SPUP: Phase-Out Proposal ... Safeguards for People and Programs

The President and Provost will take to the Trustees—probably in January—a recommendation to phase out the School of Public and Urban Policy, with detailed proposals to be formed by then for protecting its people and programs by relocations to other parts of the University.

"We expect that home departments in other schools will welcome the seven faculty members with primary appointments in SPUP, and that various degree programs now offered at SPUP will continue," they said in a joint statement released late Thursday after they met with SPUP faculty and students. (Full text on p. 2.)

Deputy Provost Richard Clelland heads a task force on detailed planning for program relocation, and the Personnel Relations Office is charged with finding suitable positions in the University for SPUP's small support staff.

The city and regional planning faculty who were to have merged with SPUP under the plan announced last semester will remain in the Graduate School of Fine Arts under the plan. GSFA Dean Lee Copeland wrote Friday to his faculty: "I feel badly that the merger development and viability of SPUP cannot be retained. I had very mixed feelings about City and Regional Planning's leaving us, and I will do everything I can to support the continuation and well-being of the department within the School."

Acting Dean Nagel of SPUP also issued a statement Friday (text on pp. 2-3) in which he emphasized the need for immediate attention to program relocation plans. "If the Task Force chaired by Deputy Provost Clelland does not rapidly find new homes for the degree programs, the Administration's stated intention will be impossible to achieve."

Former Dean Britton Harris calls the decision "a bad one, badly arrived at" in his brief preliminary statement on page 3. He plans a further statement for Almanac October 5.

Also in the collection of statements published verbatim on pages 2-3, Dr. David DeLaura gives some background on the recent consultation processes, and some of their substance; and Dr. Murray Gerstenhaber devotes his Senate column From the Chair to SPUP and consultation.

Dr. DeLaura's subcommittee of the Academic Planning and Budget Committee has also agreed to hold sessions with those concerned about consultation processes used.

Timetable

The decision-making process has a rough timetable geared to January's stated meeting of the Trustees, Dr. Hackney told campus press. Such a recommendation must go to the full board, preceded by Trustee committee review, and "October would be too soon," he said. Until the Trustees vote, any timetable for phasing out a school would be theoretical, he pointed out, "but for the security of the educational programs we want it to be understood that they will have homes, and be able to say where those homes will be."

Dr. Clelland said there must be no disruption in students' progress toward their degrees, and that the continuation of their graduate programs is a given. Two graduate groups oversee degree programs at SPUP, each leading to doctoral and master's degrees. Public Policy Analysis (PPA) prepares candidates for the Ph.D. and M.A., and Energy Management and Policy (EMP) prepares them for Ph.D. and M.S. degrees. The matriculation table below shows their distribution by program and degree since the School's inception in 1974-75. At present, counting those in dissertation status, the School has some 160 students on its rolls, according to Dr. Nagel.

The matriculation drop shown in the table is one of the "current realities" cited by the President and Provost in their statement. "Since last spring there have been signs clearly indicating that the School was facing extremely serious problems... Especially worrisome, student enrollments have dropped precipitously, and there was no reason to believe the situation will change." After Academic Planning and Budget Committee review over the summer, they "reached the conclusion that no realistic possibility exists that the School can continue without extraordinary contributions of additional support from unrestricted University resources. That financing is simply not available."

Phasing out the School can produce only minor short-term savings, they said later, because of the protections planned for the faculty, staff, students and degree programs. "It is long-term funding that we would need to make SPUP viable." The School was in the midst of a dean's search, Provost Ehrlich pointed out, and in such a search the University must be prepared to commit support that it is not in a position to promise. SPUP has been periodically reviewed since its inception as an outgrowth of University Development Commission Recommendation #40 and a 1974 task force report that proposed ways to unify and enhance policy studies here. (See Almanac January 15, 1974.) Later that year SPUP was founded as a school-within-a-school at Wharton, headed by the task force's chair, Dr. Almarin Phillips. A 1977 review, taking place as Dr. Phillips stepped down from the deanship, produced recommendations to discontinue the school and redistribute its programs; but then-President Meyerson and then-Provost Stellar proposed an alternate plan in which the School was to operate under new guidelines. Professor Britton Harris became dean, and his approaching retirement set the next review date of 1980-81. The 1981 review (Almanac May 18, 1981) ended with recommendations to continue and expand SPUP. Last spring's launching of a dean's search, and the plan to merge city planning faculty into the School, were steps in the implementation of the 1981 review.

