Chamberlain Professor at Penn Med: Dr. Ann Kennedy

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

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

$1.25 Million: DiVito Chair in Italian Studies

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

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

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

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

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

The loss was discovered Friday when Christine A. Ruggere, the curator working on the Library's exhibit for the Founder's Day opening of Penn's 250th Anniversary Celebration, sought two volumes printed by Benjamin Franklin—one of them A Catalog of Choice and Valuable Books to Be Sold by Benj. Franklin the 11th of April 1744, valued at $25,000 to $50,000 and believed to be the only surviving copy of the work. Originally a simple pamphlet but later bound by a collector, the 3 1/2 x 5" Catalog is not only rare but informative of books available in the Colonies at that time, Dr. Traister said. A facsimile made for an earlier exhibit preserves the information, and could help in recovery, according to Dr. Mosher.

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

$5000 Reward Offered

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

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

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

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

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

That academia does have high expectations is evident in the spontaneous vehemence of its response to such cases. Whatever a cheater may have gained turns to dust when the dishonesty is caught. Who believes now anything written by Sir Cyril Burt, Stephen Breuning, Elias Alsabti or Sir Cyril Burt, Stephen Breuning, Elias Alsabti or...? (complete this list to suit your own experience). It is crucially important that the academic world never let its standards of integrity, honesty and openness slide so that those sad expectations could be applied to university professors.

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

Sir—An Editorial Opinion on "Conflicts of Interest" in Nature (31 August, 1989, p. 564) commented on "The dispute that has now come to light at the University of Pennsylvania..." However, it is stated on p. 608 that the dispute on conflicts of interest is at the University of Pittsburgh. Please note that the University of Pennsylvania, named for William Penn, is the one founded by Benjamin Franklin in 1740 and is beginning its 250th Anniversary Celebrations. The University of Pittsburgh, that has the dispute, was named for William Pitt the Elder, and was chartered in 1787. Although it is a university in Pennsylvania, it is not the University of Pennsylvania and is over 300 miles from here.

Robert E. Davies

Speaking Out

Against Flag-Burning

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

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

I am glad to see that Congress is now writing a bill which will hold the U.S. flag sacred and make it illegal to be burned, torn or mutilated in any way. I will be happy when this bill becomes effective.

At that time Professor Marvin will no longer be allowed to make such a demonstration.

—Renate Shulz, Senior Drafter, SEAS Operational Services

Wistar on Termination

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

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

Although the Institute's actions concerning Dr. Manson's status and allocation of space have been based, in part, upon the Institute's evaluation that he has failed to produce meaningful research which is worthy of its continuing support, that conclusion similarly has been reached by the peer review bodies which have evaluated Dr. Manson's work. The Scientific Advisory Committee to the Institute's Cancer Center, a body composed of eminent scientists outside the Institute, has reviewed Dr. Manson's...
Corrections: The Center for the Study of Aging has relocated to the Ralston House, a recently renovated Victorian building at 3615 Chestnut Street, not to the New Ralston House shown in last week's issue. The Ralston House (above) is home to other tenants including the Ralston-Penn Center, which specializes in care, education and research for the older adult.

Response to GAPSA

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

—Sheldon Hackney, President
—Michael Aiken, Provost
To All Faculty and Staff

**Campus Center Survey**

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

**University Affiliation**
- [ ] Faculty
- [ ] Administrative/Professional Staff
- [ ] Support/Technical Staff

**School or Department:** __________

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

**Food Facilities**
- [ ] Banquet facilities
- [ ] Faculty Club dining
- [ ] Candy shop
- [ ] Pizza hut
- [ ] Catering service
- [ ] Food court w/ seating
- [ ] Cafeteria, self-service
- [ ] Ice cream parlor
- [ ] Coffeehouse/cafe
- [ ] Restaurant, full-service
- [ ] Dining rooms, private
- [ ] Vending machines
- [ ] Donut and coffee shop
- [ ] Other

