

UNIVERSITY OF PENNSYLVANIA

Almanac

President Harnwell Cites Need for Economy As Costs Outrun Income in University Budget

President Harnwell told a special meeting of deans, directors and department chairmen on December 19, that increases in operating costs are outrunning growth in the University's revenues and that the Finance Committee of the Trustees has directed that every effort be made to reduce anticipated expenditures for the remainder of this fiscal year as well as to achieve a balanced budget in 1970-71.

Dr. Harnwell pointed out several basic causes for the inelasticity of the University's income in comparison to its expenditures, and cited the limitations upon each of the major sources of revenue.

"At independent institutions such as ours," he said, "commitments to student financial aid have offset each increase in tuition to a greater degree, thus reducing the net gain in revenue which would be applicable to other purposes."

With respect to Federal grants, he noted that almost every grant requires a commitment of University funds, and "this tends to aggravate the budget imbalance rather than to alleviate it." Income from invested funds continues to increase, he reported, but despite more aggressive management of investments, the income from these funds generally represents a declining portion of total revenues at the University and at comparable institutions.

Although total gifts from private sources have exceeded \$22 million in each of the past four years, more than twice the amount contributed annually ten years ago, Dr. Harnwell pointed out that only ten to 15 per cent of these gifts generally can be applied to the operating budget. "Most gifts from private sources, and especially the largest ones, are restricted to specific purposes, usually buildings or endowment, and as such do little to help in the particular problem of balancing the operating budget," he explained.

The annual appropriation from the Commonwealth of Pennsylvania has been instrumental in the University's ability to hold operating deficits to manageable levels, Dr. Harnwell said. The state ap-

propriation process itself, however, has added a major element of uncertainty to the University's revenue picture and therefore into the annual budgetary process and long-range planning, he added. "These are strategic dollars, for they are almost totally unrestricted, but as yet no action has been taken on our appropriation for the current fiscal year," Dr. Harnwell stated.

"Efforts to place the system (of appropriations) on a firm base by developing an educational rationale and establishing objective criteria for the dollar amount of support began in the mid-1950's and are continuing," Dr. Harnwell said. "The State Board of Education's Master Plan for Higher Education, pub-

lished in 1966, recognized the importance and cost of graduate education by proposing that independent institutions receive grants of \$5,000 per doctoral candidate enrolled. Several versions of this proposal have been included in legislation introduced in the General Assembly, but none of the bills has come to a vote. Currently, the State Board is revising the Master Plan, and the Commonwealth's concern for private higher education is receiving particular attention.

"Fourteen other independent colleges and universities in Pennsylvania are state-aided, not including the three state-related universities — Temple, Pittsburgh, and Penn State. Although appropriations to
(continued on page 4)

Possible Economies Are Examined In Budget Subcommittee Reports

Citing the directive of the Finance Committee of the Trustees that efforts be made to reduce anticipated expenditures for the remainder of fiscal 1970, and that a balanced budget be sought for fiscal 1971, President Harnwell told the special meeting of deans, directors, and department chairmen on December 19, that four subcommittees of the University Budget Committee have been formed to help implement these directives. Reports from the subcommittees were presented at the meeting.

Dr. Harnwell, who serves as chairman of the Budget Committee, said that the subcommittees were formed in the following areas: Academic—chairman, Dr. Otto Springer, professor of German; Graduate Fellowships — chairman, Dr. John N. Hobstetter, dean of the Graduate School of Arts and Sciences and vice-provost for research; Admissions and Financial Aid—chairman, Dr. Robert Maddin, director of the School of Metallurgy and Materials Science; and Administrative — John C.

Hetherston, vice-president for coordinated planning.

In the absence of Dr. Maddin, Mr. Hetherston reported for both the Administrative Subcommittee and the Subcommittee on Admissions and Financial Aid.