In almost all published planning documents and reviews, special attention is given to the Fels Institute (later Fels Center) founded in 1937 as a Penn innovation in the policy studies field. In their statement, the President and Provost call it "particularly important that the distinguished Fels name and tradition continue at the University." A history of the Fels connection appears on page 8.—Ed.

INSIDE

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• Appointments & Promotions 1981-82, pp. 4-5
• Fels: Ancestor of SPUP, p. 8
From the President and the Provost

After extensive consultations with faculty, students, and others, we have reluctantly decided to recommend to the University Trustees that the School of Public and Urban Policy be phased out, while ensuring protections for the programs and people involved. Simultaneously, we will be undertaking special efforts to enhance public policy research and teaching throughout the University.

We expect that home departments in other schools will welcome the seven faculty members with primary appointments in SPUP and that the various degree programs now offered at SPUP will be continued. The Department of City and Regional Planning will, of course, remain in the School of Fine Arts. Everything possible will be done to ensure that SPUP faculty and students are provided attractive opportunities to pursue their interests in public policy studies. We have also asked the Personnel Relations Office to make special efforts to locate suitable positions elsewhere in the University for the members of the small SPUP support staff. The process of shifting will, of course, take some time, and we believe that the relocations will take place smoothly. The phase-out schedule will be worked out with due regard for the individuals involved.

In our view, public policy studies are a primary example of interdisciplinary efforts that are a particular strength at Pennsylvania. We are appointing a special task force, headed by Deputy Provost Richard Clelland, to insure that all possible energies are directed to making certain that those studies retain their important role. It is particularly important that the distinguished Fels name and tradition continue at the University.

The process of review that we followed about the appropriate settings for public policy analysis at the University convinced us that a combination of current realities preclude continuation of SPUP as a separate School. When the School was evaluated in 1981 by the Educational Planning Committee, chaired by Professor David DeLaura, the Committee concluded that SPUP would be viable only if a sound financial basis were established and it could sufficiently expand its faculty and students. Over the course of the entire last year we held extensive consultations with faculty and students from SPUP as well as many other parts of the University.

Acting Dean Jack Nagel has done an heroic job in seeking to meet those requirements, and he deserves our special gratitude. Over the past year, we worked with him in trying to arrange regroupings of faculty in related disciplines. In fact, the Department of City and Regional Planning ultimately agreed to join with SPUP assuming the necessary details could be worked out. Although this merger would have somewhat alleviated the problem of faculty size, the School's financial problems have in recent months become much more acute.

Since late last spring there have been signs clearly indicating that the School was facing extremely serious problems. Although public policy schools at other institutions were also in financial difficulties, a variety of factors made the SPUP situation particularly troublesome. Especially worrisome, student enrollments have dropped precipitously, and there was no reason to believe the situation will change.

Over the summer, a subcommittee of the Academic Planning and Budget Committee reviewed the entire situation facing SPUP. The subcommittee, chaired by Professor DeLaura, worked with Acting Dean Nagel as well as others. The subcommittee recently reported to the full Academic Planning and Budget Committee at a session attended by us both. Based on the advice we received, we have reached the conclusion that no realistic possibility exists that the School can continue without extraordinary contributions of additional support from unrestricted University sources. That financing is simply not available. Indeed, the University provided far more in this year from other funds than had been previously planned. Although the University has subsidized SPUP for some time, the increased financing required is not feasible, much as we wish it were different.

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After receiving the advice of the Academic Planning and Budget Committee, we also met with the University Committee on Consultation to be sure that the consultative process we had followed was appropriate, and we were assured that it was. If it seems helpful, Professor DeLaura's subcommittee of the Academic Planning and Budget Committee has agreed to hold sessions at which those with particular concerns would have an opportunity to express them.