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

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

**Social, Cultural and Leisure Facilities**
- [ ] Art gallery
- [ ] Game room (cards, board games)
- [ ] Auditorium, fixed seating
- [ ] Ballroom
- [ ] Lecture halls/rooms
- [ ] Coffeehouse/cafe
- [ ] Restaurant, full-service
- [ ] Dining rooms, private
- [ ] Vending machines
- [ ] Donut and coffee shop
- [ ] Other

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

**Please return by OCTOBER 7 to:**
Campus Center Advisory Committee
110 Houston Hall/6306

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International Programs:

**Faculty Exchanges**

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

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

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

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

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

Visits for teaching or research should be from one month to one semester in duration; modest funding may be available. Inquiries concerning later visits are welcome. For an application form and further information, please contact Dr. Joyce M. Randolph or Ms. Diane Haydon, Office of International Programs, 133 Bennett Hall/6227, Ext. 8-4665/4661.

**Moving: Accounts Payable,**

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

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**Faculty Club: Nutrition Goals**

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

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

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

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

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

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Donald M. Jacobs, Executive Director Hospitality Services

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ALMANAC September 26, 1989
The University of Pennsylvania Operating Budget for FY1990

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

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

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

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

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

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

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

School Patterns

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

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

Several schools expanded essentially by offering new services. For example at the School of Veterinary Medicine, the new Small Animal Hospital opened in FY1981 and New Bolton Center was expanded.
considerably over the last decade. The NBC growth was further enhanced by major increases in state appropriations for support of the clinical activities. Wharton growth has occurred in part due to the establishment of the executive education program. The Annenberg School also dramatically increased its activities, in part through adding activities as new space became available. Law, on the other hand, grew with major increases in gifts, particularly annual giving.

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

Revenue Issues

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

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

Endowment & Fiscal Performance

A more specific overview of the University endowment shows the accelerating rate of growth of income available to the University from endowments. In FY1981, the spending rule was instituted with the expectation that the University would begin a process of reinvesting a portion of its total return as a prudent management policy of investing endowment for future use. The rate of spending allowed was reduced in every year through FY1987 when the spending rule had reached 5.5% of a three year rolling average of year end market values. Through FY1989, the average price per thousand pounds power (Mlb) of steam delivered at the University was $14.89, whereas in FY1987 it had declined to $8.39 per Mlb. However, for FY1989 the average price has increased to $11.73 and the FY1990 budget anticipates further increases to $12.33 per Mlb. Electricity has followed similar patterns. These two items account for about $32.6 million in current year expenditures.

Changing Patterns in Expenditures

A large part of the pattern of expenditures for the University are determined by major events or by the influence of external factors. For example, over the past few years, major swings in the price of steam and electricity have had a great impact on the University’s expenditure patterns. The average price per thousand pounds pressure (Mlb) of steam delivered by the University was $14.89 in FY1984, whereas in FY1987 it had declined to $8.39 per Mlb. However, for FY1989 the average price has increased to $11.73 and the FY1990 budget anticipates further increases to $12.33 per Mlb. Electricity has followed similar patterns. These two items account for about $32.6 million in current year expenditures.

Major Capital Expenditures

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

Other major facilities opening during the decade include the Small Animal Veterinary Hospital, Blockley Hall, the renovated and increased size of Steinberg-Deitrich Hall, the Penn Tower Hotel (with major space for clinical activities of the Medical Center), 3401 Walnut Street, the Steinberg Conference facility, the Laufer Career Center, the addition to
the Annenberg School, and the Founders Pavilion of HUP. These facilities have had significant expenditure implications. Added debt service alone for these facilities will total $16.8 million in FY1990.

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

Regulations & Technology

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

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

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

Finally, the past decade brought on several changes in the budget procedures of the University. The Library system has become an allocated cost rather than being totally subvened. Much of the subvention pool is now used for directed purposes in concert with the University goals as stated in planning documents. For example in current dollars, the escalation in centrally funded graduate fellowships went from $785,000 in FY1981 to almost $6 million for FY1990. Designated pools have been developed to support undergraduate education, research facilities, faculty research projects, research assistantships, and Trustee Professorships during the course of the decade. Additionally, the Penn Plan represents a major initiative using outside funding to assist students and their families in paying for Penn's costs. All of these efforts grew out the systematic planning goals developed over the course of the last several years.

