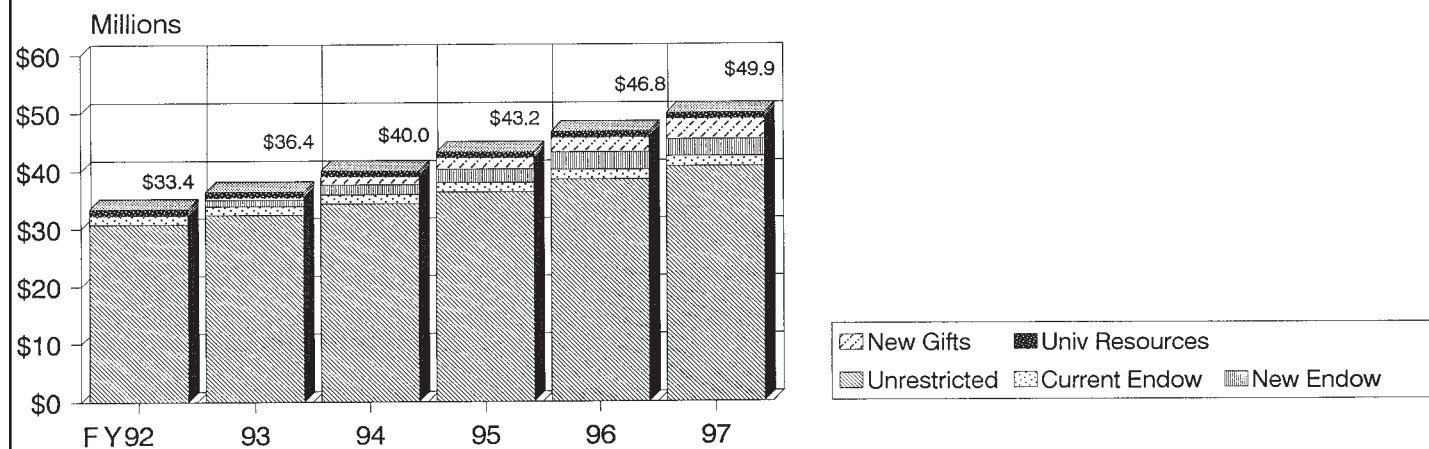
	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93
Brown	12,032	12,876	13,754	14,790	15,740	16,727	17,865
Columbia	11,324	12,052	12,878	13,961	14,793	15,858	16,918
Cornell, End.	11,500	12,300	13,140	14,040	15,164	16,214	17,276
Dartmouth	11,679	12,474	13,380	14,465	15,372	16,335	17,334
Harvard	12,225	12,890	13,665	14,560	15,530	16,560	17,674
<b>Penn*</b>	<b>11,200 (8)</b>	<b>11,976 (8)</b>	<b>13,000 (6)</b>	<b>13,950 (8)</b>	<b>14,890 (7)</b>	<b>15,894 (7)</b>	<b>16,838 (8)</b>
Princeton	11,780	12,550	13,380	14,390	15,440	16,570	17,750
Yale	11,340	12,120	12,960	14,000	15,180	16,300	17,500
Mean	11,635	12,405	13,270	14,270	15,264	16,307	17,394
Median	11,590	12,387	13,260	14,215	15,276	16,318	17,417
<b>Percentage Increase</b>							
Brown		7.0%	6.8%	7.5%	6.4%	6.3%	6.8%
Columbia		6.4%	6.9%	8.4%	6.0%	7.2%	6.7%
Cornell, End.		7.0%	6.8%	6.8%	8.0%	6.9%	6.5%
Dartmouth		6.8%	7.3%	8.1%	6.3%	6.3%	6.1%
Harvard		5.4%	6.0%	6.5%	6.7%	6.6%	6.7%
<b>Penn</b>		<b>6.9%</b>	<b>8.6%</b>	<b>7.3%</b>	<b>6.7%</b>	<b>6.7%</b>	<b>5.9%</b>
Princeton		6.5%	6.6%	7.5%	7.3%	7.3%	7.1%
Yale		6.9%	6.9%	8.0%	8.4%	7.4%	7.4%
Mean		6.6%	7.0%	7.5%	7.0%	6.8%	6.7%
Median		6.8%	6.8%	7.5%	6.7%	6.8%	6.7%

\* numbers in parentheses show Penn's rank in the group that year.