Mr. Hetherston noted that the Subcommittee on Admissions and Financial Aid was to consider the short-range aspects of the related matters of tuition and scholarships, the size of the entering class, and room rental rates. Concerning tuition and fees, Dr. Maddin has met with the Committee on Tuition and Fees and is awaiting its recommendations.

He said that Harold E. Manley, vice-president for business and financial affairs, has informed the subcommittee that little or no overall University budgetary improvement can be expected in relation to possible adjustments in the residential rate schedule. In considering the size of the entering class, the subcommittee has consulted with the Committee of Deans

(continued on page 2)

Subcommittees . . .

(continued from page 1)

of the Undergraduate Schools and with the Committee on Admissions. The subcommittee is examining the implications of an increase in the size of the entering class and in the number of transfer students admitted. The total undergraduate enrollment would increase to the 7,800 level which is projected in the Integrated Development Plan. This is based on the assumption that half the students in the College and the College for Women would complete their requirements on the average in seven terms, while Wharton and engineering students would continue to take eight terms. Therefore the total undergraduate student body would be in residence 3.82 academic years. Accordingly a larger entering class including transfer students would be justified to maintain the present level of enrollment. Mr. Hetherston emphasized that Dr. Maddin's report concluded with a recommendation that financial aid policy and admissions policy "be reconsidered through normal University committee channels at the earliest possible time, looking toward formulating a longer range, coordinated policy on admissions and financial aid."

Reporting next for the Administrative Subcommittee, Mr. Hetherston noted that many possibilities are being explored to achieve economies in administrative offices. He cited as areas under study, publications, printing expenses, xeroxing practices, certain cleaning and maintenance services, and the possible pooling of secretarial services. Budget administrators have been reminded that vacancies in A-1 (administrative staff) positions may not be activated without prior approval, and that travel for A-1 personnel in the business divisions will be permitted only when it is absolutely essential.

He emphasized that the greatest cooperation will be obtained if equivalent cuts are made throughout the University generally and that in making these cuts, administrators wish the University community to know that the extent of some services and activities inevitably will not be as great as the administrators as individuals would like them to be.

In the absence of Dr. Springer, Dr. Hobstetter reported for the Academic Subcommittee as well as for the Subcommittee on Graduate Fellowships.

Concerning the work of the Academic Subcommittee, Dr. Hobstetter said that a "fair share" of budget reductions would have to be drawn from the A-2 budget (faculty), and that cuts of up to 10 per cent would be needed in the A-1, A-3 and current expense budgets of the academic departments. The task of the Academic

Two Directors Named to Posts At New Annenberg Center

Herbert L. Shore has been appointed Director of Performing Arts and Richard Kirschner has been named Managing Director of the Annenberg Center for Communications Arts and Sciences, which is scheduled to open in the spring. Their appointments were announced by Dr. George Gerbner, Dean of The Annenberg School of Communications.

Theater groups with which Shore has worked include the Brandeis Forum Theatre at Brandeis University, the University of Denver Theater, the Stanford Theater, the San Francisco Labor Theater, Circle in the Square, and in the Philadelphia area, the Hedgerow Theatre and the Neighborhood Playhouse. He has directed more than 75 productions including a number of original plays and American premieres of works by foreign playwrights. His own plays have been produced in England, Asia, and Africa as well as in this country.

A theater arts faculty member at Brandeis University (1961-64) and at the University of Denver (1964-67), Shore was granted leave in 1965 to serve as Drama

Consultant in Uganda, Kenya, and Tanzania on a grant from the African and American Universities Program. For the past four years, he has been chairman of the department of theatre arts and director of the Theatre Ensemble at University College, Dar es Salaam, Tanzania.

Before his appointment here, Kirschner was a consultant to the Special Studies Project of the Rockefeller Brothers Fund. He was Executive Director of the Theatre Development Fund, supervising its inaugural program of subsidy to Broadway theater. He also served as General Manager of the Saratoga Performing Arts Center in Saratoga Springs, N.Y., the summer home of the New York City Ballet and the Philadelphia Orchestra.