Fiscal Issues

The University ends the decade with considerable additions to its fund balances or reserves for future use. At the end of FY1980, the endowment of the University had a total market value of $195 million. By the end of FY1989, that total market value will exceed $1700 million unless there is an unanticipated drop in the market. Fund balances in current funds at the end of FY1980 were about $50 million, whereas these balances now exceed $1,700 million. At the same time, the growth of unrestricted fund balances remains very limited over the decade.

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

II. Budgeting for Fiscal Year 1990

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

In other revenue areas, budget projections anticipate undergraduate students to remain at current levels with some further declines in undergraduate special students. This decline is principally the planned
decline in the Wharton Evening division. Graduate student populations are budgeted to grow slightly, mainly through recovery of student counts in areas that have declined in the recent past. Preliminary graduate admissions data suggests that these recoveries are possible. Tuition rates are increasing between 7% and 8% for most schools with the exception of Wharton Evening, which is planning a 9.8% increase. For the majority of undergraduate and graduate students, tuition and fee increases will be 7.3%.

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

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

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

Resource Allocation Issues for FY 1990

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

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

Through the last several years, the budget process has focused on both direct and indirect strategies toward meeting these goals. Much of this has been done through a series of incentive funds targeted toward one or more of the goals. Fiscal Year 1989 brought to campus the first three Trustees and we expect at least three more in FY 1990. The augmentation of the fund raising budget toward the potential goal of an $800 million "needs driven" campaign continues to be paid with current budgeted funds. This means that we are maintaining the University goals of financial stability while providing significant resources toward school generated priorities. The 250th Anniversary Celebration provides excellent opportunity for the University to show its accomplishments and will be funded through fund raising.

While much has been accomplished in each of these goals, the agenda is likely to continue for a considerable period. It is important to further note, that the success of the nucleus fund to date is not yet reflected, for the most part, in the FY1990 budget as pledges are realized over time. The campaign receipts will also give direction to resource allocation decisions.

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

School and Center Issues

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

As reported last year, the School of Veterinary Medicine is on a three year program to reach budget equilibrium, with this budget being the second one produced during the period. Cost escalations and revenue shortfalls during the course of this fiscal year caused further adjustments to the school’s plans, but the budget deficit in the FY1990 budget follows the same course as in the original three year program. After an unexpected decline in the current year’s entering class, the School has made the necessary adjustments. 

<table>
<thead>
<tr>
<th>Schedule A</th>
<th>University Operating Budget FY 1989 and 1990 (in thousands of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>FY 1989</td>
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<tr>
<td>Unrestricted</td>
<td>Budget</td>
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<tr>
<td>Tuition and Fees</td>
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<td>Commonwealth Appropriation</td>
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<td>Gifts</td>
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<td>Indirect Cost Recoveries</td>
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<td>Total Unrestricted</td>
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<tr>
<td>Expenditures</td>
<td>Unrestricted</td>
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<tr>
<td>Unrestricted</td>
<td>Budget</td>
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<tr>
<td>Salaries and Wages</td>
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<td>Employee Benefits</td>
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<td>Deferred Maintenance</td>
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<td>Total Unrestricted</td>
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<td>Restricted</td>
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<tr>
<td>Grants &amp; Contracts</td>
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<tr>
<td>Endowments</td>
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<tr>
<td>Gifts</td>
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<tr>
<td>Other Restricted</td>
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<tr>
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<tr>
<td>Health Services</td>
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<tr>
<td>Clinical Practices</td>
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<tr>
<td>Total Health Services</td>
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<tr>
<td>Total University Expenditures</td>
<td>1,069,666</td>
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</table>
special efforts to insure its class size for the upcoming fall. Next year, we would expect to see balanced performance, though we await state appropriation decisions for FY1990 as a major factor in determining whether this will be feasible.