This was a difficult judgment for us. It was made only after other possibilities were thoroughly explored. Pennsylvania is extraordinarily rich in talent, faculty, and students working in the public policy field. The Task Force headed by Deputy Provost Clelland will lead the essential process to insure that those individuals can continue to work productively together in that field at the University of Pennsylvania. We will make every effort to strengthen public policy studies throughout the University.

Shelton Hackney, Thomas Ehrlich

From the Acting Dean of SPUP

The decision to close the School of Public and Urban Policy is deeply disappointing to all of us at SPUP. Although I prefer a different choice, I understand the considerations that led to this conclusion, and I know that President Hackney and Provost Ehrlich reached it with great reluctance.

The University has never provided or found sufficient resources to enable SPUP to compete on an equal footing with other leading policy schools. It was perhaps too much to expect that such support would be forthcoming in this time of even greater stringency.

The faculty of SPUP have always been proud of our students in both Energy Management and Policy and Public Policy Analysis. As students and as alumni, they are a credit to the University of Pennsylvania. Our first priority now must be to enable those who are presently enrolled in our programs to complete their degrees successfully.

I am encouraged that the President and Provost wish to continue our educational programs. However, if the Task Force chaired by Deputy Provost Clelland does not rapidly find new homes for the degree programs, the Administration's stated intention will be impossible to achieve.

I will be especially unhappy if this decision inhibits further efforts to restore the Fels program in governmental administration. The Fels alumni, who occupy positions of leadership throughout the nation, will naturally feel that the University has failed them for the second time.

Much will be made of the decreased matriculation into the Public Policy Analysis program. This decline did weaken the educational justification for SPUP and dimmed our hope of strengthening the School financially through increased tuition. Nevertheless, as a cause of our immediate fiscal problem, the enrollment shortfall was a minor factor.

Far more important was a shift from Federal
contracts to research and service projects funded by foundations and corporations. The direct costs of these projects totalled over one million dollars this year and last, but they provide indirect cost recoveries at the rate of only ten to fifteen percent, compared with the Federal rate of 65 percent. If this research had been funded at the latter indirect cost rate, SPUP would have had no significant budget problem.

Nearly all these projects were devoted to public concerns in Philadelphia and its region. More than any other part of the University, SPUP responded to the appeal of the President's Working Paper on improved ties with the City of Philadelphia. I trust that in the reorganization that is to come a way will be found to preserve at Penn an organizational entity that seeks to help solve the problems of our city.

The Faculty of Public and Urban Policy, though few in number, have a record of remarkable accomplishments. As the School is phased out, the University must ensure not only that we keep such excellent people here, but also that their new location or locations encourage them, as SPUP has done, to devote their imagination and energy to research and educational enterprises that serve the public.

—Jack H. Nagel
Acting Dean, SPUP, and Associate Professor, Political Science, FAS

Decision, going back nearly a decade, to stress the correctness of the process by which the decision was reached and — more personally—to express my own sadness at the painful dislocation the decision may cost individual faculty members and students.

My own strong preference is, as it has been for several years, that the full weight of the administration should be placed behind the consolidation and strengthening of public policy and urban studies — as it seems never to have been in the past. The President's promise to set up a task force to look into the role and structure of public policy studies at the University is a step in that direction, and one that we should all welcome.

—David J. DeLaura
Former Chairman, Educational Planning Committee

From the Former Dean

Out of respect for Almanac's deadlines and for orderly discourse, I intend to sort out my full comments on the decision to liquidate SPUP for publication in another place. As far as I can presently discern, this decision was a bad one, badly arrived at. The difficulty in judging the quality of the decision is compounded by the nature of the statements from the President and Provost, and by the star-chamber character of the decision process itself. The precedent of this process does not augur well for the future of collegial relations and open academic decision-making in the University.