### History of Undergraduate Tuition and Fees at Penn

Year	Tuition	Change in Tuition	General Fee	Change in Fee	Technol. Fee	Total Tuition & Fees	Change in Tuition/Fee
FY70	2,150		200			2,350	
FY71	2,350	9.3%	200	0.0%	0	2,550	8.5%
FY72	2,450	4.3%	300	50.0%	0	2,750	7.8%
FY73	2,700	10.2%	300	0.0%	0	3,000	9.1%
FY74	2,850	5.6%	315	5.0%	0	3,165	5.5%
FY75	3,100	8.8%	350	11.1%	0	3,450	9.0%
FY76	3,430	10.6%	360	2.9%	0	3,790	9.9%
FY77	3,755	9.5%	370	2.8%	0	4,125	8.8%
FY78	4,080	8.7%	370	0.0%	0	4,450	7.9%
FY79	4,420	8.3%	405	9.5%	0	4,825	8.4%
FY80	4,800	8.6%	470	16.0%	0	5,270	9.2%
FY81	5,490	14.4%	510	8.5%	0	6,000	13.9%
FY82	6,315	15.0%	585	14.7%	0	6,900	15.0%
FY83	7,320	15.9%	680	16.2%	0	8,000	15.9%
FY84	8,125	11.0%	755	11.0%	0	8,880	11.0%
FY85	8,790	8.2%	810	7.3%	0	9,600	8.1%
FY86	9,525	8.4%	875	8.0%	0	10,400	8.3%
FY87	10,258	7.7%	942	7.7%	0	11,200	7.7%
FY88	10,968	6.9%	1,008	7.0%	0	11,976	6.9%
FY89	11,678	6.5%	1,072	6.3%	250	13,000	8.6%
FY90	12,553	7.5%	1,147	7.0%	250	13,950	7.3%
FY91	13,420	6.9%	1,220	6.4%	250	14,890	6.7%
FY92	14,347	6.9%	1,297	6.3%	250	15,894	6.7%
FY93	15,198	5.9%	1,390	7.2%	250	16,838	5.9%
FY94	16,102	5.9%	1,486	6.9%	250	17,838	5.9%

### Undergraduate Financial Aid Plan (excludes government sources)



**Eleanor Gross Allen**, 77, head librarian of Wharton's Lippincott Library for over 30 years, died March 12 at her home in Media.

A native of Philadelphia, Mrs. Allen graduated with a bachelor's degree from Penn in 1937, aiming toward a career in education. While practicing teaching for a year, she took a part-time job with the Van Pelt Library and decided that this was her calling.

Mrs. Allen worked part-time as a cataloguer in Van Pelt while taking classes at Drexel, where she earned a library of science degree in 1942. After earning her degree, she began working full-time and was promoted to reference librarian.

In a few years, Mrs. Allen moved to Lippincott and was promoted to associate librarian. In 1953, she was appointed head librarian of the Wharton library, a position she held until her retirement in 1984 after putting in 45 years of service in the libraries of Penn.

Mrs. Allen was an active member of Penn's Class of 1937 Steering Committee, serving as co-chairman of their 55th reunion held in 1992.

She is survived by her husband, Augustus "Duke" Allen.

Donations can be made to the Class of 1937 Memorial Endowment Fund, University of Pennsylvania, 601 Franklin Building, Philadelphia, PA 19104-6285.