From 1955 to 1962, Kirschner held administrative posts at the American Shakespeare Festival Theatre & Academy in Stratford, Conn., where he handled promotional and fund-raising activities and, as Educational Director, created the first major American program of theatrical performances for student audiences.

Subcommittee, he said, is to recommend how these reductions may be made while at the same time maintaining the existing level of teaching programs if that is possible. The Subcommittee feels that the regular budgeting process should be used to the greatest possible extent in each School. Each Dean is being given a target reduction for his A-2 budget and these target amounts are proportionately equal.

Each Dean is being asked to develop with his department chairmen the means of achieving this reduction. Scholarly leaves and promotions are being affected but by far the greatest reductions are being obtained by the inactivation of vacant positions for next year. Deans are free to argue for exceptions to the targets, but only on the basis of demonstrable need to maintain existing programs at present levels. "The Subcommittee understands that these limitations are regressive and would be extremely serious if continued much beyond next year. As interim emergency measures, however, they seem wholly inescapable," Dr. Hobstetter said.

The Subcommittee on Graduate Fellowships is just forming, Dr. Hobstetter said, and its timetable is not as pressing. "The potential savings it might achieve seem unlikely to be large, but we cannot ignore this in an effort to save money for instructional purposes," he said. The full-time

enrollment in the Graduate School of Arts and Sciences, he noted, has declined almost 20 per cent in the past two years and some other schools have also seen declines. Tuition income has declined in proportion, but graduate fellowship aid from University sources has not yet been decreased. "Since Federal fellowship programs have fallen to about one-half their earlier number, the proportion of our students supported by the University has actually increased," Dr. Hobstetter said.

The Subcommittee on Graduate Fellowships
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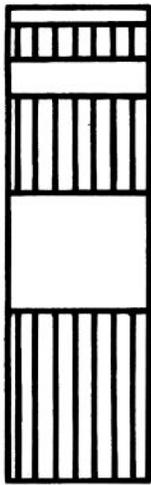
Map Collection Is Reopened

The Department of Geology has announced that the University's topographic map library is once again in order and open for use. It is temporarily located in Room 5, Hayden Hall.

Through the cooperation of William T. Pecora, director of the United States Geological Survey, and Morris R. Jones, chief of its Branch of Distribution, more than 6,000 current topographic maps of the nation were presented to the University.

All U. S. Geological Survey maps in print ranging in scale from 1:24,000 to 1:1,000,000 are now available, in addition to a large number of historically important out-of-print maps from the University's old collections. Altogether, the library now has approximately 18,000 maps.

Current Funds 1968-1969 (Chart 1)



4% Endowment and other invested income
 7% Gifts and grants
 8% State appropriations
 20% Student fees
 25% U.S. Government
 36% Sales and services of organized activities

How it was provided (\$149,898,522)



2% Libraries
 3% Plant operation and maintenance
 5% Auxiliary enterprises
 7% Student aid
 8% Administration and general
 24% Organized research
 25% Instruction and departmental research
 26% Organized activities related to instructional departments

How it was spent (\$151,647,416)

Basic Budget 1968-1969 (Chart 2)



3% Endowment and other invested income
 17% Sales and services of organized activities
 23% State appropriations
 57% Student fees

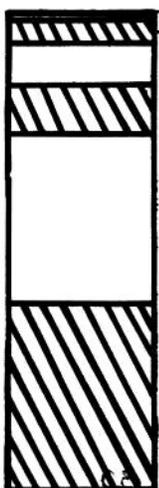
How it was provided (\$51,012,814)



4% Libraries
 5% Organized activities related to instructional departments
 9% Plant operation and maintenance
 11% Student aid
 11% Administration and general
 14% Auxiliary enterprises
 46% Instruction and departmental research