—Britton Harris
UPS Professor of Transportation Planning and Public Policy

SENATE

From the Chair

On SPUP, Consultation, and Fairness

Closing a school brings grief, not only to its own faculty, students and support staff, but to the whole University body, from which a limb has been amputated. The pain is not lessened by assurances of its necessity. Neither can any consultation after the moment of decision remedy any fault in prior process or reassure those who question whether the grave outcome could have been avoided. I first learned of the doom of SPUP as a member of the University Committee on Consultation* last Wednesday afternoon, and stated the foregoing to the Provost when he asked if the consultation procedure he was then following was proper. His statements, those of David DeLaura and James Emery, and reports of the Academic Planning and Budget Committee, transmitted orally by the Provost, all testified to SPUP's grave condition. The Committee on Consultation accepted them and concurred in the judgment, which on the basis of what we heard was correct and made with adequate consultation. But no time for reflection was available since awareness of the decision was already spreading. In retrospect, at least the Chair of the Faculty Senate should have been taken into confidence when a substantial probability emerged that severe decision would be taken.

Rumors of a school's impending termination easily become a self-fulfilling prophecy, for no faculty will join, no students will apply, and no money can be raised for a school about to cease to be. As long as the decision is truly in doubt, secrecy is essential, but when it appears that a school indeed may die, the curtain cannot shut out the principal representatives of the faculty, for to ask them on short notice, without prior knowledge or direct information, to ratify the process of termination is unfair to all. Consultation on such matters must go beyond the formal rules, for even the power of the Trustees has its legal limits: an action which unilaterally alters the standing of faculty members to the University, as closing a school can do, must be grounded in a necessity which is best demonstrated by a consensus of administration and elected faculty representatives.

The need for genuine consultation is something which I planned to address before learning the news of SPUP. Here is what I previously wrote for this week's Almanac:

Fairness by faculty to administrators is an ideal never achieved and probably only considered as an abused beast might contemplate fairness to its rider, but for everything there is a season. There must be no suggestion that my criticism, aired in The Daily Pennsylvanian, of the manner of appointing Paul Gazzerro, Jr., as chief financial officer in any way reflects on the man. Those members of the University Committee on Consultation* who interviewed Mr. Gazzerro found his answers forthright and his qualifications suited to the job. I wish him success, from which we will all benefit.

Like Balaam's ass whose prophetic owner was tempted by honors to imprecate Israel, sometimes more than fairness makes a beast reject the direction of its rider. The ass crushed Balaam's foot rather than carry him to doom at the hands of the angry angel in the way, and when Balaam, whose eyes were still clouded, threatened the beast, it asked him, Was this ever my worst? Is it not the worst of the faculty to inflict needless injury; its rejection of the way of pro forma consultation on major administrative appointments, as well as on all else that touches the essence of the University, is a form of true service.

* The immediate past and present chairs of the Senate, the chair-elect, and heads of the UA and GAPSA.

Reminder: Brown bag lunches in the Senate Office: Tuesday, 9/28, Wednesday, 9/29; Wednesday, 10/6, Thursday, 10/7. All are at 12:30 p.m. in Room 15, College Hall.
Appointments and Promotions in the Standing Faculty, 1981-82

From the extensive lists of Trustee actions on appointments, reappointments, secondary appointments, leaves, and terminations, Almanac with the advice of the Faculty Senate glean only those actions reflecting movement into or within the Standing Faculty. This includes new appointments and promotions, and chair designations with or without promotion, in all schools. In the health schools where reappointment sometimes includes movement from the associated faculty (not in standing faculty) to the clinician-educator track (standing faculty but not tenure-accruing), those actions are published. Note that clinician-educator titles are recognizable by the form of title, "Professor of __________ at [affiliated institution]." The following list shows actions from Trustees' minutes of June 1981 through June 1982, representing actions approved at Provost's Staff Conferences leading up to those meetings. Actions marked (*) involve additions to the tenured ranks through appointment, promotion, or conversion.