## Faculty/Staff Neighbors: March 26

A number of Penn faculty and staff who live in neighborhoods bordering the University have formed a new organization, Penn Faculty and Staff for Neighborhood Issues, to identify and propose ways Penn can support its surrounding communities so that faculty, staff, and students will choose these areas to live and raise families.

In December 1992 the group formed working groups on such issues as neighborhood schools, new faculty/staff recruitment/orientation, real estate, public relations and community image, public safety, trash, social activities, and models for university/community relations from other urban areas. These groups are now prepared to report on their progress and seek advice of the larger group on further steps.

Penn faculty and staff are invited to a public meeting to discuss issues of concern to the University and its surrounding neighborhoods on March 26 at noon in Room 350 in Steinberg Hall-Dietrich Hall.

## OSHA Training March 30, 31

The Office of Environmental Health & Safety will offer *Bloodborne Pathogen Training* and *Chemical Hygiene Training* for all affected workers on March 30 and March 31, respectively, from 10:30-11:30 a.m. in the Class of '62 Lecture Hall in the John Morgan Building.

The *Bloodborne* training will review OSHA's regulation *Occupational Exposure to Bloodborne Pathogens* as well as Penn's biosafety program. Information about Hepatitis B Vaccination will also be provided.

The *Chemical Hygiene Training* will review OSHA's regulation *Exposure to Hazardous Substances in the Laboratory* as well as Penn's written safety program. Attendees are requested to bring their employee ID cards to facilitate course sign-in. Call Barbara Moran at 898-4453 for more information.

# Update

MARCH AT PENN

## CONFERENCES

**26** *African American Women in Higher Education*; Penn faculty and other distinguished educators and professionals discuss the present positions of Afro-American women educators and where they will be in the future; 3-5 p.m. Room 351, Steinberg Hall-Dietrich Hall; Information: 898-4965. *Continues March 27* from 10 a.m.-6 p.m. (Afro-American Studies).

**27** *Empowerment to Liberate a People: Developing African American Male-Female Relationships*; 10:30 a.m.-5 p.m.; DuBois College House (Association of Black Social Workers).

**30** *Census Data Users Seminar*; 9:30 a.m.-3:30 p.m.; first floor conference room, Van Pelt Library. Register: Ext. 8-8118 (Van Pelt).

## EXHIBITS

**30** *Paintings by Howard V. Perlmutter*; opening reception: 4:30-6:30 p.m., Faculty Club. *Through April 29* (Faculty Club).



*Opus XX, one of the paintings of Howard Perlmutter at the Faculty Club. See Exhibits.*

## FILMS

### Neighborhood Film/Video Project

Screenings at International House; tickets \$6/ adults, \$5/ students, International House members, & seniors. Discount ticket available for five screenings for \$20.

**26** *Heroes and Healers*; 7 p.m.

*Hidden Agenda*; political thriller exploring the death of an American civil liberties activist; 9 p.m. *Also March 27* at 9 p.m.

**27** *Kes*; about a boy and a bird set in bleak Yorkshire moors; 7 p.m.

**28** *Masculine and Feminine*; 6 p.m.

*Family Life*; depicts sane woman driven into madness by her family; 8 p.m.

## FITNESS/LEARNING

**25** *Women and Spirituality: A Forum for Sharing and Discussing*; Liz Droz, University Counseling, Nancy Madonna, F/SAP, and Karen Pollack, Drug and Alcohol education; noon-1 p.m.; Harrison Room, Houston Hall (F/SAP).

**27** *Independent Feature Filmmaking*; Dov Simens' two-day seminar on producing, financing, shooting and selling independent films; 9 a.m.-5 p.m.; International House. Fee: \$189/PIFVA members, \$199/non-members, \$239 at the door. Optional seminar workbook with extra material is \$15 extra. 9 a.m.-5 p.m. *Continues March 28* (Neighborhood Film/Video Project).

