

Commonwealth. Without that development, the result would have been different. Furthermore, the final figures are still unclear; we resumed ties with the teamsters with the joint recognition that savings were necessary, and we have already achieved some economies of scale and operation in our housekeeping compared with last year.

**Hospitals:** In the early 1970s the University faced no more serious danger than the financial drain of our two hospitals. Today, we have divested ourselves of the Graduate Hospital. The Hospital of the University of Pennsylvania is financially viable and no drain on University resources; the opening of the new Silverstein Pavilion will add to its substantial capacity as a teaching, clinical, and research center.

**Finances.** Our finances have been troublesome. But given institutional inflation which is far higher than in the national economy, the persistent depression in the securities market, the vagaries in support from the Commonwealth, and the uncertainty of grant support, we have weathered the years well. During this decade, while various universities were experiencing declines in federal research support, we did not. Indeed we have brought in an amount that exceeded the total federal support in all the prior years of our history. (Similarly, our accumulated Commonwealth support in the years of my presidency surpasses our accumulated state support in all our previous two centuries.) Our private gifts, too, exceeded those of any other time. According to figures recently released, in private gifts and bequests to 37 major institutions of higher education for the three-year period 1974-77, the University of Pennsylvania's total receipts ranked third following Harvard and Stanford, the highest such ranking for us on record. We in turn were followed by Yale. (Like us, both Stanford and Yale have been engaged in large fundraising drives.)

Complacency is hardly in order. With most of our gifts in appreciated securities, depressed security markets are a great handicap.

Fiscal 1970—a year which closed as I arrived—saw a \$2.3 million deficit in operations and the depletion of our reserves. The banks were threatening to cut off our lines of credit, and the chairman and I needed to seek special relief. Deficits continued in fiscal 1971 and 1972. Since then, we have had one bad year (fiscal 1975, with a \$3.3 million general operating deficit due almost entirely to huge increases in energy and similar costs). But the other years have by and large balanced out, with a high deficit of about \$400,000 in 1977

and a high surplus of about \$400,000 in 1976. We also have provided for paying for past aggregated shortfalls.

At the same time, we have installed a budget system that—despite shortcomings which need correction—gives us a reporting level of income and expense and other management information by school and program that is probably unsurpassed and provides a knowledge base for our planning. We have taken steps to correct past problems such as allowing deficits in restricted funds—steps that are fiscally responsible but place increasing pressure (as they ought) on our unrestricted operating budgets. Had the Commonwealth appropriation of \$17.7 million for 1976-77 been continued together with a general state increase for inflation, we would be very strong financially. We can take only small comfort from that fact, because the Commonwealth executive budget for us and other universities did not make such provisions. Nevertheless, I believe we have done remarkably well in contending with severe financial constraints and keeping the University on a fundamentally sound economic basis.

Where credit is due, it is due to the effort of many administrators, faculty, trustees, and others. At a time of tension, and particularly at a large complex university, it is often hard to follow events that occur in any but a small corner. Attention is frequently focused on controversies, expectations may be excessive, achievements easily overlooked. My administrative associates and I are sometimes faulted for making cuts, and sometimes for not being sufficiently selective. Some in professional schools see themselves subsidizing the arts and sciences, while some in the arts and sciences see themselves subsidizing the professional schools. People demand reductions in administrative costs, yet expect that all services will remain available and efficient. In selecting among courses of action none of which are pleasant, consultation and attempts to build consensus are very important, but often opinions are very divided and yet choices must nonetheless be made. Despite failures in consultation, few if any comparable universities have as elaborate consultation as we achieve. With the hindsight we now have, certain actions my associates and I have taken would be done differently. But I welcome measuring the administration of the University of Pennsylvania against that of other comparable universities. Moreover, we must become more, not less, capable of making painful choices; in doing so we shall need to rely on the sagacity of all our colleagues in facing the serious problems that lie ahead.

—Martin Meyerson, President

## Academic Calendar for 1978-1979

### 1978—Fall Term

September	1	Friday
	5-6	Tuesday-Wednesday
	5	Tuesday
	6	Wednesday
November	13	Monday
	22	Wednesday
	27	Monday
December	11	Monday
	12-13	Tuesday-Wednesday
	14-21	Thursday-Thursday
	21	Thursday

### 1979—Spring Term

January	11-12	Thursday-Friday
	15	Monday
	16	Tuesday
	20	Saturday
March	10	Saturday
	19	Monday
April	2	Monday
	27	Friday
	30-May 2	Monday-Wednesday
May	3-11	Thursday-Friday
	19	Saturday
	21	Monday

### 1979—Summer Sessions

May	22	Tuesday
June	29	Friday
July	2	Monday
August	10	Friday

Registration for transfer students  
 New student registration for schools participating  
 Formal opening exercises, noon  
 Fall term classes begin for undergraduate schools  
 and graduate schools (except Wharton graduate)  
 Pre-registration for spring term begins  
 Thanksgiving recess begins at close of classes  
 Thanksgiving recess ends at 8:00 a.m.  
 Fall term classes end  
 Reading days  
 Final examinations  
 Fall term ends

Registration for transfer students  
 Spring term classes begin and new student registration  
 Final days for registration  
 Founder's Day  
 Spring recess begins at close of classes  
 Spring recess ends at 8:00 a.m.  
 Pre-registration for fall term and summer session  
 Spring term classes end  
 Reading days  
 Final examinations  
 Alumni Day  
 Commencement

First session classes begin  
 First session classes end  
 Second session classes begin  
 Second session classes end