School of Arts and Sciences

Appointments

- Dr. Joshua Aizenman as Assistant Professor of Economics.
- Dr. Paul D. Allino as Associate Professor of Sociology.
- Dr. Ronald S. Burton as Assistant Professor of Biology.
- Dr. Joachim Cuntz as Associate Professor of Mathematics.
- Dr. Dennis M. DeTurck as Assistant Professor of Mathematics.
- Dr. Sankar P. Dutta as assistant Professor of Mathematics.
- Dr. Paul Fussell as the Donald T. Regan Professor of English.
- Dr. Marsha I. Lester as Assistant Professor of Chemistry.
- Dr. Peter H. Pauly as Associate Professor of Economics.
- Dr. Michael H. Riordan as Assistant Professor of Economics.
- Dr. Andrej Scedrov as Assistant Professor of Mathematics.
- Dr. Susan Scheinberg as Assistant Professor of Classical Studies.
- Dr. William J. Tyler as Assistant Professor of Oriental Studies.

Promotions

- Dr. Elijah Anderson to Associate Professor of Sociology.
- Dr. Deirdre Bair to Associate Professor of Biology.
- Dr. Thomas C. Childers to Associate Professor of History.
- Dr. Christopher B. Croke to Associate Professor of Mathematics.
- Norman Glickman to Professor of Regional Science.
- Dr. Harvey J. Grill to Associate Professor of Psychology.
- Dr. Robert S. Mariano to Professor of Economics.
- Dr. E. Ann Matter to Associate Professor of Religious Studies.
- Drs. Kyriacos C. Nicolaou to Professor of Chemistry.
- Dr. Robert C. Regan to Professor of English.
- Dr. John P. Sabini to Associate Professor of Psychology.
- Dr. Antos B. Smith, III to Professor of Chemistry.
- Dr. Wendy Stein to Associate Professor of English.
- Dr. Scott Weinstein to Associate Professor of Philosophy.
- Dr. Hugh H. Williams to Professor of Physics.
- Dr. Wolfgang Ziller to Associate Professor of Mathematics.

School of Dental Medicine

Appointments

- Dr. Martin S. Greenberg to Professor of Oral Medicine.

Promotions

- Dr. Edwin S. Rosenberg to Associate Professor of Periodontics.

School of Fine Arts

Appointments

- Dr. Seymour M. Mandelbaum to Professor of Urban History.

Law School

Appointments

- Dr. Leon Axel as Assistant Professor of Radiology.

Promotions

- Dr. Ralph R. Smith to Associate Professor of Law.

School of Medicine

Appointments

- Dr. Philip M. Hanno as Assistant Professor of Pediatrics.
- Drs. Alfred E. Buxton as Assistant Professor of Medicine at HUP.
- Dr. Stanley L. Caplan as Assistant Professor of Psychiatry at HUP.
- Dr. Robert R. Clancy as Assistant Professor of Neurology.
- Dr. Ethan T. Conlon as Assistant Professor of Anesthesia at HUP.
- Dr. Nancy E. Cooke as Assistant Professor of Medicine.
- Dr. Susan C. Day as Assistant Professor of Medicine.
- Dr. Craig A. Dose as Assistant Professor of Pathology and Laboratory Medicine.
- Dr. Bradley W. Master as Assistant Professor of Medicine at Graduate Hospital.
- Dr. Michael J. Foy as Assistant Professor of Anesthesiology at Deborah Heart and Lung Center.
- Dr. William M. Gild as Assistant Professor of Anesthesiology at PUPMC.
- Dr. John R. Gregg as Assistant Professor of Orthopaedic Surgery at HUP.
- Dr. Jeffrey B. Gross as Assistant Professor of Anesthesiology at V.A. Hospital.
- Dr. Robert L. Grossman as Assistant Professor of Radiology at HUP.
- Dr. Joseph L. Guigliotta as Assistant Professor of Medicine.
- Dr. Philip M. Hanno as Assistant Professor of Urology in Surgery.
- Dr. Gabor T. Urban as Assistant Professor of Radiologic Sciences in Radiology.
- Dr. James C. Horrow as Assistant Professor of Obstetrics and Gynecology.
School of Nursing
Appointment
Dr. Joan Lynaugh as Associate Professor of Nursing.