**30** *Compulsive Spending: Is Your Wallet Always Empty?*; Lauren Berger, F/SAP; noon-1 p.m.; Room 301, Houston Hall (F/SAP).

**31** *Sobriety I: Less than 18 Months in Recovery*; Nancy Madonna, F/SAP, and Jeff Van Syckle; noon-1 p.m.; Room 301, Houston Hall (F/SAP).

*PIFVA Open Screen*; PIFVA members present and discuss their work; free; 7:30 p.m.; International House.

## MEETING

**26** Penn Faculty and Staff for Neighborhood Issues; noon-1:30 p.m.; SH-DH (PFSNI).

## MUSIC

**31** *Organ Recital*; Jonathan Bowen, St. Luke & The Epiphany, Philadelphia; noon; Irvine Auditorium (Curtis Organ Restoration Society).

(Update continued next page)

## InfoTechnology Forecasting:

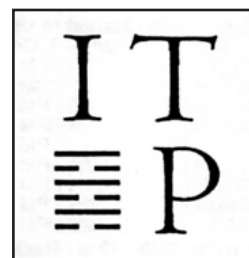
### Data Management March 25

The Office of Information Systems and Computing's ongoing Information Technology Forecasting Project (ITFP) has organized forums to provide useful information for those involved in long-range planning so that they can make informed projections about the role of technology in their organizations.

Technology forecasting will also feed Project Cornerstone, the effort sponsored by the Provost and the Executive Vice President to develop information architecture principles, standards, and models for Penn's next generation of administrative systems.

- *Data Management Directions*— March 25 from 3-5 p.m. in Room 109, Annenberg School for Communication
- *Classroom Technologies*— April 7 from 9:30 a.m.-12:30 p.m., location to be announced
- *Electronic Resources for Research*— April 13 from 2-4 p.m., location to be announced

For more information contact co-chairs Noam Arzt at 898-3029 or Donna Milici at 898-0426. Videotapes for each forum session will be available for viewing by faculty, staff and students by calling Barbara Hearn at 573-3587.



The symbol for forecasting that replaces the 'F' in the ITFP logo is a hexagram from the I Ching, or Book of Changes, an ancient Chinese classic of divination. Hexagram 64, Wei Chi, meaning "not yet completed", closes the book, forming an end which is not an end. Through the cycles of heaven and earth, human invention never exhausted and human understanding never perfected.



## Rededication of Afro-American Studies Seminar: March 30

On March 30, the Library will rededicate the Afro-American Studies Seminar, one of 15 study facilities in Van Pelt-Dietrich. Among upgrades made to the seminar, the most significant improvement is the restoration of many titles to the core collection, and the inclusion of major recent publications in the field. The seminar now contains more than 1,500 titles. Louise Coursey, the Afro-American Studies Bibliographer, has led in this effort by collecting writings on the Afro-American experience.

The rededication will be held in Room 403 in Van Pelt-Dietrich Library from 2-4 p.m. and will include remarks from Dr. Houston Baker, Dr. John Roberts and Vice Provost for Libraries Paul Mosher.

### The University of Pennsylvania Police Department Community Crime Report

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police department between the dates of March 15 and March 21. The University Police actively patrol from Market Street to Baltimore Avenue, and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at Ext. 8-4482.