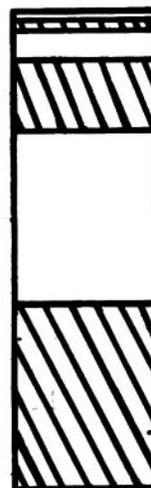
How it was spent (\$52,835,035)

Restricted Budget 1968-1969 (Chart 3)



1% Student fees
 5% Endowment and other invested income
 9% Sales and services of organized activities
 10% Gifts and grants
 36% Hospitals-patient receipts
 39% U.S. Government

How it was provided (\$98,885,708)



2% Administration and general
 2% Organized activities related to instructional departments
 6% Student aid
 15% Instruction and departmental research
 37% Organized research
 38% Hospitals

How it was spent (\$98,812,381)

Budget . . .

(continued from page 1)

the University do not approach the magnitude of those to Temple, Pittsburgh and Penn State, the Commonwealth's support is built into our fiscal structure."

He then called on Harold E. Manley, vice-president for business and financial affairs, to discuss the current cash situation of the University, as well as the outlook for the current fiscal year and for 1970-71. Mr. Manley noted that, while the University has available a total of \$22.9 million in lines of credit, its present borrowing to meet current expenses totals \$14.8 million as of December 19 (compared to \$7.7 million at this time last year). The \$7 million of additional borrowing is accounted for by the delay in state appropriations as well as an increase in hospital accounts receivable and slower payments from Federal government sources.

Turning to the budgetary outlook, Mr. Manley said that, as of December 18, the estimated operating deficit in 1969-70 would be nearly \$5.2 million. After application of the accumulated balance (as of July 1, 1969) in the Operating Reserve Fund and the estimated receipts for 1969-70 in this fund (e.g., Annual Giving and unrestricted endowment income), there would be an estimated overdraft in the Operating Reserve Fund of more than \$900,000 by the end of fiscal 1970 in June. The basic educational operating budget for fiscal 1969 is depicted in chart No. 2.

Mr. Manley said that the critical deficit situation exists in this budget, rather than in the "restricted" budget, which is depicted in chart No. 3. Shown in this chart is income over which the University can exercise no discretion in apportionment to activities on the expenditure side and which cannot be put to uses in any other budget. For example, by direction of the Trustees, the University Hospital and the Graduate Hospital must operate completely within their own financial resources. These hospital budgets represent 38 per cent of the "restricted" budget expenditures. The "restricted" budget is essentially balanced with income offsetting expenditures.

Moving on to the basic educational operating budget, Mr. Manley pointed out that tuition is the largest component in this area, while the state appropriation is second largest (see chart No. 2). These two sources provide 80 per cent of income applicable to this budget. Under the policy toward which the University has been striving that no prospective undergraduate student should be deterred from enrolling because of financial reasons, student aid (exclusive of loans) has

Yale and N.Y.U. Budget Problems Described in Recent Statements

Excerpts from recent statements by officials of New York University and Yale University highlight the increasing difficulty of balancing budgets this year at some of the nation's largest independent universities.

In a memorandum issued in late October to deans, directors, and faculty members of Yale University, Provost Charles H. Taylor, Jr., said: "The basic problem for Yale's budget in 1970-71 (in common with that of many other universities) is an anticipated increase of income which is significantly below the rate of recent years. It is substantially less than would be necessary to maintain all current activities at present levels and still keep up with the general inflation of university costs.

"... The Officers and the Corporation committees have agreed on two principles: First, we are determined not to lose the momentum gained in recent years, especially as we believe the situation, though serious, will probably improve significantly in the years beyond 1970-71. Second, Yale's survival as a leading university depends more upon being distinguished in what we do than on the scope of what we do. It will be better, we are convinced, to cut back selectively on the University's activities than to do everything we are now doing a little less well.

increased in the past decade in all divisions of the University from \$3.6 million to \$11.3 million, of which nearly \$6 million is supported by the basic operating budget. Under such a policy, the University has found that each time tuition is raised, the net amount realized (after the necessary additions to student aid budgets) becomes smaller. For the current academic year, tuition was increased generally by \$200 to a level of \$2,350 per year (compared to \$1,400 ten years ago) but the University realized only 57 cents of additional income from each extra dollar of tuition, while the other 43 cents were allotted to student aid. "With a continuation of this policy, it is evident that a point could be reached when 100 cents of every tuition dollar, gained through an increase, would automatically be returned to student aid budgets to maintain the current aid policies," Mr. Manley said.