Promotion
Dr. Rosalyn J. Watts to Associate Professor of Nursing.

School of Veterinary Medicine
Promotions
- Dr. Vivian C. Seltzer to Associate Professor of Social Work.

School of Social Work
Promotion
Dr. Eugene A. Kroc as Assistant Professor of Public and Urban Policy.

School of Public and Urban Policy
Appointment
Dr. Theodore Hershberg to Professor of Public Policy and History.

School of Veterinary Medicine
Promotions
- Dr. Narayan C. Avadhani to Professor of Biochemistry in Animal Biology.
- Dr. Roselyn J. Eisenberg to Associate Professor of Microbiology in Pathology.
- Dr. Mark Haskins to Assistant Professor of Pathology in Pathobiology.
- Dr. Charles F. Ramberg to Professor of Nutrition in the Department of Clinical Studies (New Bolton Center).
- Dr. Robert H. Whitlock to Professor of Medicine in the Department of Clinical Studies (New Bolton Center).

Chair Designations
- Dr. David Kronfeld, Professor of Nutrition in Clinical Studies (New Bolton Center) as the Elizabeth and William Whitney Clark Professor of Nutrition.
- Dr. David M. Nunnemaker to Jacques Jenny Professor of Orthopedic Surgery in the Department of Clinical Studies (New Bolton Center).

Wharton School
Appointments
Dr. Franklin Allen as Assistant Professor of Finance.
- Dr. Paul C. Brown as Assistant Professor of Management.
- Dr. Michael Chang as Assistant Professor of Decision Sciences.
- Dr. Thomas S. Cheng as Assistant Professor of Accounting.
- Dr. Howard Kaufold as Assistant Professor of Finance.
- Dr. John Kimberly as Assistant Professor of Management.
- Dr. Jay Ritter as Assistant Professor of Finance.
- Anita A. Summers as Professor of Public Management.

Promotions
- Dr. Peter Lorange to Professor of Management.
- Dr. Ann E. Mayer to Associate Professor of Legal Studies.

Chair Designations
- Dr. Thomas W. Dunfee, Professor of Legal Studies, as the Joseph Kolody Professor of Social Responsibility.

ALMANAC. September 28, 1982
Recreation Classes

Workshops
October 2 How and Why of Mummies, for children 9-12, 11 a.m., ICA Gallery. Free admission.
October 7 Flowering Dogwood-Japanese Cherry Seed Exchange, 4 p.m., Morris Arboretum. Registration and information: 247-5777.

Conferences
September 29 What's New in Diabetes?, 9 a.m.-4 p.m., School of Nursing (School of Nursing, Center for Continuing Education). Information: Ext. 4522.

Exhibits
Ongoing The Egyptian Mummy; Secrets and Science and Polyvinyl at the University Museum.
Through October 8 Drawings and Photographs of Northern Ireland by Henry Glassie, professor of folklore and ethnology and author of Passing the Time in Ballymenone at the Faculty Club.

Penn Union Council Movies
October 1 Breaking Away, 7:30, 9:30 p.m., special. My Fair Lady, 11:30 p.m.
October 2 Star Wars, 7:30 p.m., midnight.
October 5 Victor, Victoria, 7:30, 10 p.m.
October 9 Dr. Strangelove, 8, 10 p.m. Midnight: Matthew Falcon. All shows are in Irving Auditorium. Admission: $1.50, midnight (and specials), $1.

Music
October 2 The Penn Union Council presents The Gang of Four, a British rock band; 8 p.m., Irvine Auditorium. Tickets are available at the Annenberg Center. Information: Ext. 4444.

Talks
September 28 Chemospecific Peptide Receptors on Neurophallic Neurons: Dr. Sally Zigmund, department of biology, Penn, 11 a.m., Alumni Hall. Towne Building (Department of Chemical Engineering, Chemical Engineering Graduate Association).