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

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

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

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

The Schools of Arts and Sciences, Education, Nursing, Law and the Wharton School all have provided balanced budgets though with considerably more difficulty than in recent years. Education, for ex-
Utility costs have added over $2 million to this budget. Of the increase, on the other hand, the price increases shown earlier in technology. Efforts to hold down the cost increase for insurance and to refinance debt have been limited to a budget increase of 6.7%. Some added investments have gone into the areas of computer technology. Efforts to hold down the cost increase for insurance and to refinance debt have been extraordinary in helping to develop this low rate of the increase. On the other hand, the price increases shown earlier in utility costs have added over $2 million to this budget. The Hospital of the University has presented a balanced budget for FY1990 from operations with non-operating revenues allowing it to generate a surplus. The budget requires a number of extraordinary actions to be successful, and a management plan is still being prepared to implement these actions.

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

In presenting this budget, it is important to recognize the considerable efforts of many people and groups at Penn who helped to shape it. Most critical were the Academic Planning and Budgeting Committee, the deans, directors, and senior budget officers throughout the University as well as senior University officials. The efforts of the staff in the Executive Office of Resource Planning and Budget was also essential.—G.R.S.
Mohamed Nazir Almadani, a 34-year-old student pursuing a doctoral degree in regional science, died June 22 in New York following heart surgery. He had already earned two master's degrees from Penn: one in civil engineering in 1984 and another in city & regional planning in 1987. Mr. Almadani took his B.A. in urban studies at the University of Paris in France. He is survived by his wife, Arlene Becker, and his parents, Mr. and Mrs. Said Almadani of Damascus, Syria.

Jeffrey Browner, a Public Safety officer since March 1985, died in an automobile accident August 1 at the age of 27. Mr. Browner, a passenger in the auto, formerly worked in the security department at the Inquirer; he was a 34-year-old Wharton undergraduate, died June 1. Mr. Marentes had completed four semesters when he took a leave of absence in September 1988. He had returned on May 23 to attend the first summer session. He is survived by his parents, Mr. and Mrs. Luis Marentes, who live in Mexico.

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

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

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

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

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

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

Dr. Allan Russell Day, professor emeritus of chemistry, died April 22, after complications from pneumonia. At Penn for 45 years until his retirement in 1969, he supervised the research of 110 doctoral students and countless undergraduates, among them Nobel Prize winner Dr. Michael Brown and Dr. Roy Vagelos, CEO of Merck, Sharp and Dohme, both of whom are now Penn trustees. Dr. Day earned his bachelor's degree at Bluffton College in 1921 before arriving at Penn. Once here, he received his masters and doctoral degree, and began to teach in 1926.

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

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

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

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

He served in the Army Medical Corps from 1934 to 1961, with a four-year tour in the Pacific during World War II. Dr. DeYoung retired in 1961 as a colonel and commanding officer of the Martin Army Hospital in Fort Benning, Ga. He went on to join the staff of the radiology department at HUP as well as the faculty of Penn's medical school. In 1973 he became professor emeritus of radiology.

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

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

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

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

Raising a Glass
For the Science Center
Tuesday's dedication of James Carpenter's Refractive Light Spine (left) at the University City Science Center marks the official opening of the Center's new $21 million laboratory-office condominium at 3600 Science Center facing Market. The nine-story structure, designed by The Vitetta Group, is the twelfth building in the 17-acre research park, which Penn helped found in the sixties. It also celebrates the end of the Center's 25th year, for which the City of Philadelphia has issued a proclamation designating Market Street between 34th and 38th Streets as "Science Center Boulevard," with street signs changed, and banners unfurled for the day. Dr. Lawrence Chakrin, president of the Science Center, leads a series of toasts to the new glass sculpture and to 25 years of "economic growth through science and technology."
This report contains tallies of part 1 crimes, a listing of part 1 crimes against persons, and summaries of part 1 crime in the five busiest sectors on campus where two or more incidents were reported between September 18, 1989 and September 24, 1989.