Projecting beyond the current situation into fiscal 1971, Mr. Manley said that a "real" deficit of \$3.4 million could occur,

"We intend not to fall back from the advances made in faculty and staff salaries and to keep pace with competitive and inflationary pressures . . . We have recommended and the Corporation has approved the general proposition that we should make our cuts in terms of things, rather than people, in seeking these savings. Secondly, we must adopt a policy of no net increases in the present numbers of faculty and staff . . . All senior teaching positions vacated for whatever reason will revert to the University . . . The maintenance of junior faculty positions in particular schools and departments will depend upon demonstrable teaching needs.

"In sum, then, this will be a budget year in which many expenses, especially for physical improvements, must be deferred . . . "I am confident that it will be possible to maintain Yale's momentum in the essential support of individual faculty, students, and staff, the persons on whose quality Yale's excellence depends."

In a December memorandum to the faculty, students and staff of New York University, President James M. Hester stated:

"A confluence of circumstances is putting severe financial pressure on the University at the very time when the effects of inflation necessitate substantial increases in faculty and staff salaries. This

(continued on page 5)

even without making provision for inflationary factors in costs of salaries, supplies or services. In detail, the operating deficit for fiscal 1971 would reach \$5 million to which must be added the \$900,000 overdraft of the Operating Reserve Fund (as of June 30, 1970). Receipts of about \$2.5 million from Annual Giving and endowment income would be applied to this \$5.9 million total deficit to reduce it to the \$3.4 million "real" deficit.

Mr. Manley cited as a "last line of defense" certain unrestricted funds, totaling about \$9 million, which are now invested and functioning as endowment, but which could be expended by decision of the Board of Trustees.

Dr. Harnwell then noted that there are certain factors which bear more heavily on the financial position of major universities than on smaller, more specialized institutions. The principal reason among these is the responsibility of universities for graduate and professional education, which is the most expensive single type of

(continued on page 5)

Budget . . .

(continued from page 4)

education. "The academic influence as well as the expenses of graduate and professional education are evident at Pennsylvania in terms of faculty salaries, costs of research, the size of libraries, and the need for extensive computer facilities," he said.

He also called attention to the recent self-study of 10 major independent universities, which showed that, as a group, they operated at a surplus which was constantly decreasing from 1961 to 1966. Then they crossed into a deficit operation and now anticipate increasing deficits in the years ahead. The universities participating in the study, in addition to Pennsylvania, were Brown, Chicago, Columbia, Cornell, Dartmouth, Johns Hopkins, Princeton, Stanford and Yale. Dr. Harnwell also referred to a recent study conducted by Dr. William Bowen, provost of Princeton University, for the Carnegie Commission on the Future of Higher Education (under the leadership of Dr. Clark Kerr, former Chancellor of the University of California) which showed that the typical independent university with a balanced budget in 1965-66 would show an annual operating deficit of \$20 to \$28 million in 1975-76, if present trends and policies continued. As shown in Dr. Bowen's study, the factors primarily responsible for productivity gains in the economy at large have not affected higher education to a similar extent. The cost of education will continue, therefore, to rise at a rate in excess of the general cost index of the economy. At Pennsylvania, as at other similar institutions, the critical factor on the expenditure side is not so much the increasing number of graduate and professional school students, as it is the increasing cost per student for education.