Sports (Home Schedules)
October 2 Field Hockey vs. West Chester, 7 p.m.
October 1 Men's Cross Country vs. Princeton, 2 p.m.
October 8 Freshman Football vs. Cornell, 1:30 p.m.
October 8 Lighweight Football vs. Navy, 7 p.m.

Ice Skating
For information about the Penn Ice Skating Club, call 387-9233.

ON CAMPUS - September 28 - October 10
A Rape Prevention Workshop will be held today from 4 to 5 p.m. in the Benjamin Franklin Room at Houston Hall. Open to faculty, staff and students, the workshop features off-campus specialists in rape prevention and victim care, and is sponsored by the Office of Public Safety and Penn Women's Center. For information: Ext. 4481 or 6600.

On Stage

October 2, 3 Philadelphia, fall premiere dance concert, 7:30 p.m. Saturday and 3 p.m. Sunday, Zellerbach Theatre, Annenberg Center. Tickets: $12, 10, 8.

October 8, 9 Penn Union Council Performing Arts presents The National Touring Company of Second City for two evenings of improvisational comedy, two shows each night at 8 and 10:30 p.m., Houston Hall Auditorium. Tickets are available at the Annenberg Box Office. For information call 386-6083 or Ext. 4444.

Coursework and Training

Through October 1 Winstar Course: registration for Bob Perin's L'Ec 167 10:00 a.m.-5:30 p.m., 310 Houston Hall, both 5 and 7 week courses offered. Information: Ext. 6815.

College of General Studies

September 28 Fundraising: Guidelines for Difficult Times, 5:45 p.m.

October 3 The Publishing Institute, 5:45 p.m.

October 6 Book Publishing and the Law, 5:45 p.m.

October 10 Introduction to Using Computers in Your Organization, 10 a.m., David Rittenhouse Laboratory.

Health and Wellness

September 28 Yoga: A Way to Wholeness, noon, Tai Chi Chuan, 7 p.m.

September 30 The Language and Concepts of Oriental Medicine, 7 p.m.

Bioenergetics, 7 p.m.

The courses, workshops, and lectures on holistic health are sponsored by The Health and Wellness Project, an on-going program of the Christian Association. Fees and location vary. Information: 222-9941.

Morris Arboretum

September 28 Leaves and Seeds—Fall Crafts Workshop for Teachers and Youth Leaders, 4 p.m.

October 2 Dining on the Arboretum, 10 a.m.

October 9 Contemporary Sculptures at the Morris Arboretum, 10:30 a.m.

These courses are sponsored by the Morris Arboretum. Pre-registration is required for all classes. Information: 247-5777.

St. Mary's Nursery School

St. Mary's Coop Nursery School has a few openings for two-and-one-half to five year old students to attend half or full time. Located on campus at 3916 Locust Walk, the school combines care and learning experiences in an open classroom environment. For more information call Becky Collins, registrar at 626-5288 or 386-5091.

ALMANAC, September 28, 1982
The Fels Center: SPUP's Ancestor in Public Policy

The eight-year-old School of Public and Urban Policy (SPUP) inherited a forty-year tradition of public sector education, research and service. The Institute of Local and State Government was founded in 1937 with the initiative and help of Philadelphia soap manufacturer and philanthropist Samuel S. Fels. The Institute, then at the Wharton School, grew out of an observation of Mr. Fels, president of Fels & Co., and Dr. Joseph H. Willits, then dean of the Wharton School of Finance and Commerce, that it was time for Pennsylvania's communities to have "the best technical knowledge and guidance and training facilities available to them that organized initiative can give."

Mr. Fels had been president of the family firm since 1914, a company founded by his father Lazarus, an immigrant from Bavaria. During his 90-year lifetime he reputedly donated more than $40,000,000 to charities and research organizations. Among his many gifts to the City of Philadelphia was the $200,000 Fels Planetarium at the Franklin Institute.