#### Crimes Against Persons

<b>34th to 38th/Market to Civic Center:</b> Robberies (& attempts)—2, Simple Assaults—1			
03/15/93	7:07 PM	300 Block 38th	Two males with gun/no injuries
03/16/93	9:47 PM	200 Block 38th	Males attempted to rob complainant/fled area
03/18/93	1:36 AM	3604 Chestnut St.	Patron vs. manager of store
<b>38th to 41st/Market to Baltimore:</b> Robberies (& attempts)—4, Simple Assaults—2, Threats & harassment—1			
03/16/93	9:13 PM	300 Block 40th	Complainant robbed by males with gun
03/18/93	9:26 AM	Credit Union	Complainant robbed with gun/2 arrests
03/19/93	4:22 AM	Pi Lambda Phi	Complainant robbed and struck with skateboard
03/19/93	5:56 PM	4000 Block Walnut	Actor struck complainant on face
03/19/93	10:35 PM	40th & Spruce	Dispute over cab fare/passenger struck
03/20/93	4:02 AM	Sigma Nu	Resident receiving unwanted phone calls
03/21/93	8:24 PM	39th & Pine St.	Complainant robbed of bike and cash
<b>41st to 43rd / Market to Baltimore:</b> Robberies (& attempts)—1			
03/16/93	9:19 PM	300 Block 42nd	Complainant robbed by gunpoint by males
<b>30th to 34th / Market to University:</b> Robberies (& attempts)—3, Simple Assaults—1			
03/16/93	3:32 AM	3200 Block Walnut	Complainant stabbed by male/wallet taken
03/17/93	1:08 PM	33rd & South	Cab driver struck by male who fled area
03/19/93	3:51 PM	34th & Chestnut	Lot attendant - 2 males attempted to rob him
03/21/93	11:51 PM	34th & Chestnut	Complainant robbed by unknown male with gun
<b>Outside 30th - 43rd / Market - Baltimore:</b> Threats & harassment—1			
03/19/93	3:28 PM	217 S. 46th St.	Complainant reports being harassed

#### Crimes Against Property

<b>34th to 38th / Market to Civic Center:</b> Burglaries (& attempts)—2, Total Thefts (& attempts)—8, Criminal Mischief & Vandalism—3, Trespassing & Loitering—1			
03/15/93	9:57 AM	Memorial Towers	Various toiletries emptied all over bathroom
03/15/93	5:45 PM	Medical School	Male in basement area/arrest
03/16/93	1:36 PM	3402 Sansom St.	Wallet taken from unattended purse
03/16/93	1:46 PM	Van Pelt Library	Unattended jacket taken from cubicle
03/18/93	2:38 AM	Kappa Sigma	Fire alarm activated/alarm box tampered with
03/18/93	3:12 PM	Williams Hall	Cash removed from desk drawer
03/18/93	9:39 PM	38th & Spruce	Complainant flim-flammed out of cash
03/19/93	7:57 AM	Stemmler Hall	Soap and towel dispenser pulled from wall
03/19/93	10:27 AM	3419 Walnut St.	Frames taken from display case
03/19/93	11:07 PM	College Hall	Admissions office window broken/items taken
03/20/93	3:45 AM	Van Pelt Library	Trashcan lid thrown through glass/nothing taken
03/20/93	2:16 PM	Steinberg/Deitrich	Camera taken from 1st floor lounge area
03/20/93	7:50 PM	College Hall	Admissions office window broken
03/21/93	12:35 AM	3430 Sansom St.	Male refused payment for food consumed/arrest
<b>38th to 41st / Market to Baltimore:</b> Total Thefts (& attempts)—3, Thefts from Autos—2, Criminal Mischief & Vandalism—1			
03/18/93	11:50 PM	Harrison House	Currency removed from desk drawer
03/20/93	1:04 PM	4000 Block Sansom	Vent window smashed to vehicle
03/21/93	4:22 PM	4000 Block Sansom	Vent window to truck broken/property taken
03/21/93	7:53 PM	4000 Block Spruce	Door lock damaged to vehicle/items taken
<b>30th to 34th / Market to University:</b> Burglaries (& attempts)—1, Total Thefts (& attempts)—7, Thefts of Bicycles & Parts—1, Criminal Mischief & Vandalism—1			
03/15/93	1:00 PM	Towne Building	Male in room attempted to take cash/fled area
03/17/93	3:25 PM	Hill House	Two packages taken from mailroom
03/17/93	4:25 PM	Hutchinson Gym	Unattended bag taken from weight room
03/17/93	5:45 PM	Hutchinson Gym	Unattended bag taken from room
03/19/93	5:37 PM	3300 Block Spruce	Handle bar assembly removed from secure bike
03/19/93	7:42 PM	Hutchinson Gym	Unattended items taken from weight room
03/19/93	11:11 PM	Tennis Pavilion	Wallet taken from unsecured locker
03/20/93	5:14 PM	Rittenhouse Lab	Two phones taken from office area
03/21/93	9:28 PM	Hollenback Drive	Window broken to vehicle
<b>Outside 30th - 43rd / Market - Baltimore:</b> Total Thefts (& attempts)—1			
03/15/93	8:44 PM	Atlantic City	Wallet taken while in Atlantic City