Dr. John N. Hobstetter, vice-provost for research and dean of the Graduate School of Arts and Sciences, commented on the academic implications of the current budgetary situation. "We must provide for each educational program the funds it needs to establish or maintain its quality, but at the same time we must adjust the number of programs to fit our means," he said.

He noted that the new Academic Planning Committee has begun to assess the needs of all programs and that it will recommend five-year program budgets. It will continue to work for the progress of these programs and to recommend adjustments as developments occur or as opportunities open.

"The core of the University must be preserved and its quality protected and improved," Dr. Hobstetter continued. "Around the core are the special strengths

Towne School Faculty Join Highway Research Project

In association with three other universities, faculty of the department of civil engineering in the Towne School of Civil and Mechanical Engineering have joined to form a Consortium of University Research Teams which is working under a grant of almost \$300,000 from 21 state highway departments to see if state highway research and development activities can be coordinated.

Serving as a co-principal investigator in the project is Dr. Sidney Shore, professor of civil engineering and director of the graduate division in civil engineering. He said that this project will examine problems of designing and building horizontally-curved highway bridges. The project, which is administered by the Bureau of Public Roads of the U. S. Department of Transportation, will attempt to eliminate duplication of efforts; to promote better cooperation between states, bridge designers, and university researchers; and to permit cost reduction for the participating states.

Participating in the consortium are faculty of Carnegie-Mellon University, Syracuse University, and the University of Rhode Island. Other University faculty members participating in the project are Dr. Frederic Roll, professor of civil engineering, and Dr. John Wilson, assistant professor of civil engineering.

Subcommittees . . .

(continued from page 2)

lowships will look into all these trends, and also into the possibilities of increasing student loans relative to fellowships, and will recommend possible savings for next year. "It will be difficult to avoid a recommendation that the total student aid funds be reduced in proportion to declining enrollment," Dr. Hobstetter said.

that give us our distinctive character. These too, must be protected and improved. Still further around the core are the candidate programs. Some of these we shall be able to build; others not. These decisions will be hard, but if they are judicious . . . I feel certain that we can have a solvent University," he concluded.

Dr. Harnwell added that "we have intended to suggest that this University proposes to continue to move forward, albeit in a more selective fashion than in recent years, while we seek a more acceptable balance in revenue and expenditure. For the present, at least, this requires an intensified effort at effective use of our resources and it requires the elimination of all unnecessary expense."

Statements . . .

(continued from page 4)

condition is true of virtually every private and public institution in the country. We are determined to find ways to provide such increases and to avoid unmanageable operating deficits, but this will require redirection of resources throughout the University. For this reason we are appointing a Commission on Effective Use of Resources made up of faculty, students, and administrators to serve as the central body for a number of committees that will analyze our income and expenditures in every major area of University activity.

"We can take courage from the fact that many forces are working in the University's favor: increased popularity of the urban university; acceptance by the state of the obligation to provide financial support to private higher education; continuing success of our fund-raising; the probability of eventual federal institutional support of both public and private higher education; increasingly wide recognition of the rising quality of the academic programs and facilities of New York University.

"At the same time, a number of temporary forces are currently working to our disadvantage. Among them are the draft regulations that have reduced enrollment in our graduate and professional schools; current cutbacks in federal support for research and training; inflation throughout the country with particularly severe effects in New York City. In addition, the impact on our budget of the current and projected costs of operations of new physical facilities is being felt during this period.

"While some of the problems that we face are presumably temporary, the overall combined impact is extremely serious and requires intensive analysis and vigorous action. We must review all our organizational structures and practices in both academic programs and supporting services to determine how we can use our resources for maximum educational quality while avoiding deficits that would undermine the viability of the University."

In a supporting memorandum, N.Y.U. Chancellor Allan M. Carter wrote that "it is obvious that 1970-71 cannot be a 'business-as-usual' year." He reported that projected expenditures will have to be reduced by seven per cent to bring the operating deficit to manageable proportions, and added that "normal budget negotiations can wring two to three per cent out of most budgets without great damage, but to find seven per cent requires a fresh look at our traditional structure, procedures, and commitments."