In spite of his status and wealth he maintained a plain, unadorned office. The only decoration was a bust of Abraham Lincoln, presented to him by some artist friends in the 1940s, made entirely of Fels-Naptha soap. Active in civic affairs, he was recognized as one of Philadelphia's foremost benefactors. His principal philanthropy was the Samuel S. Fels Fund and was housed in a few offices in two separate buildings. As the Institute grew, its headquarters moved ultimately in 1950 to Mr. Fels' residence, a brick mansion at 39th and Walnut Streets. The Fels Fund had received the house earlier in 1950 under the terms of Mr. Fels' will. In 1957 a new wing, which includes classrooms, an auditorium, a dining room, and a library, was added at a cost to the Fund of $225,000.

The Institute's primary mission had been to preserve and strengthen local government. Mr. Fels expressed his concern for governmental changes which reflected a failure of local government, speaking at a tenth anniversary celebration in 1947. He said, at the age of 87, "I remember ten years ago when the University officials and I took up the question of this Institute of Local and State Government they differed from me. They wanted to call it the Institute of Government, but I knew that national government was receiving attention from a lot of universities whereas local government was getting very little of it. I insisted that the work should be largely on local and state government. And I think I made a good decision at the time and that my idea was right, since it has been so much approved. In starting this new Institute, we had to go to the bottom to the top as there were very few precedents for it and the result of the work, I think, shows that local government needs to be brought before the people constantly because naturally we will get federal government from people giving us good local government."

The name of the Institute was changed in 1957 to the Fels Institute of Local and State Government to honor the man who said that.

From its inception the Institute had a service role helping local officials do their jobs. It also has provided educational programs for public officials and for fulltime pre-service students, and has engaged in municipal assistance, government consulting, and research.

In 1962 the Institute celebrated its 25th anniversary with a conference entitled The Governmental Administrator's Role in Democratic Society—Theory and Practice. At the conference, the Honorable George M. Leader, former governor of Pennsylvania, received the first 175 plaques awarded to graduates of the Institute's master's degree program who had served five or more years in local or state government.

To mark the 30th anniversary of the Institute, a colloquium entitled Urban Government in the Decade Ahead: The Technological Revolution in Government was held in May of 1967. It was attended by 400 federal, state and municipal executives, educators, and research persons, including many Fels Institute alumni. The colloquium was designed to stimulate an awareness among public executives and educators of the urban management environment forecast for the next decade, and to educate these persons about the current "state of the art" and the anticipated development of scientific techniques and technological capabilities.

When the first director of the Fels Institute, Professor Stephen B. Sweeney, retired after thirty years of leadership, the University and the Fels Fund Agreed to change the focus of the program. In 1969, Professor Julius Margolis became director of the Institute, renamed The Fels Center of Government, and the practice-oriented master's degree was replaced by a doctorate in Public Policy Analysis, one of the first programs of its type in the country. In 1974, when the social science departments were transferred from the Wharton School to the Faculty of Arts and Sciences, the University Trustees established the School of Public and Urban Policy, incorporating the programs of the Fels Center. The first dean was Professor Almarrin Phillips, succeeded in 1977 by Professor Britton Harris. It was also in 1977 that the School first accepted students for a new master's degree, Master of Arts in Public Policy.

SPUP expanded from the original nucleus of the Fels Center to incorporate or develop new degree programs, research components, and community service efforts. Throughout the evolution of the Institute, Center/School, the Samuel S. Fels Fund has continued to provide generous financial support. — M.F.M.

OPPORTUNITIES

(Continued from page 7)

Project Budget Assistant ($374) maintains log of requisitions and charges against budgets and grants; reconciles such accounts with Comptroller's reports, prepares periodic statements on status of contracts, salaries paid, committed funds; prepares PA's and TRFs; maintains petty cash, distributes salary checks (aptitudes for figures, typing ability, pleasant personality, ability to work with minimum of supervision, bookkeeping background and experience with University) $9,925-$12,250.

Receptionist II ($374) $8,775-$10,725.

Receptionist III ($384) assists manager of personnel relations, receives guests in reception area with button call director, answer, monitor, store monitors, supplies (high school graduate, college courses, excellent communication and organizational skills, 50 wpm typing) $9,925-$12,250.

Research Accountant ($572) performs basic accounting and administrative functions including preparation of re-