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

**Date** | **Time Reported** | **Location** | **Incident**
--- | --- | --- | ---
09/21/89 | 12:13AM | 3300 Block Walnut | Money and cartaken at point of gun

**38th to 39th; Spruce to Locust**

**Date** | **Time Reported** | **Location** | **Incident**
--- | --- | --- | ---
09/19/89 | 1:57PM | Harnwell House | Secured bike taken from rack
09/20/89 | 11:35PM | Harnwell House | Secured bike taken from rack
09/21/89 | 9:55AM | Harnwell House | Secured bike taken from rack
09/21/89 | 10:05AM | Dining Commons | Telephone taken from secured room

**33rd to 34th; Spruce to Walnut**

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

**34th to 36th; Locust to Walnut**

**Date** | **Time Reported** | **Location** | **Incident**
--- | --- | --- | ---
09/19/89 | 9:51AM | Meyerson Hall | Refrigerator taken from studio area
09/19/89 | 1:58AM | Van Pelt Library | Secured bike taken from rack
09/20/89 | 7:09AM | 3537 Locust | Grate removed/nothing taken

**34th to 38th; Civic Center to Hamilton**

**Date** | **Time Reported** | **Location** | **Incident**
--- | --- | --- | ---
09/19/89 | 10:01AM | Medical School | Drawer ransacked/contents taken
09/19/89 | 5:06PM | Johnson Pavilion | Radio taken from room/no force used
09/20/89 | 5:55PM | Richards Building | Cages taken from loading dock

**36th to 38th; Walnut to Market**

**Date** | **Time Reported** | **Location** | **Incident**
--- | --- | --- | ---
09/19/89 | 9:54PM | Gimbel Gym | Unattended wallet from weight room
09/19/89 | 10:13PM | Nichols House | Secured bike taken from railing
09/20/89 | 5:57PM | Gimbel Gym | Watch & wallet from secured locker

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

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**Date** | **Time Reported** | **Location** | **Incident**
--- | --- | --- | ---
09/21/89 | 8:02AM | Bennett Hall | Money taken/forced entry used
09/19/89 | 12:13AM | 3300 Block Walnut | See crimes against persons, above

---

**Date** | **Location** | **Incident**
--- | --- | ---
09/20/89 | 5:57PM | Richards Building | Cages taken from loading dock
09/20/89 | 11:35PM | Harnwell House | Secured bike taken from rack

**18th Police District**

Schuylkill River to 49th Street Market Street to Woodland Avenue

Reported crimes against persons from 12:01a.m. 9/11/89 to 11:59 p.m. 9/17/89

**Total:** 14 Incidents, 1 Arrest

**Date** | **Location / Time Reported** | **Offense/weapon** | **Arrest**
--- | --- | --- | ---
09/12/89 | 4100 Spruce, 12:45 AM | Robbery/gun | No
09/12/89 | 4600 Ludlow, 12:10 PM | Robbery/strongarm | No
09/13/89 | 4527 Pine, 1:30 PM | Robbery/weapon | No
09/15/89 | 4833 Pine, 2:58 AM | Aggravated Assault/gun | Yes
09/15/89 | 4700 Walnut, 8:30 AM | Robbery/strongarm | No
09/15/89 | 3801 Spruce, 8:37 PM | Robbery/gun | No
09/15/89 | 4200 Locust, 9:12 PM | Robbery/strongarm | No
09/15/89 | 3930 Locust, 11:30 PM | Robbery/gun | No
09/16/89 | 3401 Sansom, 8:00 PM | Robbery/knife | No
09/16/89 | 3800 Walnut, 11:25 PM | Robbery/strangarm | No
09/16/89 | 4251 Walnut, 11:30 PM | Purse snatch | No
09/16/89 | 4100 Market, 11:20 PM | Aggravated Assault/hand | No
09/17/89 | 3400 Civic, 1:00 AM | Aggravated Assault/weapon | No
09/17/89 | 3900 Ludlow, 9:00 PM | Robbery/gun | No

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**Update SEPTEMBER AT PENN**

**MUSIC**

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

**RELIGION**

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

**TALK**

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

**Grad Students: Academic Careers**

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

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

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

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

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

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**Almanac**

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