Retirement Plans Are Set By Leonard C. Dill, Jr.

Leonard C. Dill, Jr., assistant to the president for community relations, has announced his plans to retire this month.

Mr. Dill held executive posts at the University for nearly 30 years. A 1928 graduate of the College, he was alumni president of his class for 10 years after graduation.

In June, 1940, he liquidated his Philadelphia investment firm, L. C. Dill, Jr., and Company, to become secretary of the General Alumni Society.

He became director of alumni relations in 1960, and in 1964-65 he directed the Bicentennial program of the School of Medicine. In 1965 he took on the assignment of developing and directing the Peace Corps training program at the University for volunteers going to India. In 1968, Mr. Dill accepted the newly-created post of assistant to the President for community relations. In this position, he helped open University facilities to community use, bringing as many as 1500 youngsters onto the campus for summer recreation programs.

"Leonard Dill epitomizes the loyalty and dedication which has been characteristic of so many of the University's alumni and administrative staff over the years," said President Harnwell. "His willingness to take on new and experimental assignments at all stages of his career has stood the University in good stead especially in the periods of change, ranging from the early building of an alumni body, to the present emergence of the field of community relations." In retirement, Mr. Dill will continue as chairman of the board of the 137-year-old jewelry firm of Bailey, Banks & Biddle. He also remains active as a trustee of the Community College of Philadelphia, a post to which Mayor James H. J. Tate appointed him in June, 1969.

Among other things...

APPOINTMENTS:

DR. FAY AJZENBERG-SELOVE, research professor of physics, has been appointed a member of the Committee of Nuclear Data Compilations of the Division of Nuclear Physics of the American Physical Society.

DR. MICHAEL P. CAVA, professor of chemistry, has been named to the editorial advisory board of the *Journal of Organic Chemistry*, published by the American Chemical Society.

DR. DONALD N. LANGENBERG, professor of physics, has been appointed to the National Academy of Sciences/National Re-

search Council Panel advisory to the cryogenics division of the National Bureau of Standards.

DR. GEORGE CARDONA, professor of linguistics, has been named to the International Bibliography Committee of the Modern Language Association of America.

AUTHORS:

DR. LOREN EISELEY, Benjamin Franklin Professor of Anthropology and the History of Science, is author of *The Unexpected Universe*, published by Harcourt, Brace and World.

DR. LUTHER L. TERRY, vice-president for medical affairs, is author of *To Smoke or Not to Smoke* (with Dr. Daniel Horn) published by Lothrop, Lee & Shepard Co.

DR. DONALD N. LANGENBERG, professor of physics, is co-author (with B. N. Taylor and W. H. Parker) of *The Fundamental Constants and Quantum Electrodynamics* published by the Academic Press.

STAFF APPOINTMENTS:

TITUS D. HEWRYK has been named assistant director of the Office of Planning and Design, where he has been principal planner.

TRAVELERS & SPEAKERS:

DR. DAVID SOLOMONS, professor and chairman of the department of accounting, spoke on "Intracorporate Conflicts in International Business" as part of the King Memorial Lecture at the University of British Columbia. He also addressed a group of faculty there on "The Determination of Asset Values."

Management Team at Work On Hospital Expansion Plan

A management team is providing planning services for expansion of University Hospital.

Arthur R. Freedman, director of the Office of Planning and Design, and Ralph L. Perkins, executive director of University Hospital, said that MDC Systems Corp. of Philadelphia, and American Medi-Corp, Inc. of Bala-Cynwyd, Pa., have been selected to prepare an implementation plan for the design and construction phases of the expansion project. The team will also provide engineering services to review the program's economic and other requirements, and will manage the project during construction phase.

The results of the team's study will be presented to the University and the Board of Trustees in January prior to the continuation of design and start of construction.

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