#### Crimes Against Society

<b>34th to 38th / Market to Civic Center:</b> Disorderly conduct—1			
03/16/93	3:43 PM	200 Block 37th	Males causing disturbance/one arrest

### 18th District Crimes Against Persons

3/8/93 to 3/14/93  
Schuylkill River to 49th Street, Market Street to Woodland Avenue  
6 Incidents, 0 Arrests

Date	Time	Location	Offense	Arrest
3/8/93	9:00 PM	910 S. 46th	Robbery	No
3/10/93	5:39 AM	1008 S. 48th	Robbery	No
3/11/93	11:45 PM	200 S. 33rd	Robbery	No
3/12/93	8:25 AM	311 S. 48th	Robbery	No
3/12/93	11:00 AM	4857 Chestnut	Robbery	No
3/13/93	2:52 AM	710 S. 42nd	Robbery	No

## Update continued

### SPORTS

Tennis matches are played either at Lott or at the Levy Pavilion, depending on the weather.

**26** Women's Tennis vs. Princeton; 2 p.m.

**27** Baseball vs. Columbia (2); noon, Bower Field.

Lightweight Crew vs. Rutgers; all day, Schuylkill River.

Men's Track vs. Princeton; noon, Franklin Field.

**28** Softball vs. Lafayette (2); 1 p.m., Warren Field.

**30** Women's Tennis vs. Maryland; 2 p.m..

**31** Men's Tennis vs. American; 1 p.m.

Men's Tennis vs. Geo. Washington; 4 p.m.

### TALKS

**25** *The New Democracy and Local Governance: Findings from Comparative Research on Ten Countries in Eastern and Western Europe and the Former Soviet Union*; Krzysztof Ostrowski, Kelles-Krauz Foundation; 4 p.m.; Anspach Lounge, Stiteler Hall (Political Science).

*Implementing Health System Reform in Israel in the 1990s*; David Chinitz, Columbia School of Public Health; 4:30-6 p.m.; CPC Auditorium, 3641 Locust Walk (Public Policy & Management).

*Von zwei deutschen Literaturen zu einer Literatur*; Hartmut Steinecke, Universität Paderborn; 8:15 p.m.; first floor, 3905 Spruce (Germanic Languages and Literatures, Germanic Association).

**26** *Motif Recognition by the Molecular Chaperon BiP: Implications for Protein Folding*; Sylvia Blond, University of Texas Southwest Medical Center; noon; 4th floor, Richards Building (Physiology).

*The Environmental Situation in the Former Soviet Union*; Nikolain Vorontsov, Member of Russian Parliament; 4 p.m.; Joseph Grossman Auditorium, Wistar (Wistar).

**29** *Signal Transduction by Dopamine Receptor Subtypes Measured in Heterologous Expression Systems*; Rita Huff, Upjohn Laboratories; noon; Mezzanine, John Morgan Building (Pharmacology).

**30** *An Architecture of Place: Recent Work*; Glenn Murcutt, landscape architecture; 6 p.m.; Meyerson Hall (Graduate School of Fine Arts).

**31** *Women in Islam*; panel discussion; 4-6 p.m.; Rainey Auditorium, University Museum. R.S.V.P.



*Almanac*

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